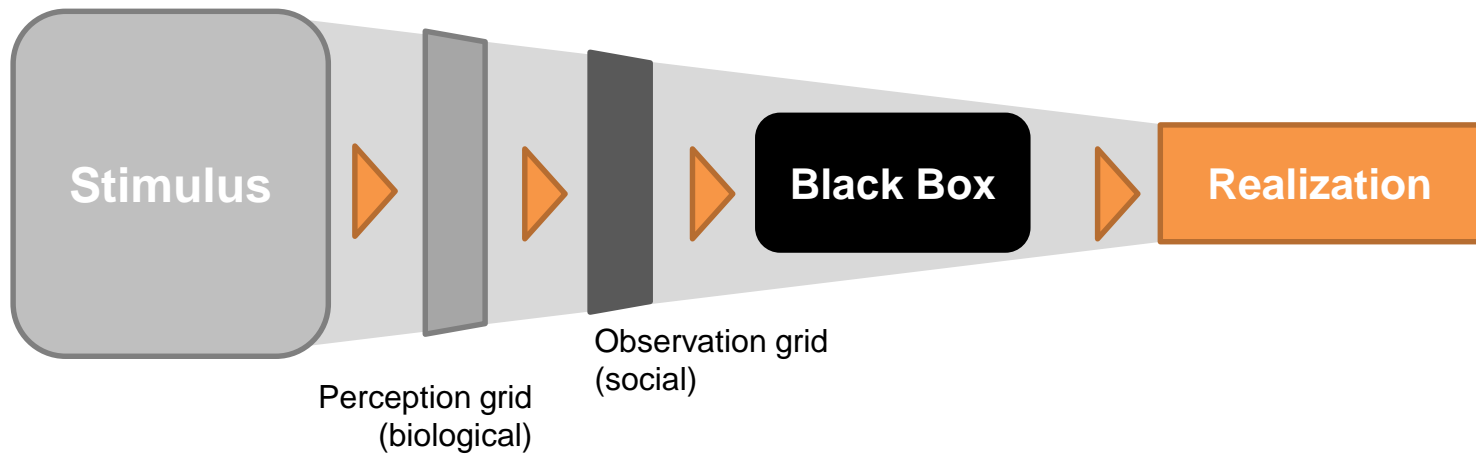
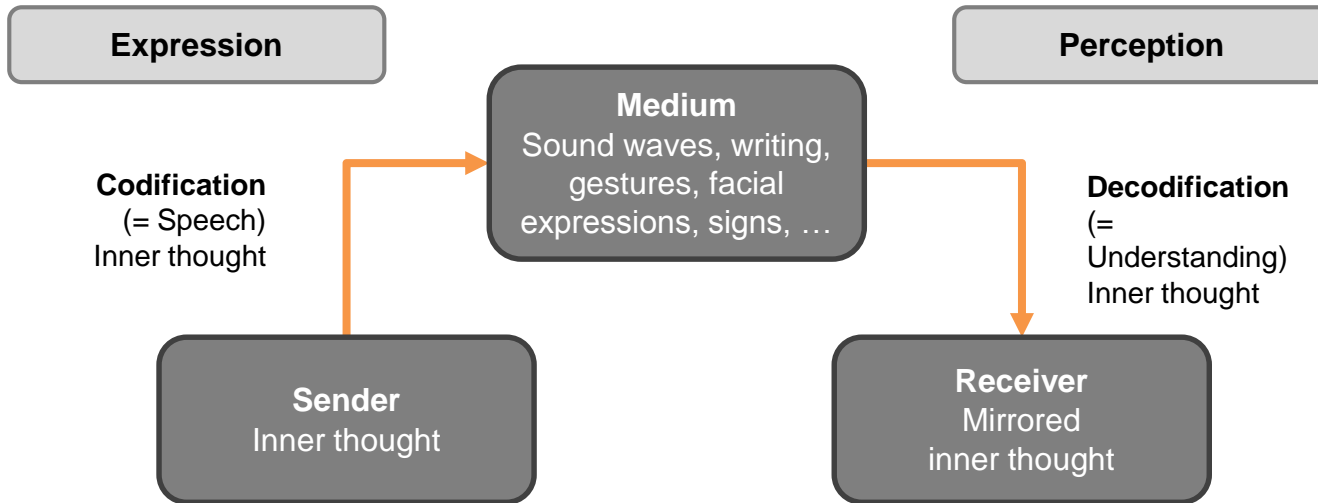


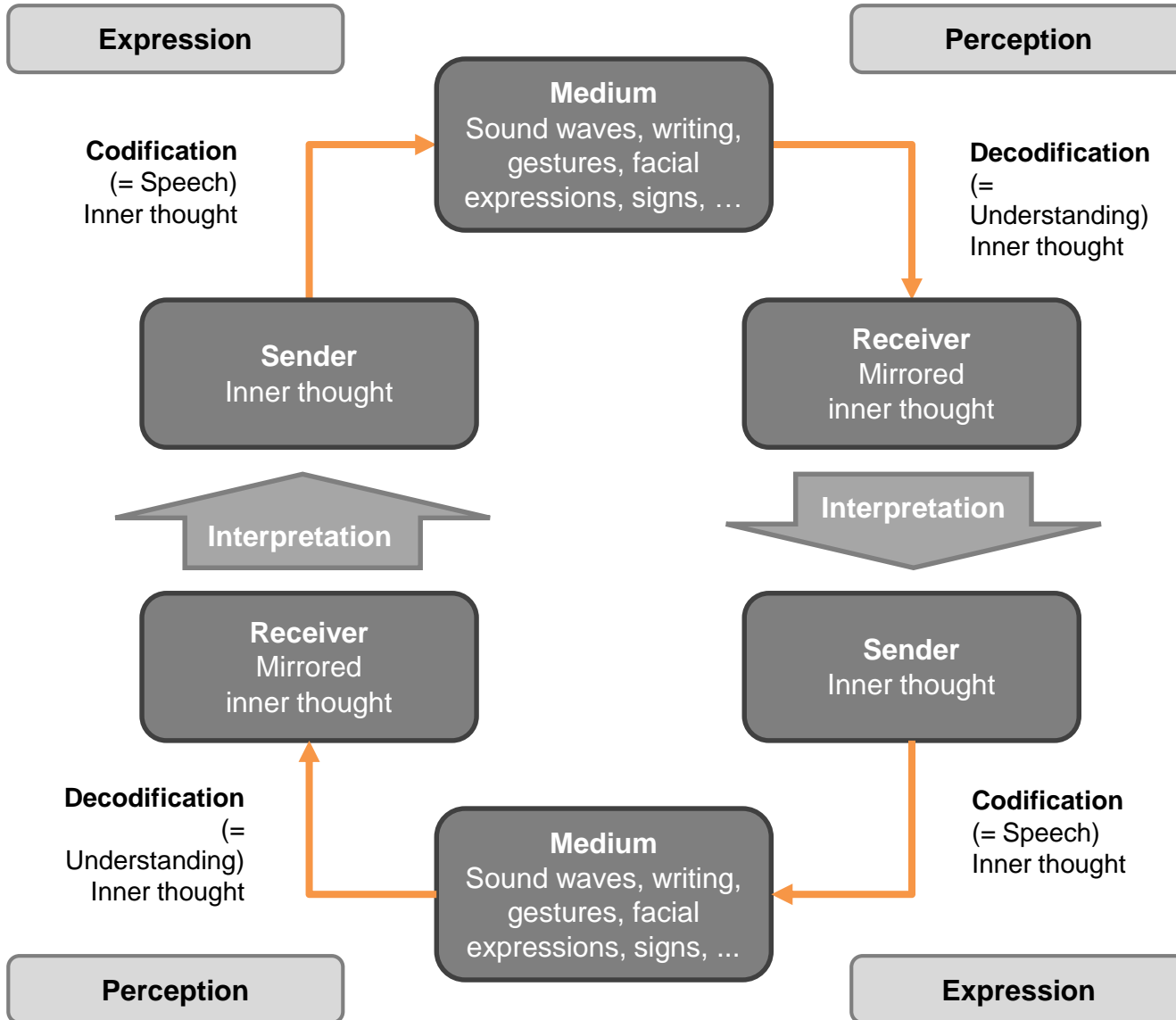
Perception



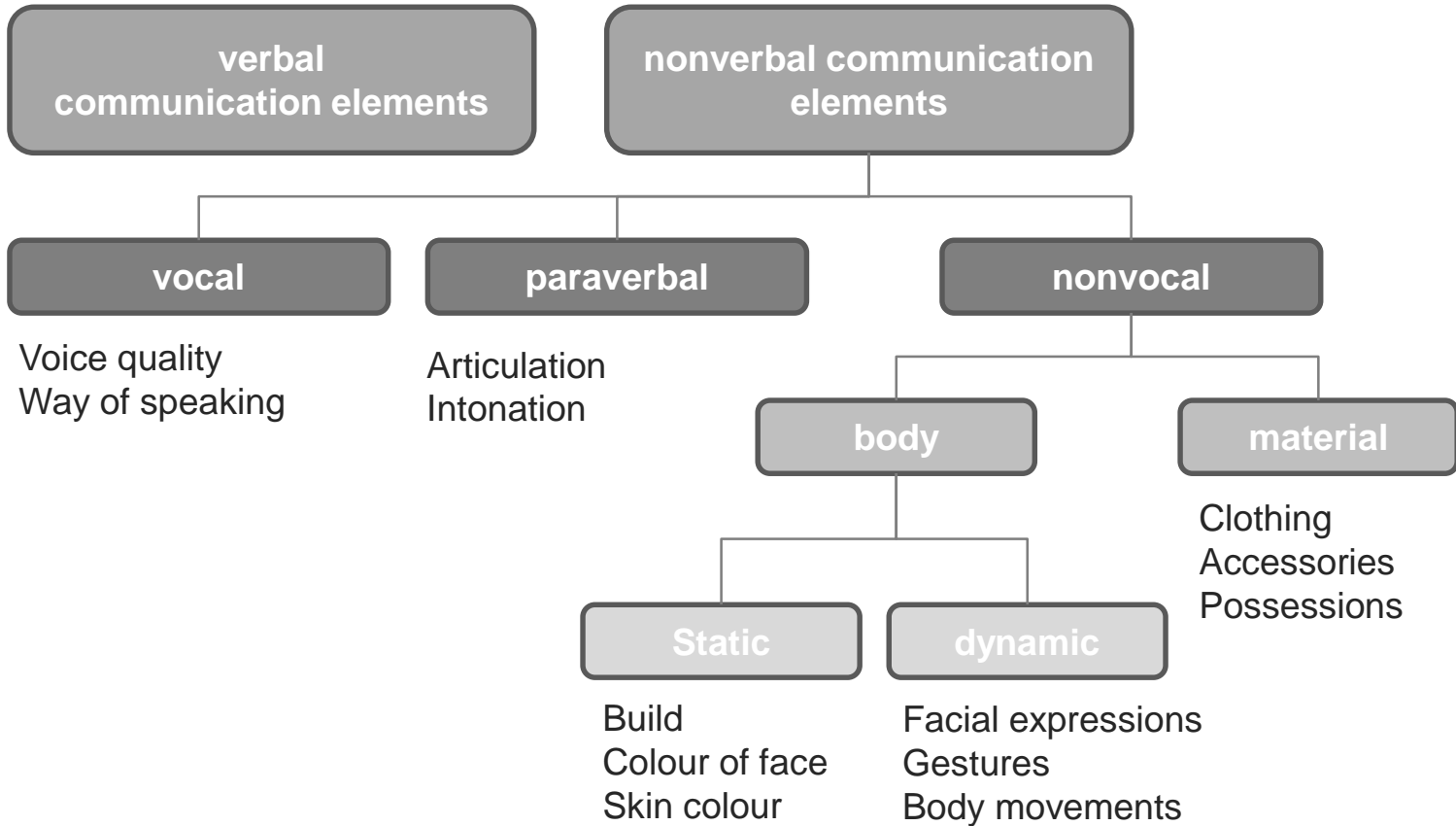
One-way Communication



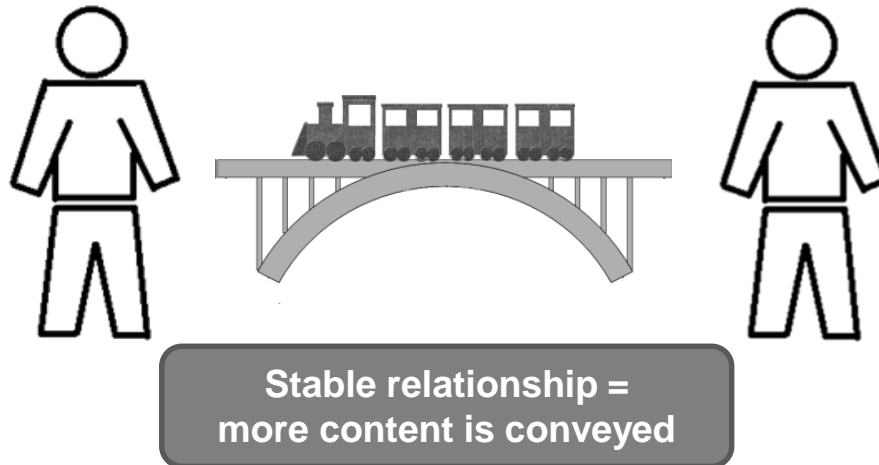
Two-way Communication



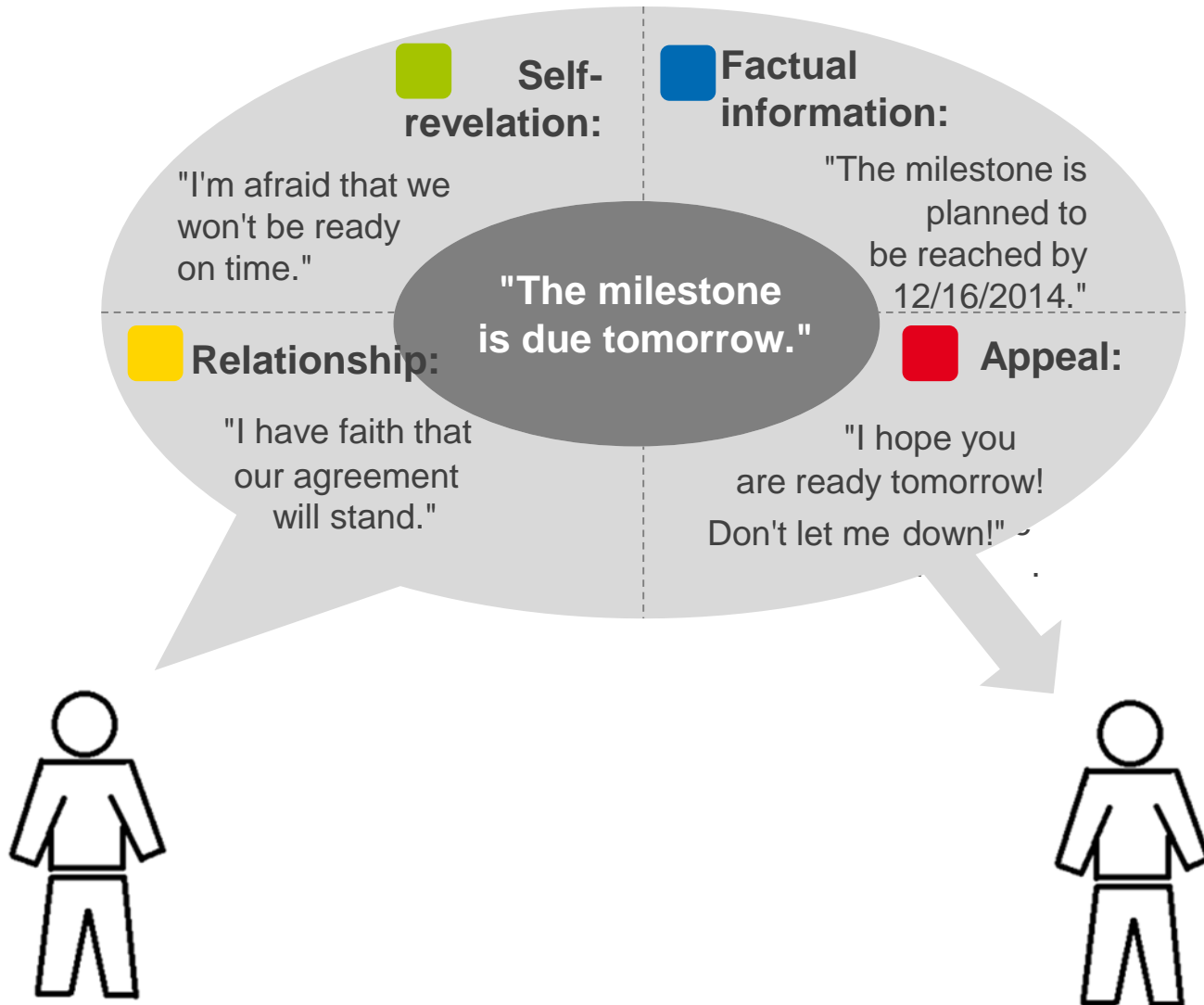
Verbal/Nonverbal Communication



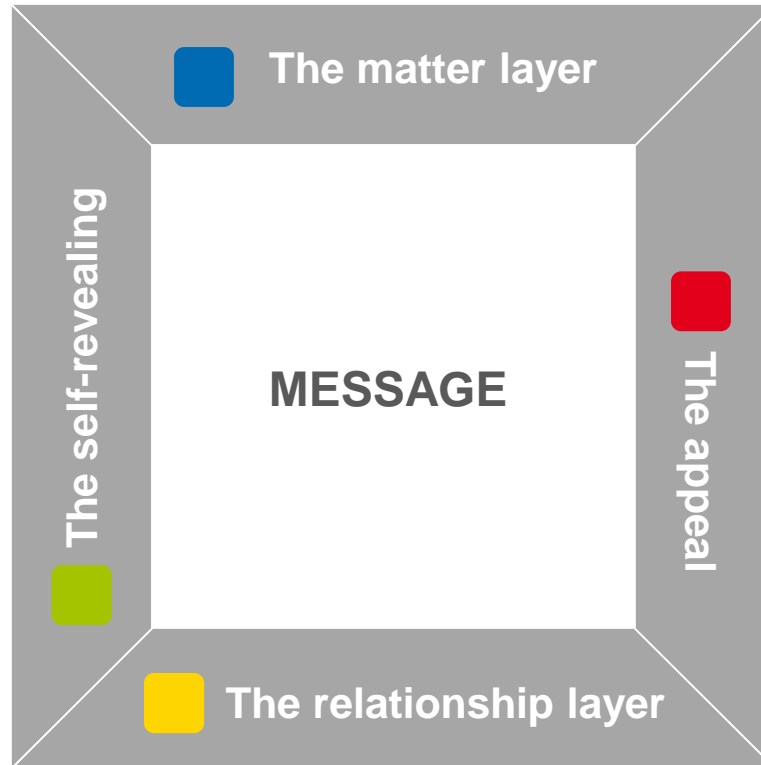
Content and Interpersonal Level of Communication



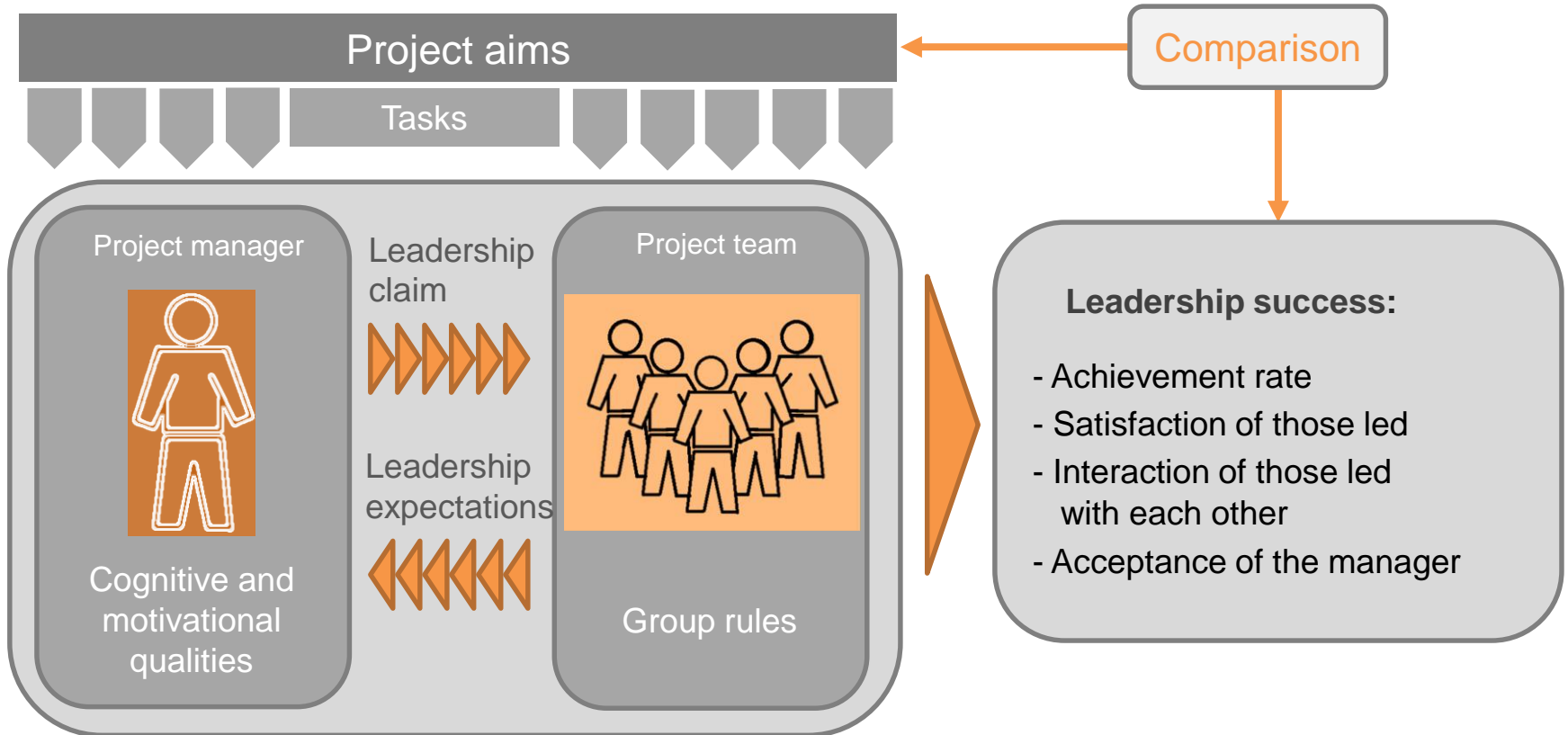
Four-ears Model Practical Example



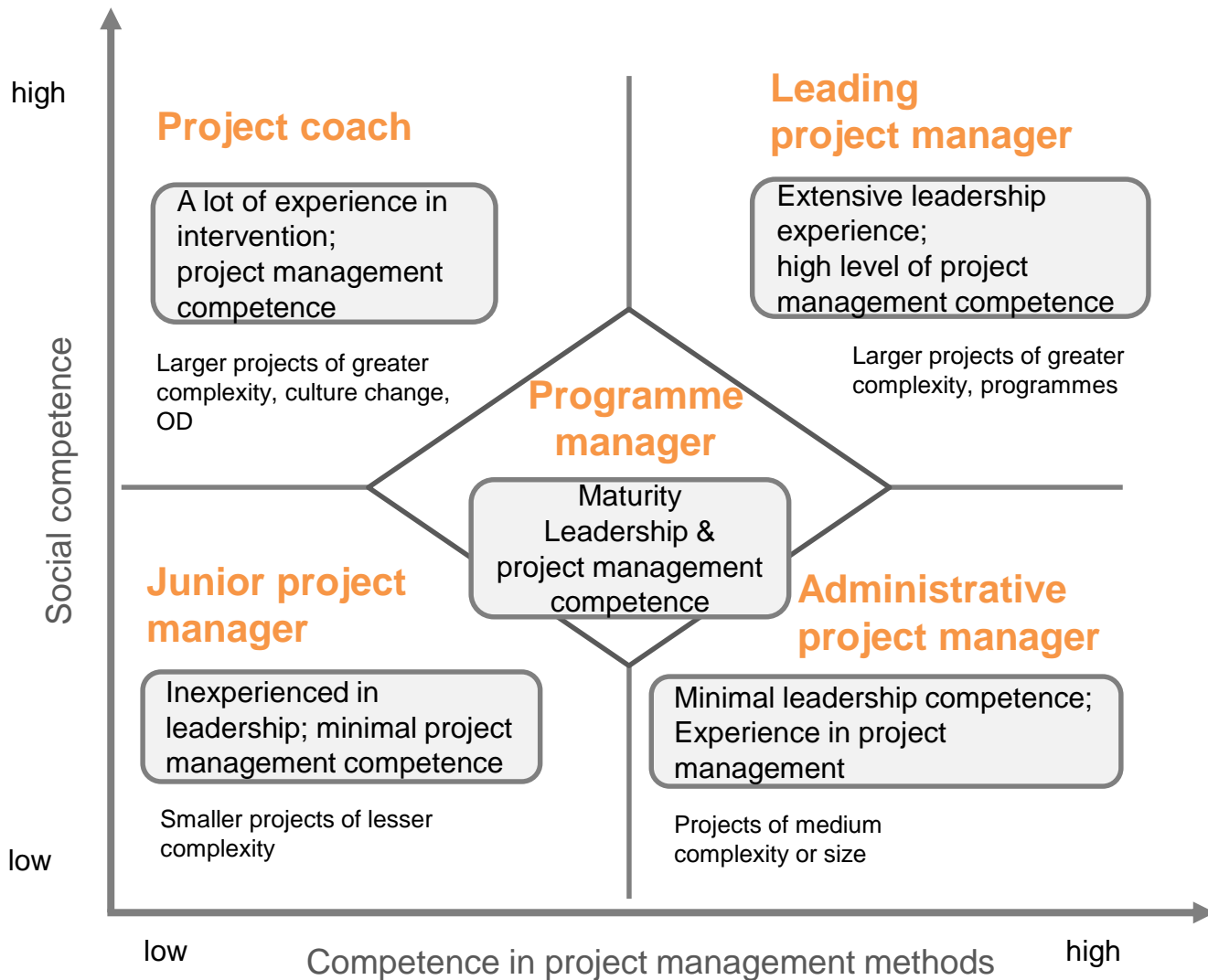
The Four Sides of Communication



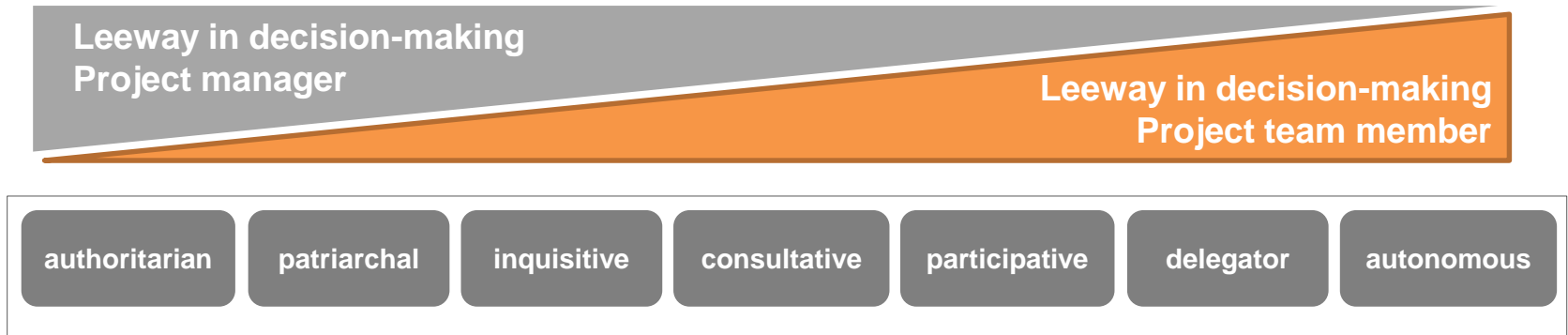
Leadership Diagram



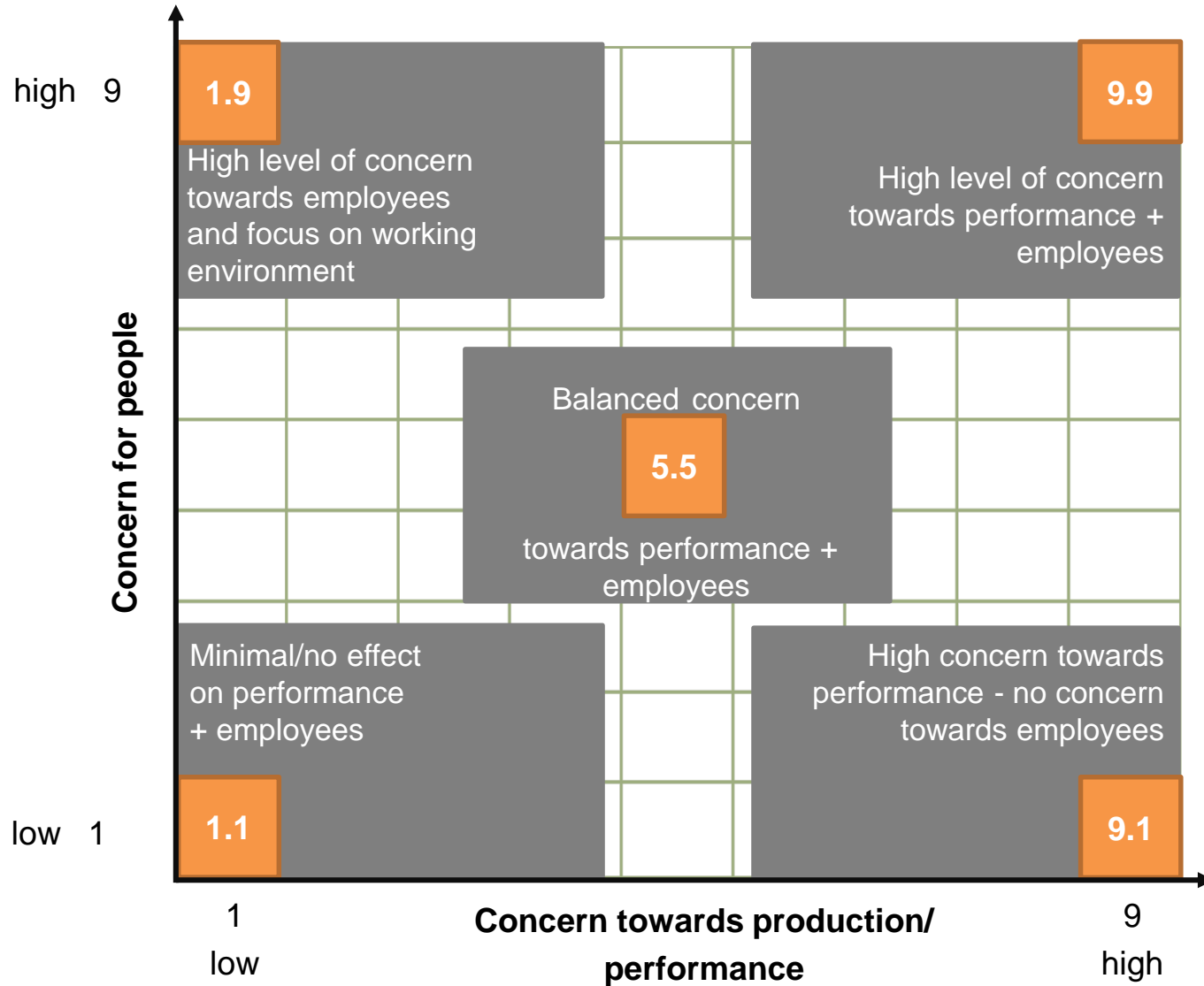
Project Management Methods and Social Competence Matrix



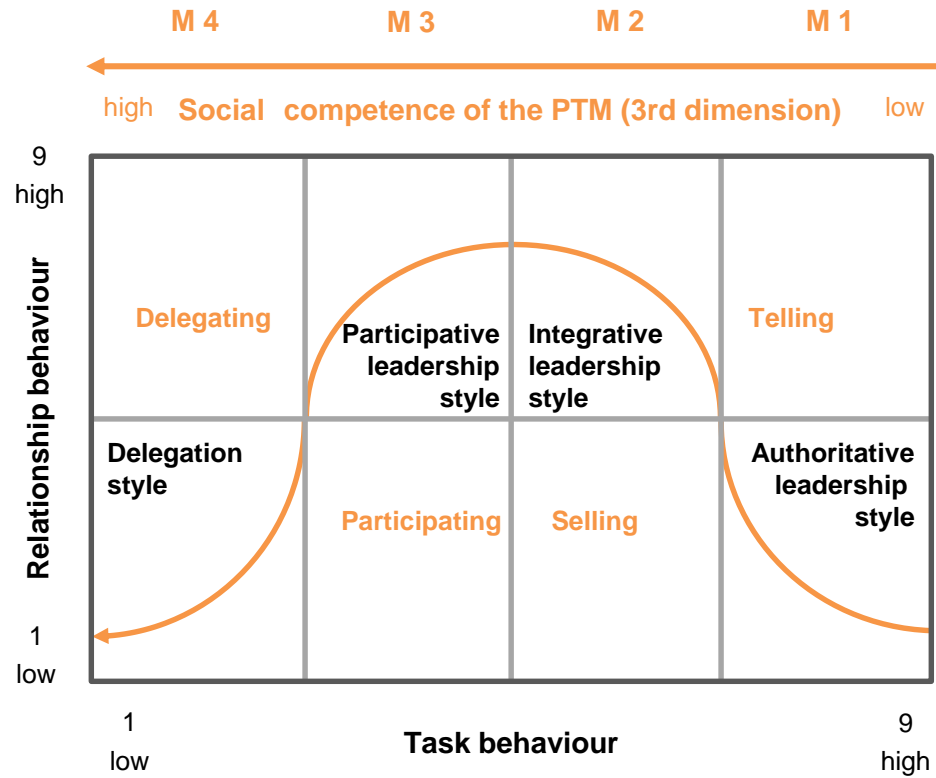
Leadership Continuum



Universal Leadership Style



Situational Leadership Theory



Legend:

M 1-4 ... Degree of maturity or social competence

Responsibility Matrix

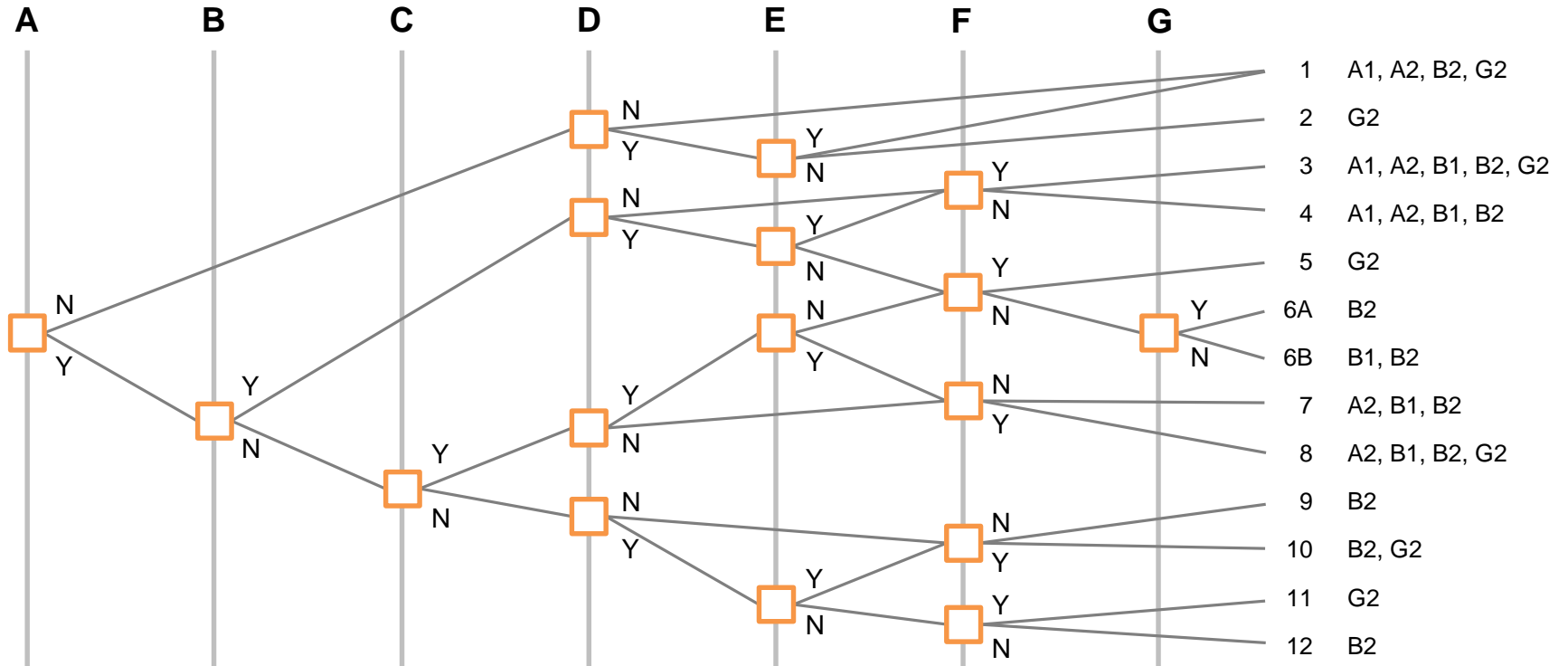
WBS code	Phase/Work package	Project owner	Project manager	Project team member 1	Project team member 2	Project team member 3
1	PROJECT					
1.1	Project management					
1.1.1	Project start	A	R	C	C	C
1.1.2	Project coordination		R	C	C	
1.1.3	Project control	A	R	C	C	C
1.1.4	Project marketing	C	R	C	C	C
1.1.5	Project completion	A	R	C	C	C
1.2	Approach					
1.2.1	Carry out actual state analysis				R	
1.2.2	Gather target requirements		C	R		C
1.2.3	Define and agree upon specifications			C	R	
1.2.4	Establish and approve contract specifications	A	R	C	C	
1.2.5	Carry out review with client				R	

Legend:

- A ... Accountability - (strategic) decision
- R ... operational (performance) responsibility
- C ... Contribution

WBS – work breakdown structure

Normative Model of Decision-Making



Is there a quality requirement?
Is one solution probably better than another?

Is the problem structured? Is it known what information is missing and where it can be found?

If I make the decision myself, will it then be accepted by the employees?

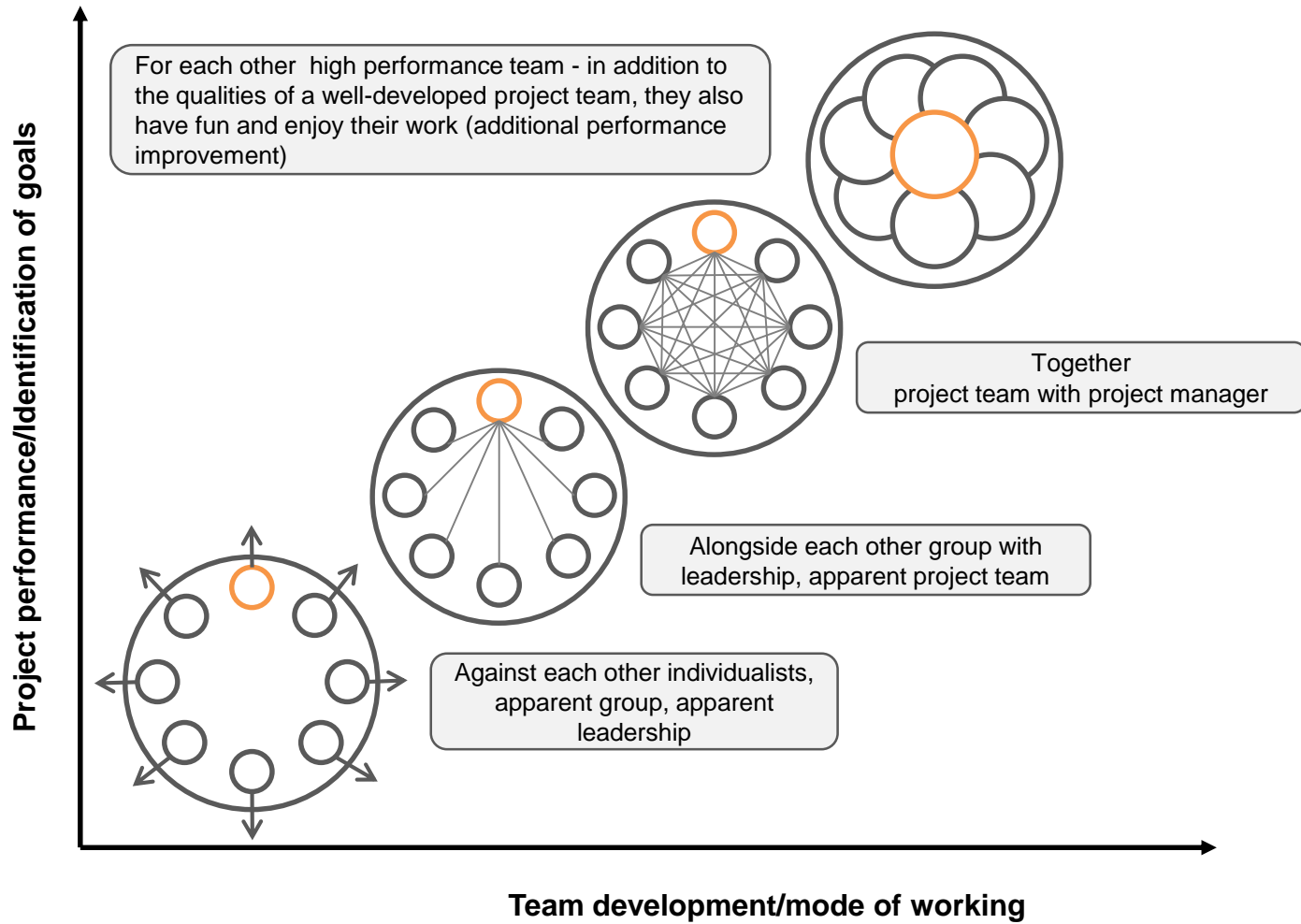
Is it possible that conflict may arise among the employees, regarding the solution to be adopted?

Have I got enough information to be able to make a valuable decision alone?

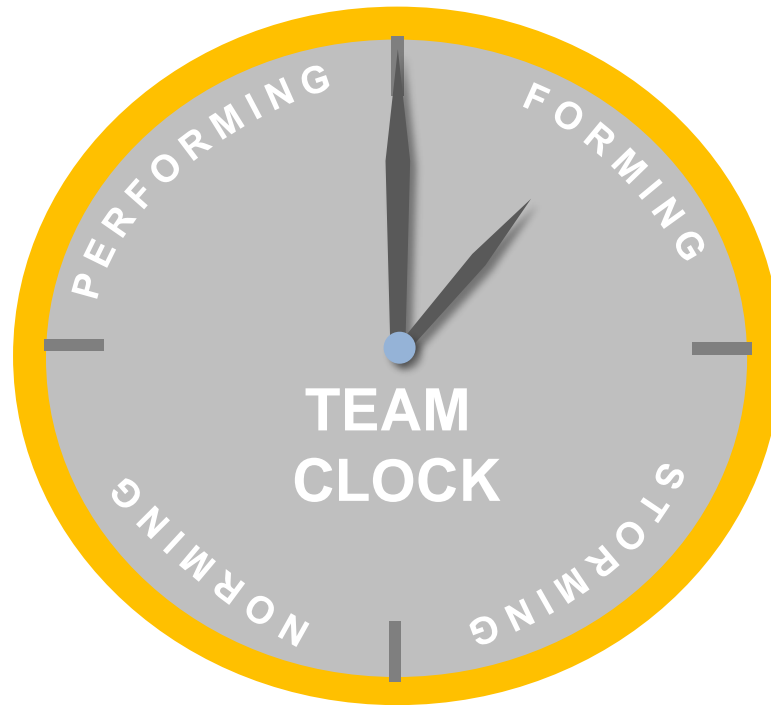
Is acceptance of the decision by the employees important for effective performance?

Do the employees share the company objectives that are to be achieved by solving this problem?

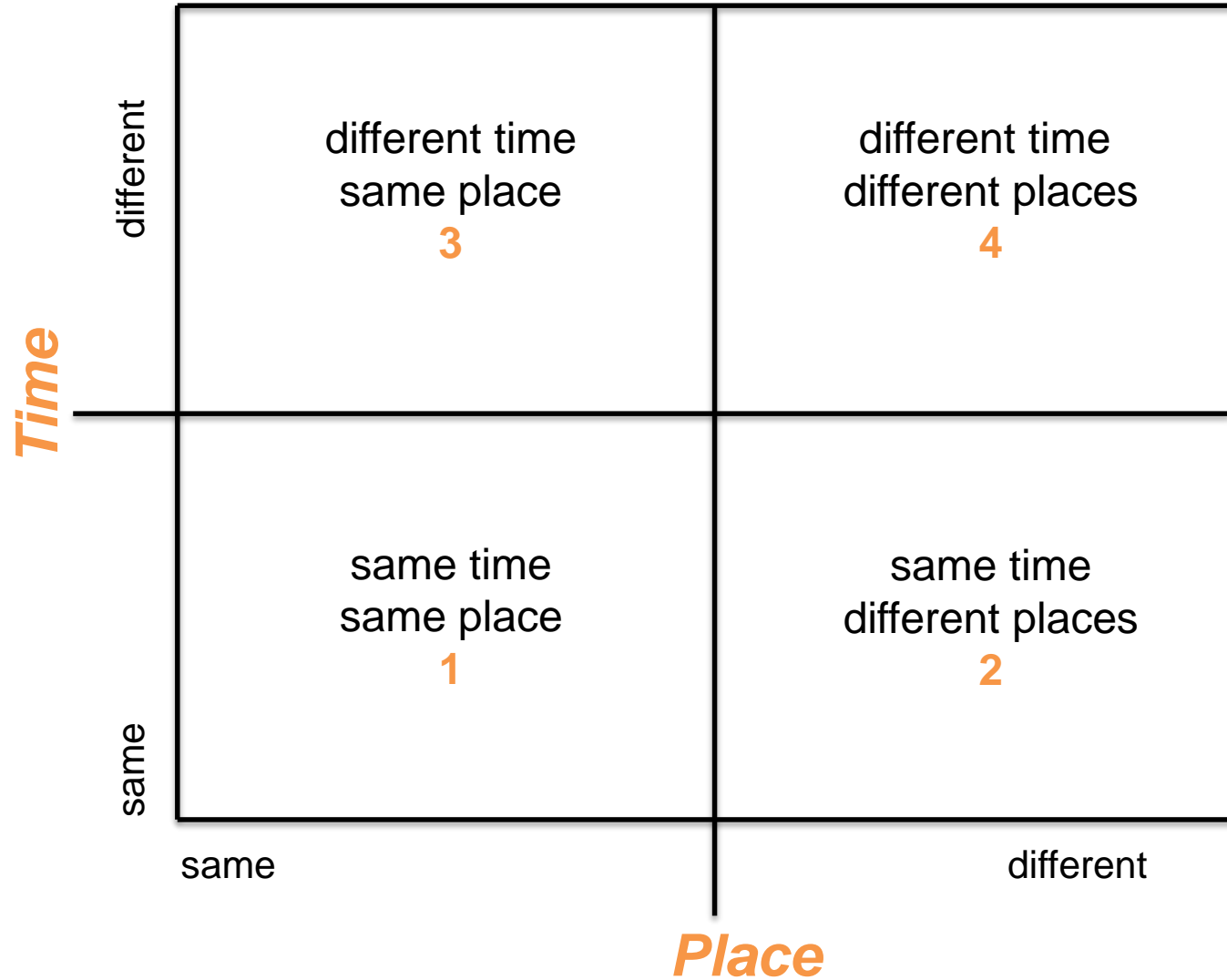
Team Characteristics



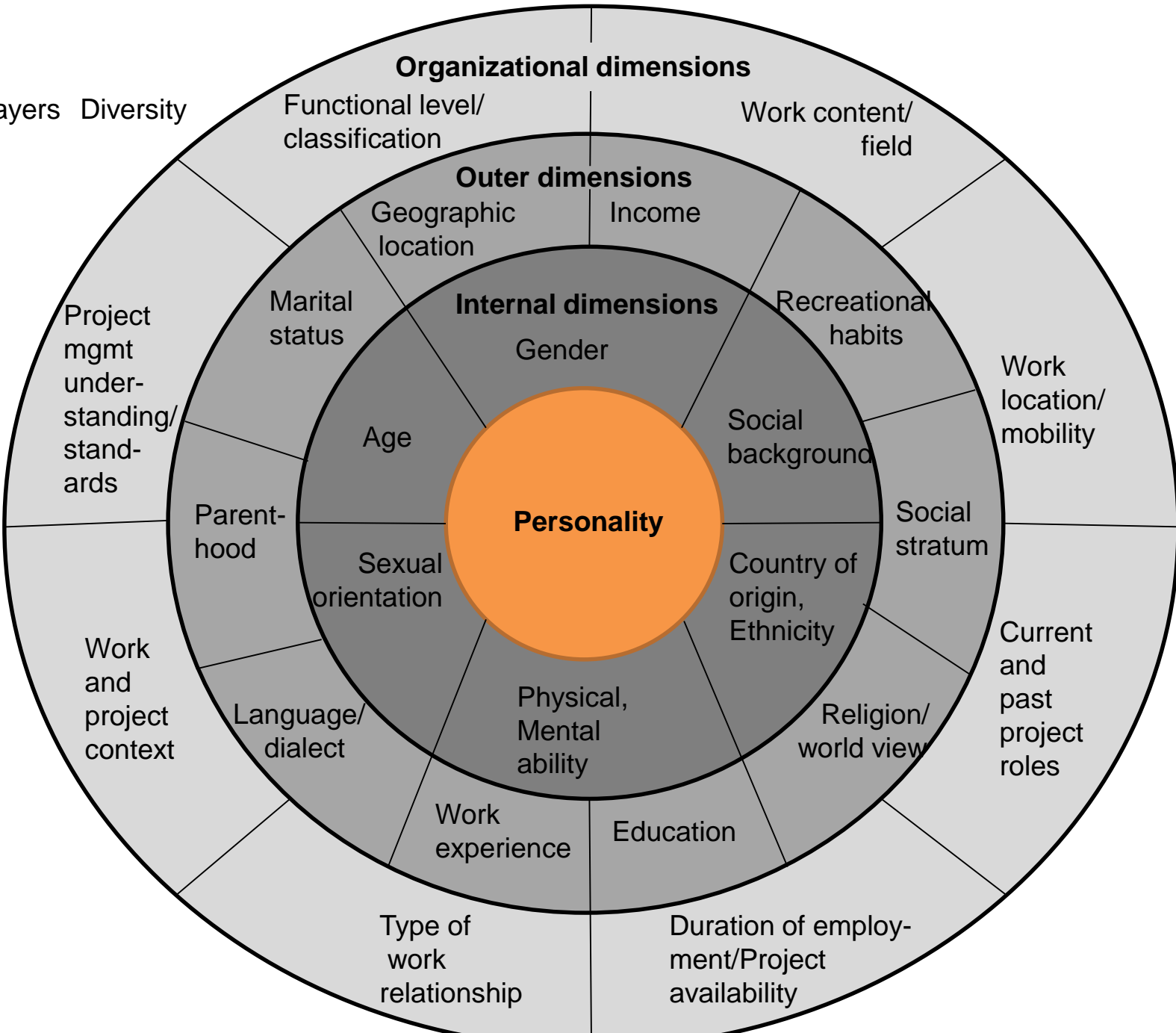
Team Development Phases



Characteristics of Virtual Teams



Four Layers Diversity



Organizational dimensions

Functional level/
classification

Work content/
field

Outer dimensions

Geographic
location

Income

Marital
status

Internal dimensions

Recreational
habits

Gender

Work
location/
mobility

Project
mgmt
under-
stand-
ing/
stand-
ards

Age

Social
background

Parent-
hood

Personality

Social
stratum

Sexual
orientation

Country of
origin,
Ethnicity

Work
and
project
context

Language/
dialect

Physical,
Mental
ability

Religion/
world view

Current
and
past
project
roles

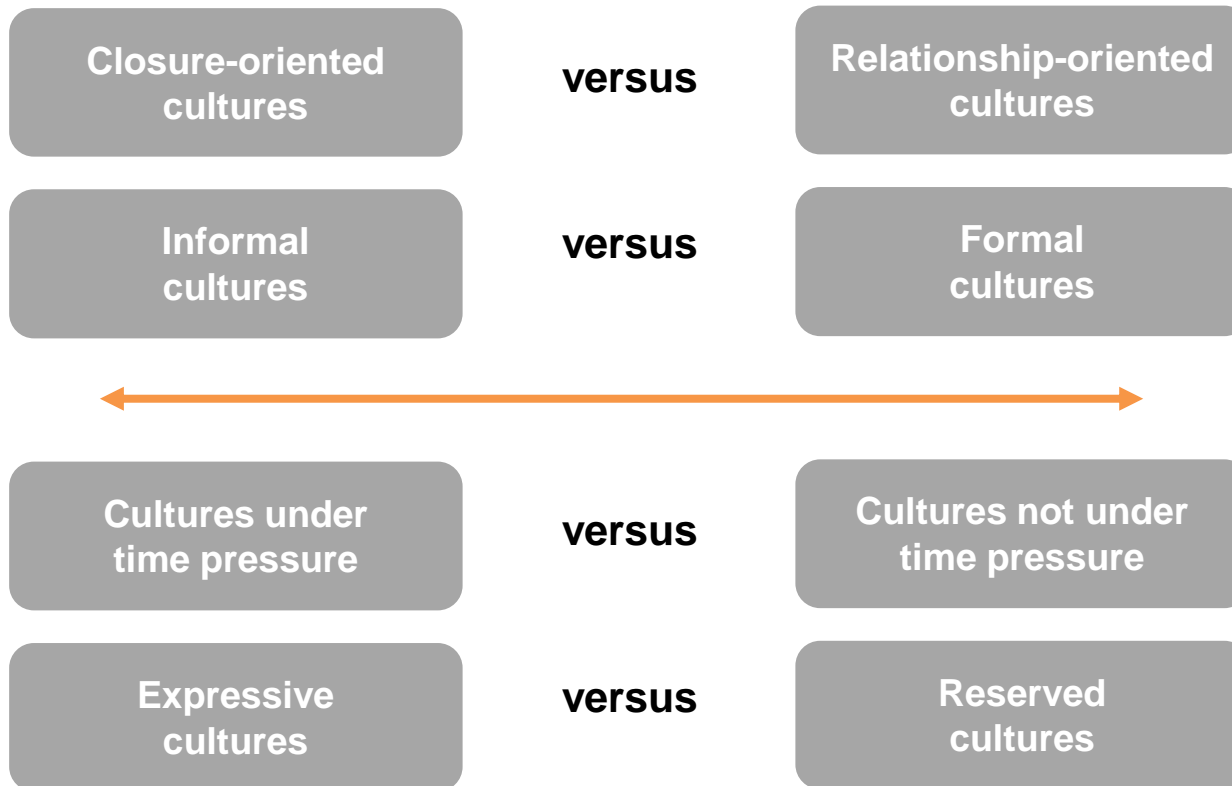
Work
experience

Education

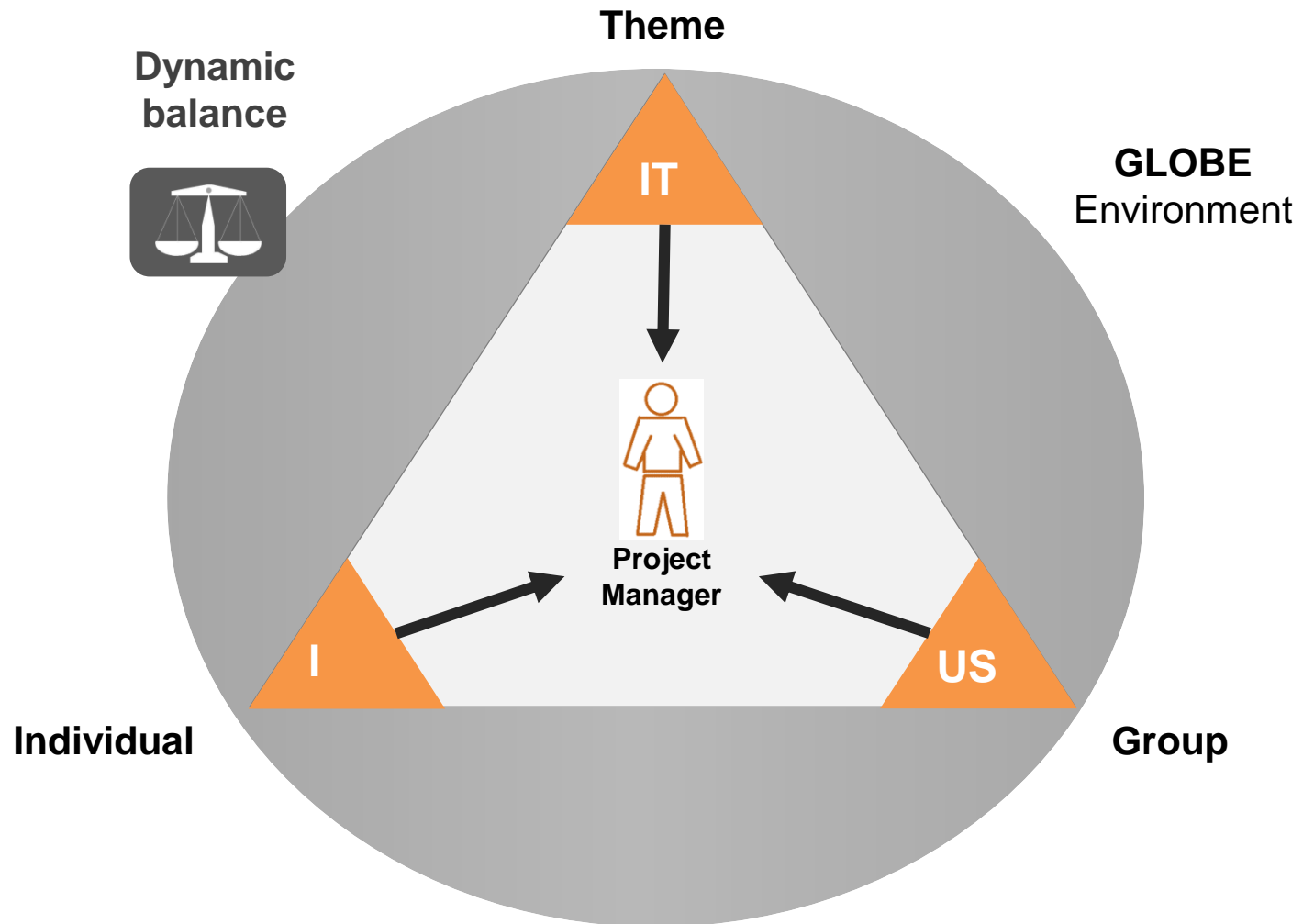
Type of
work
relationship

Duration of employ-
ment/Project
availability

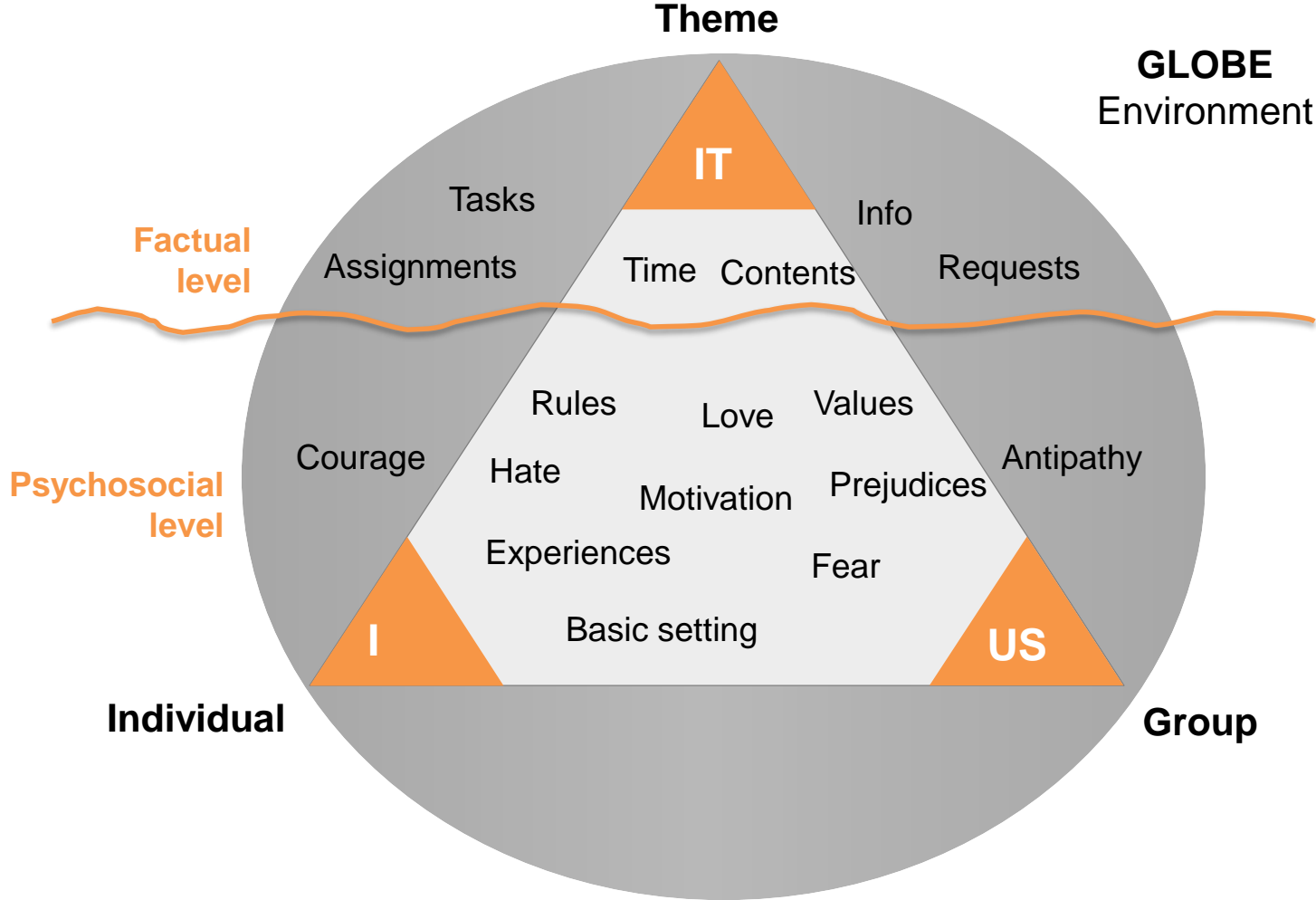
Four-culture Typology



TCI - Four-factor Model

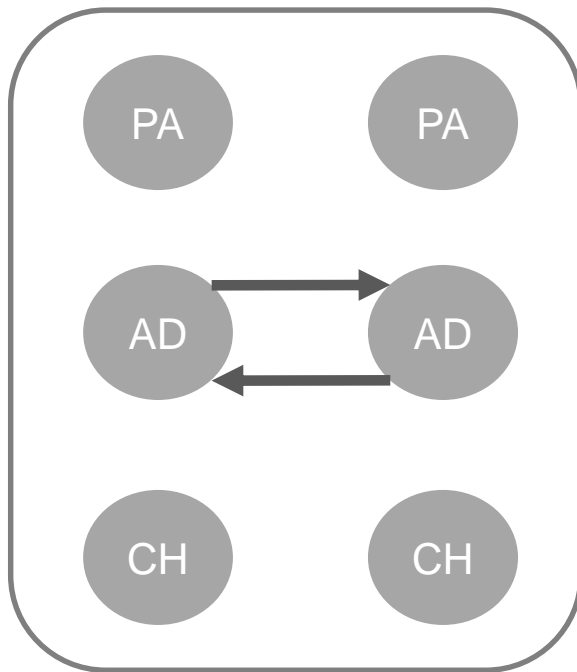


TCI - Iceberg

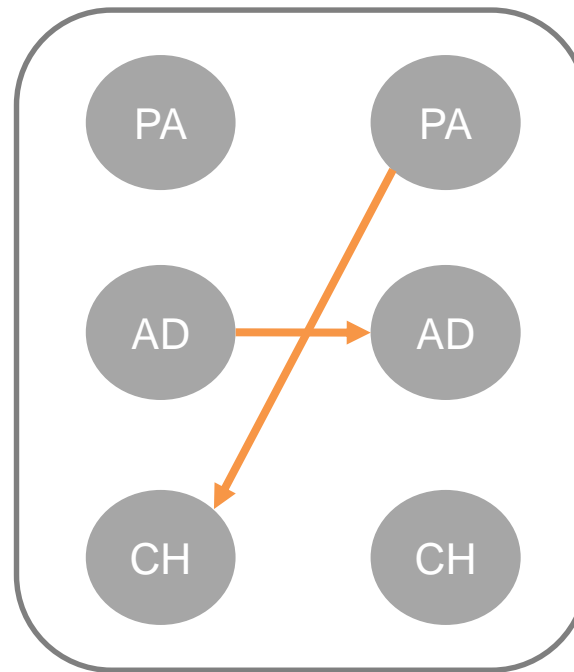


Transaction Analysis

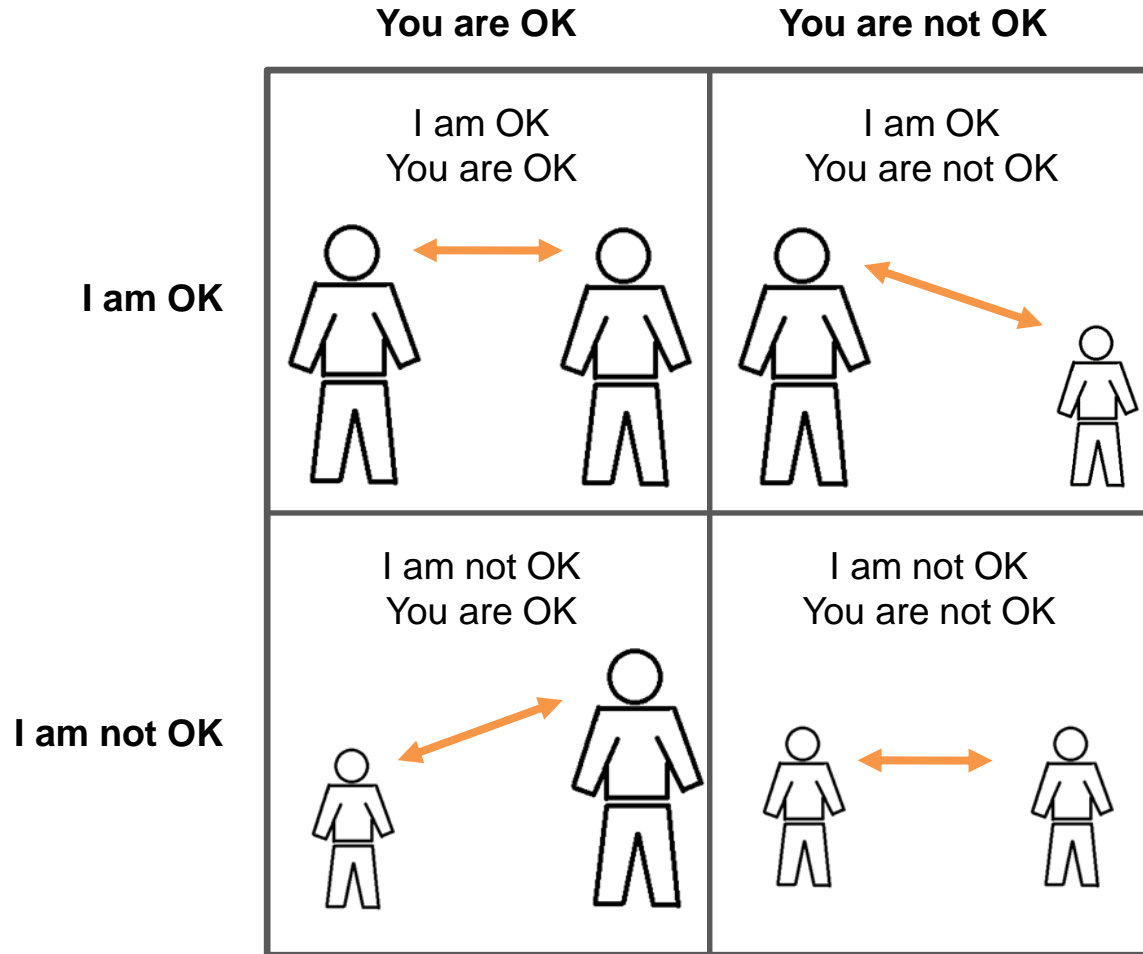
Rational, factual
communication



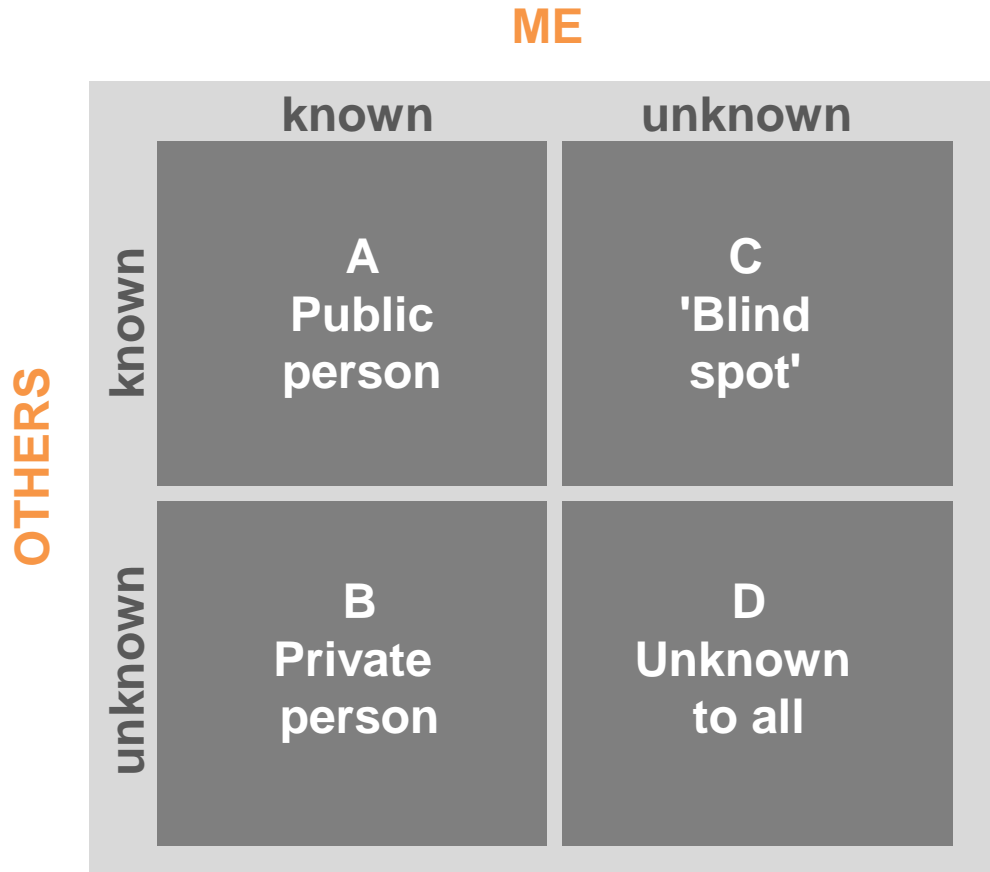
Different levels -
cross-over communication



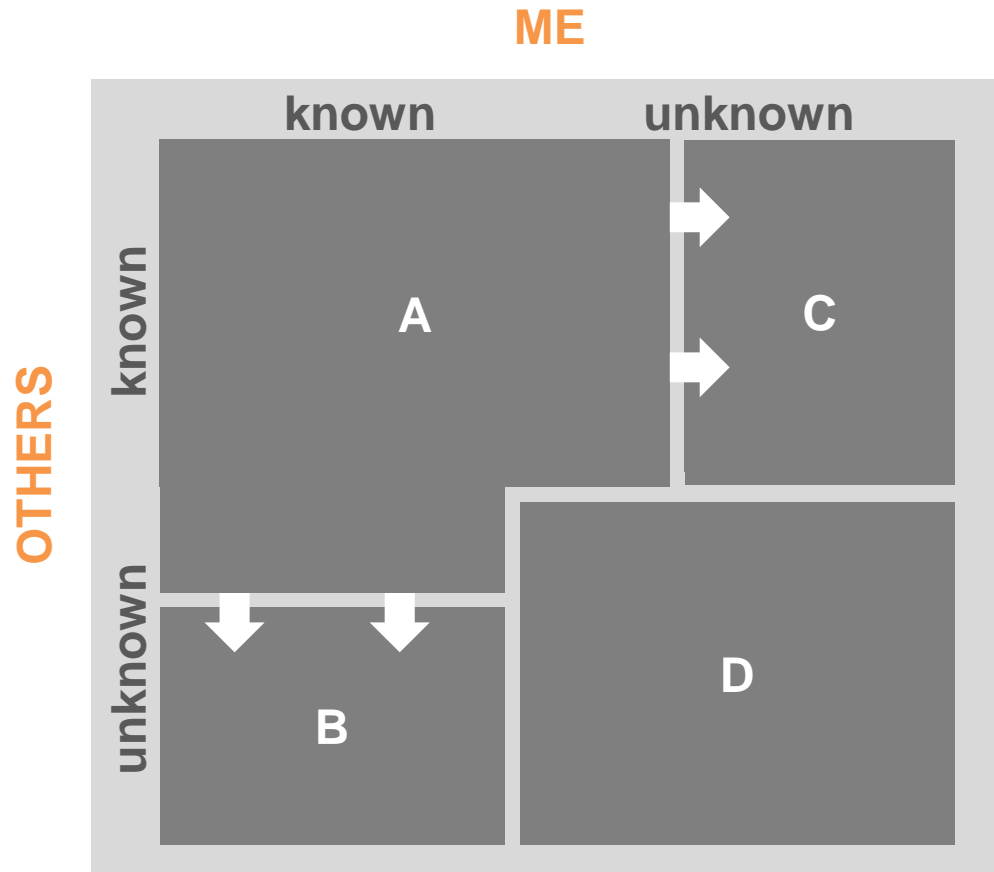
The OK Corral



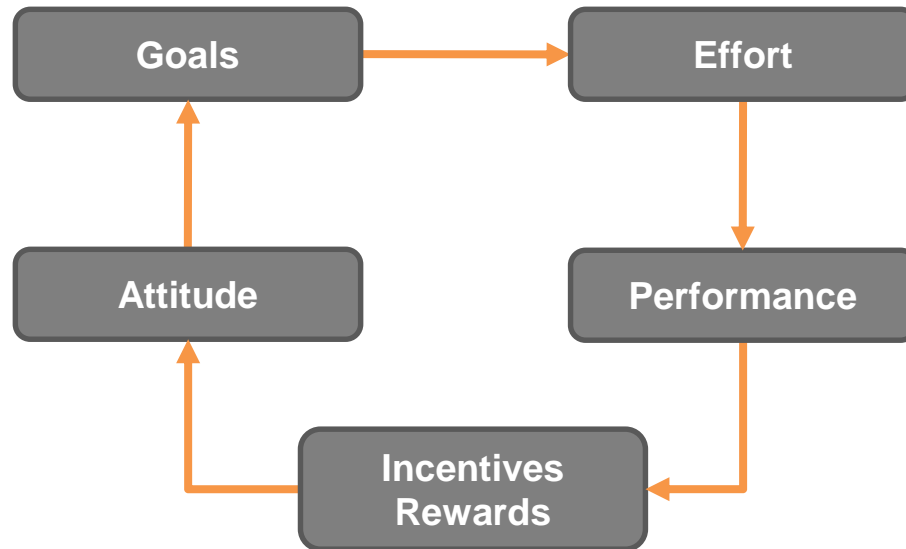
Johari Window



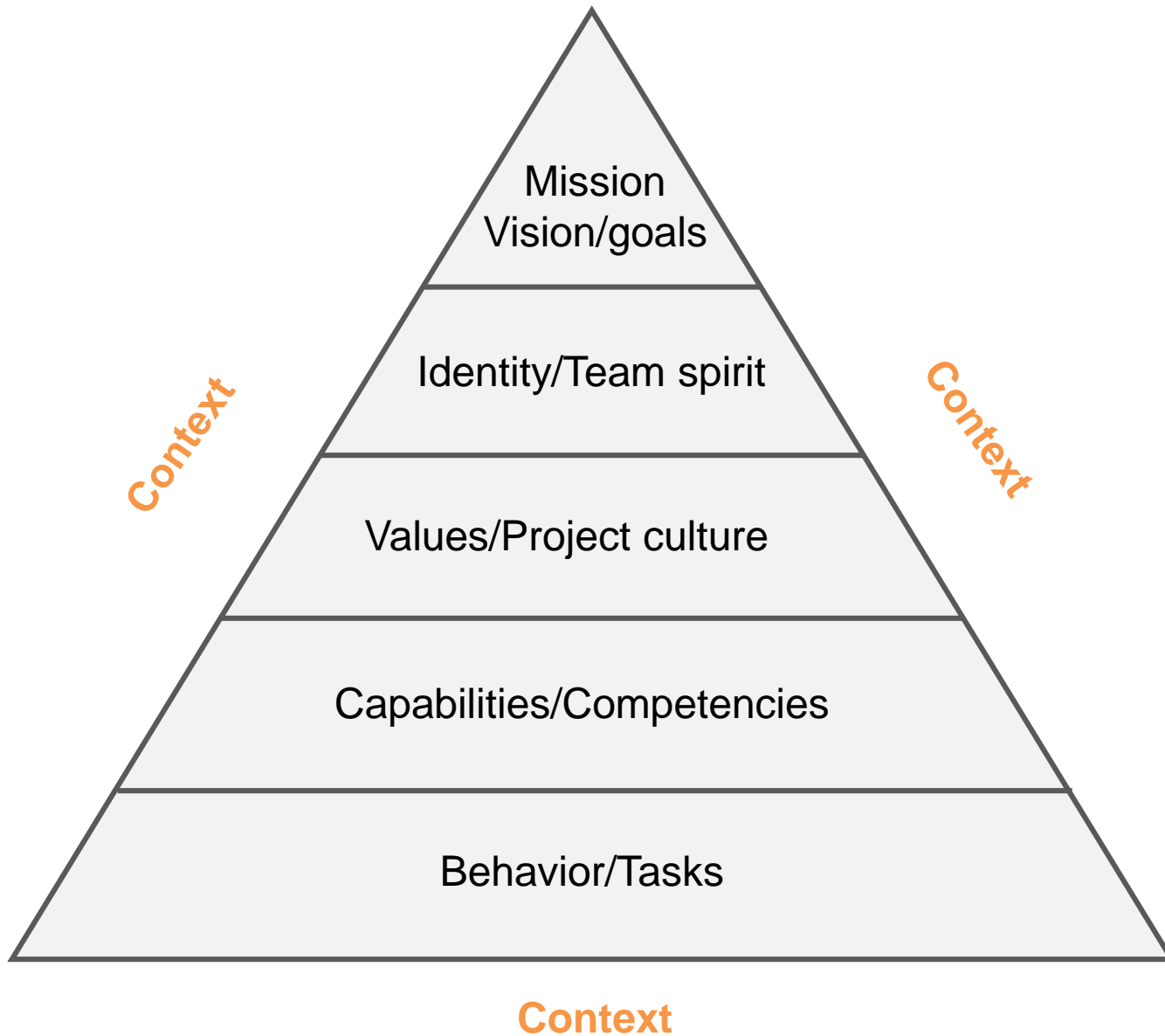
Development of the Johari Window



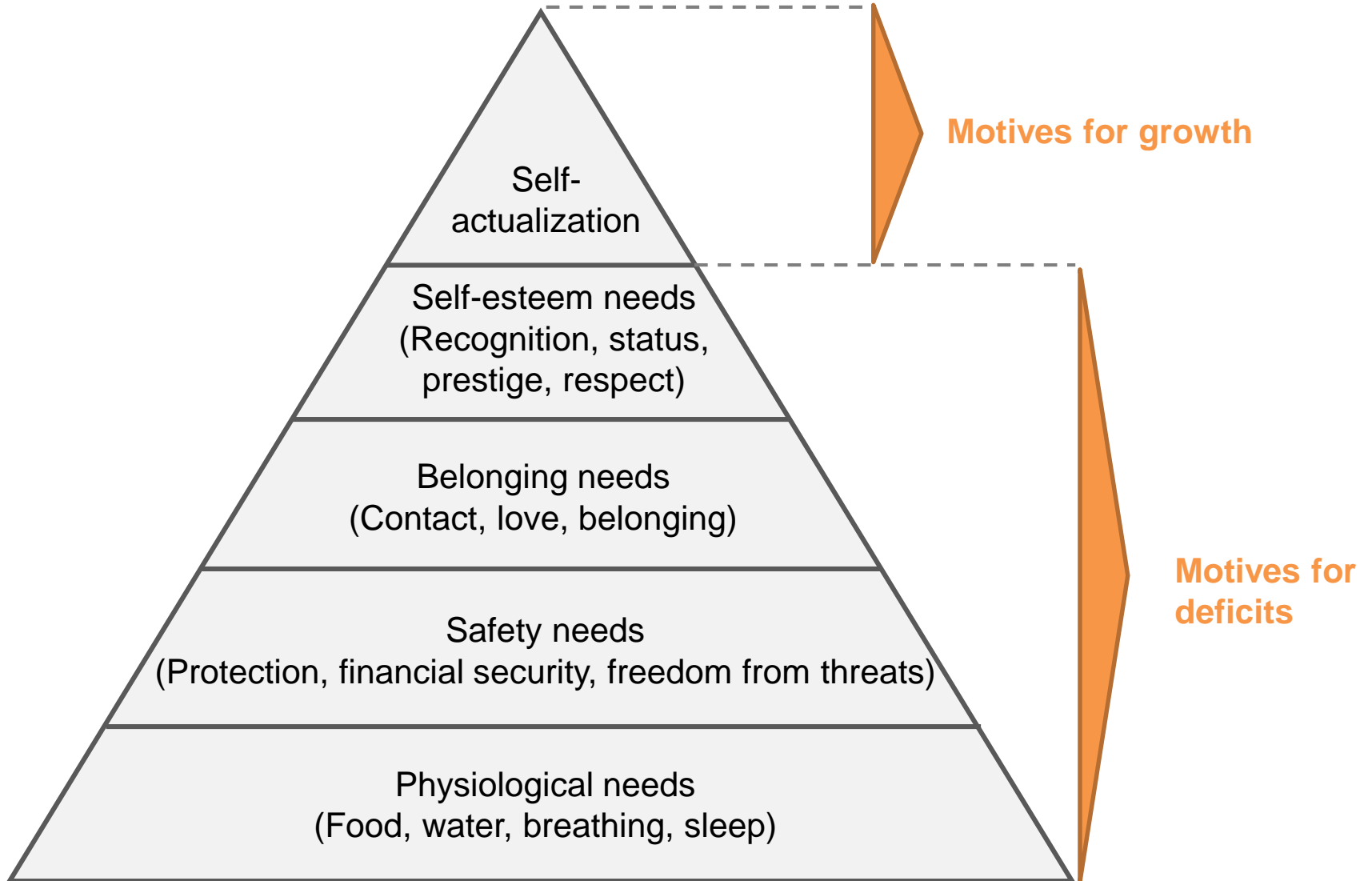
Basic Model (Cycle) of Motivation



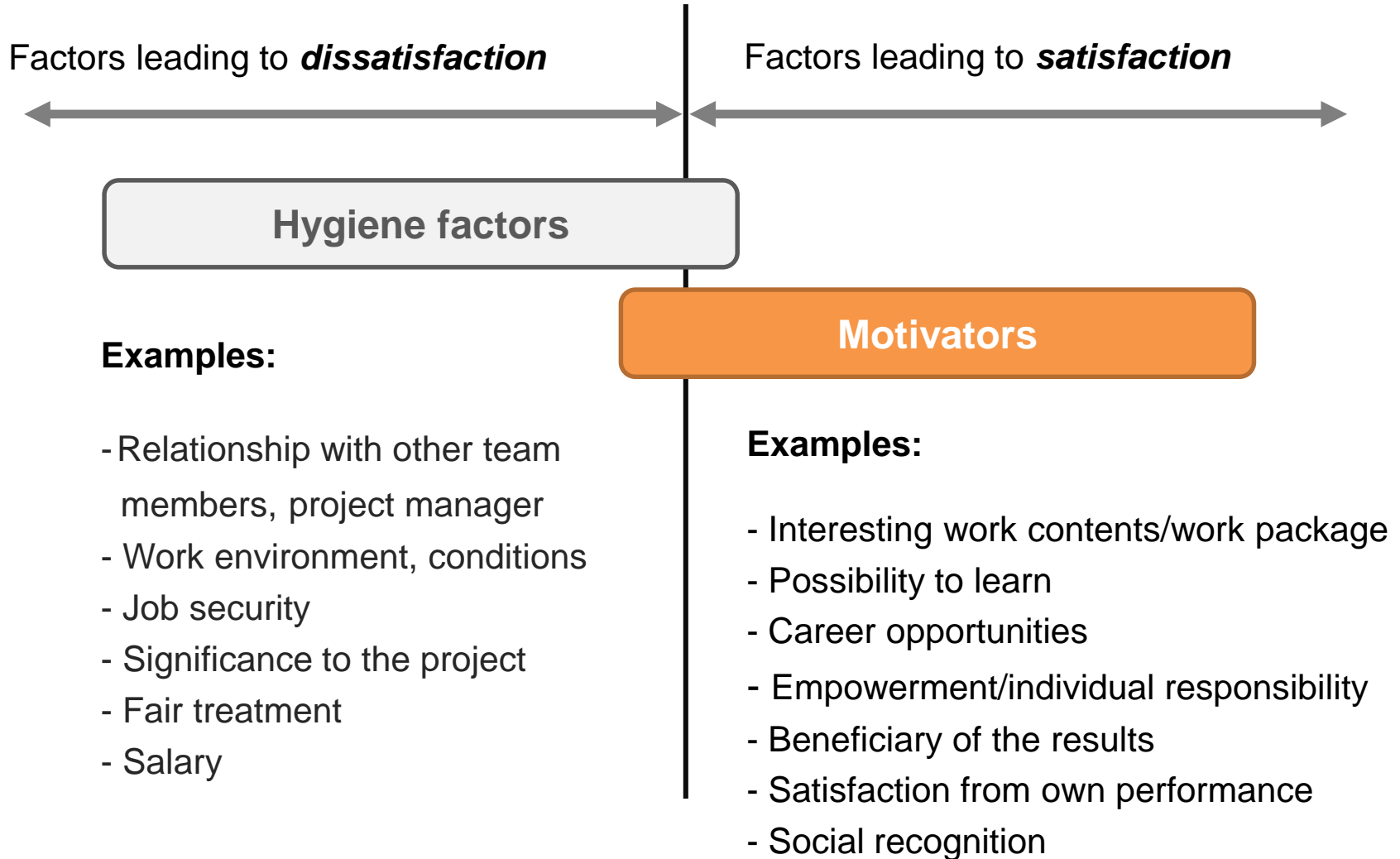
Pyramid of Logical Levels



Maslow's Hierarchy of Needs



Herzberg's Two-factor Theory

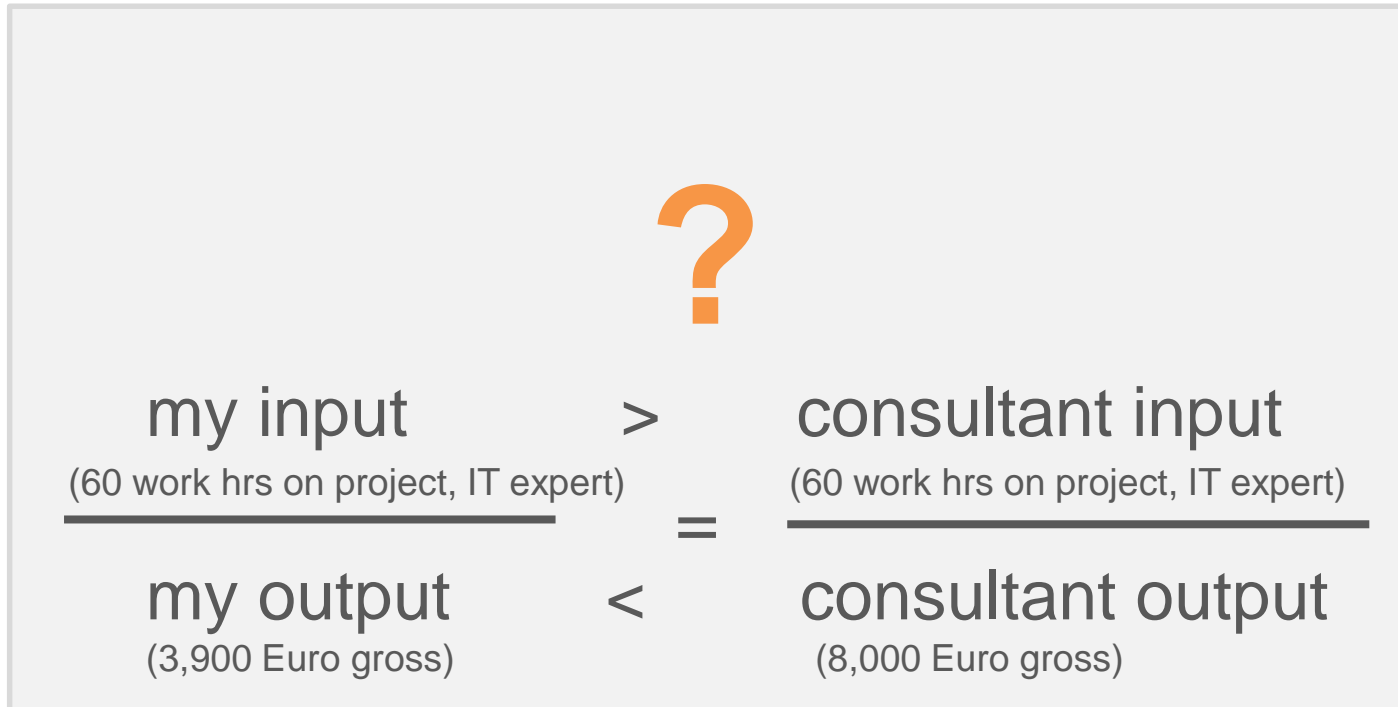


Adams Equity Theory

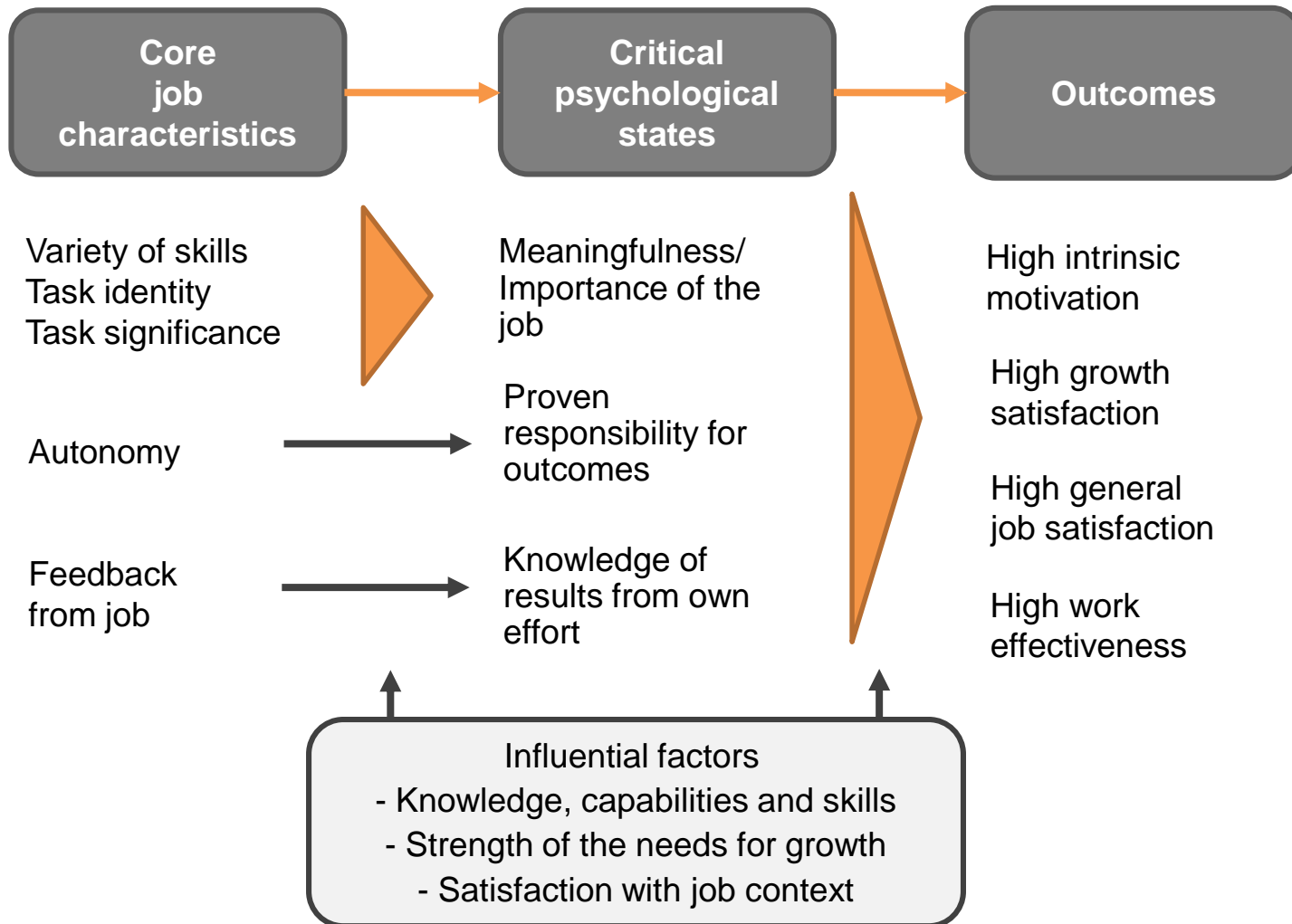


$$\frac{\text{my input}}{\text{my output}} \begin{matrix} > \\ < \\ = \end{matrix} \frac{\text{your input}}{\text{your output}}$$

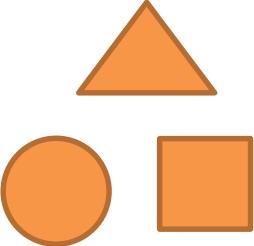
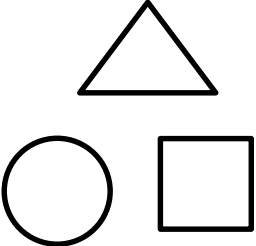
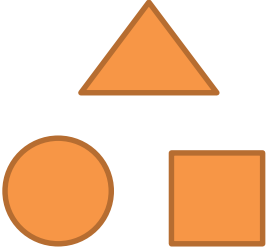
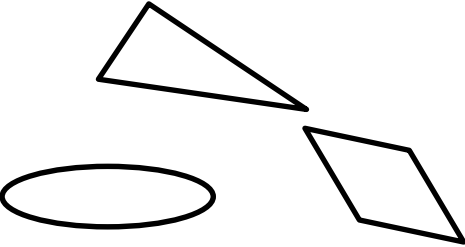
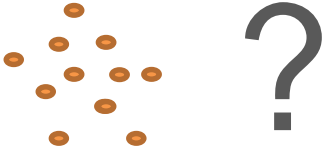
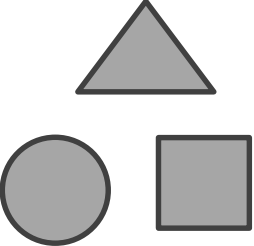
Practical Example of the Equity Theory



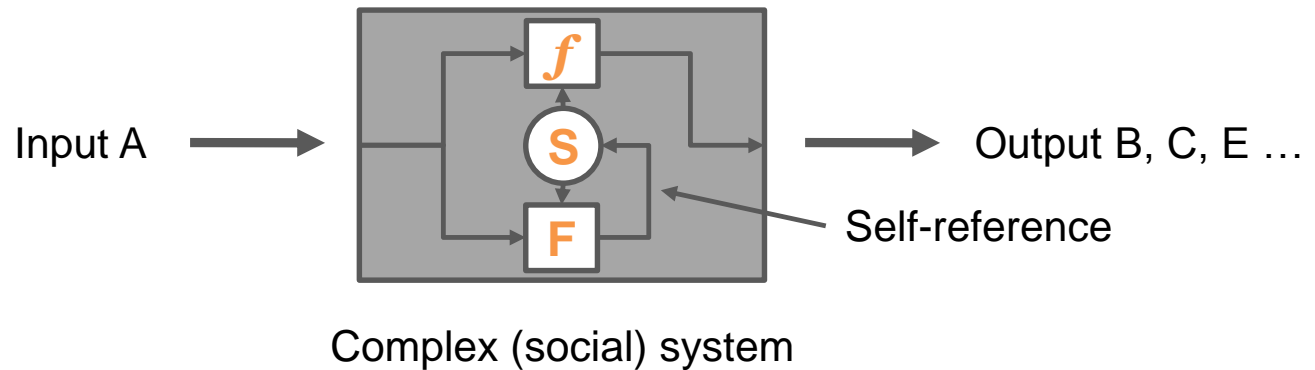
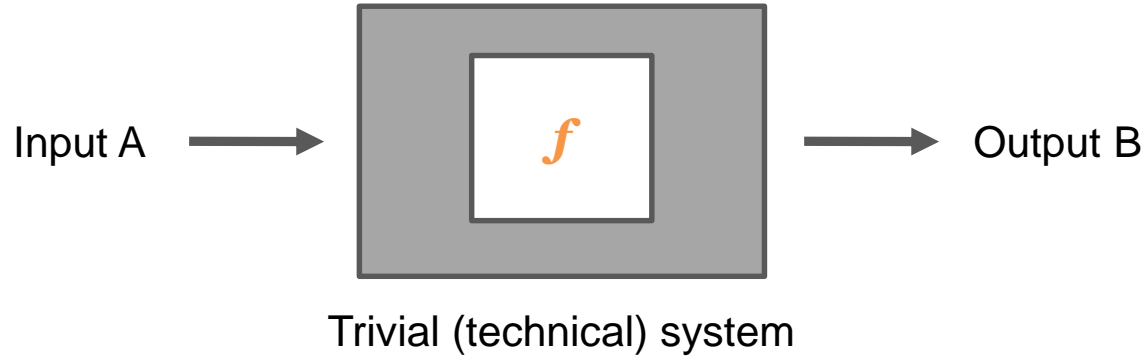
Job Characteristics Theory by Hackman/Oldham



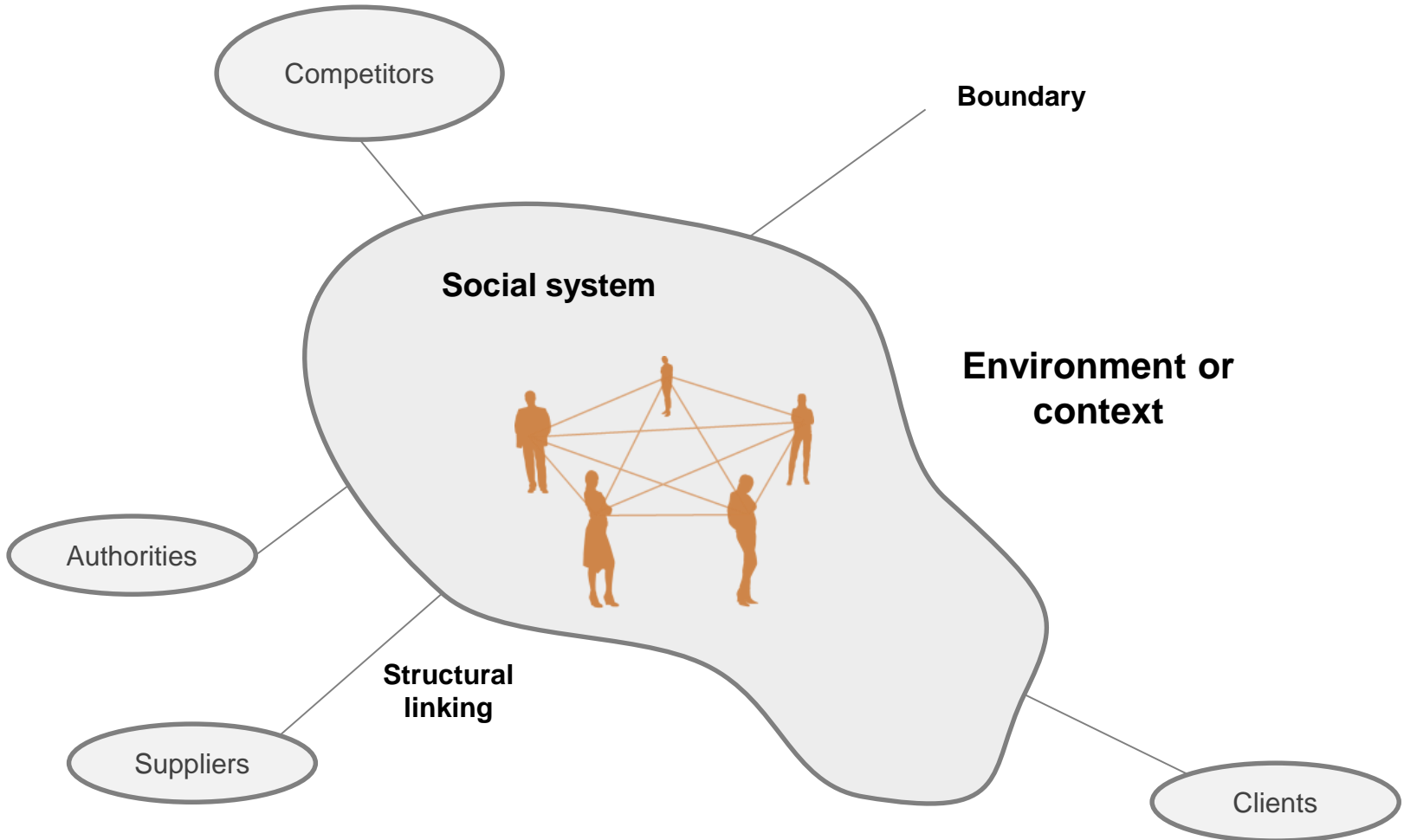
Constructivism

The world, as it is	"Reality", as we experience it	Theory of knowledge
		Naive realism
		Critical rationalism
		Constructivism

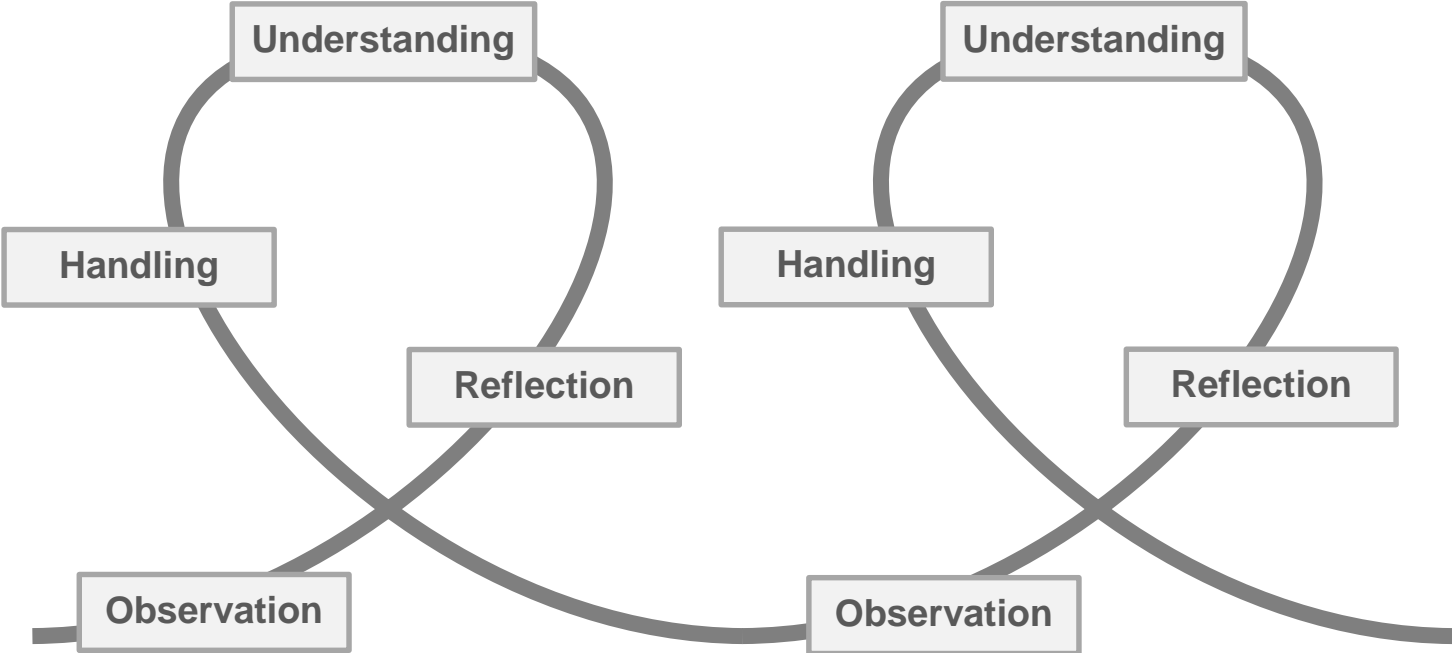
Trivial vs. Complex System



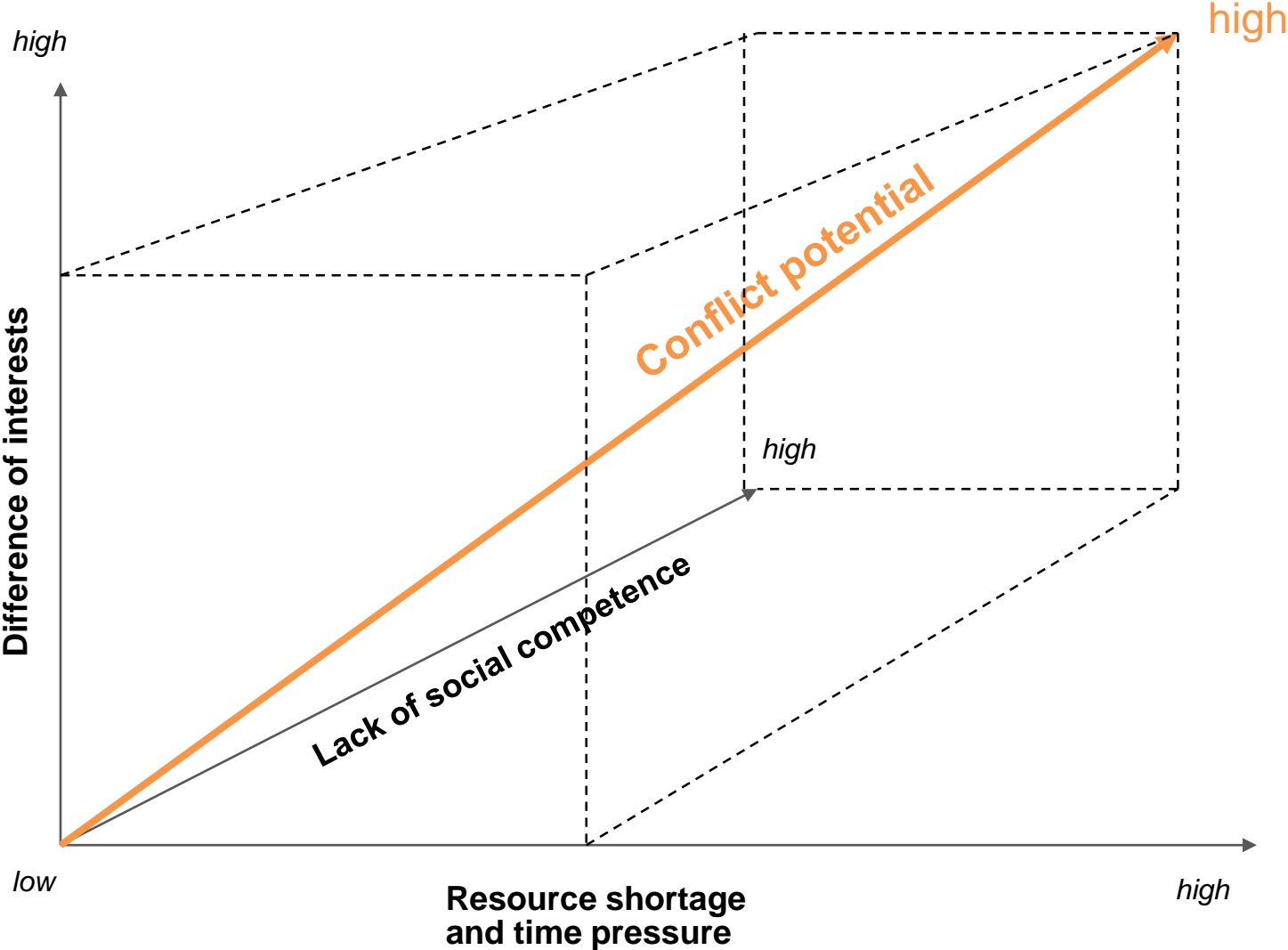
Social System



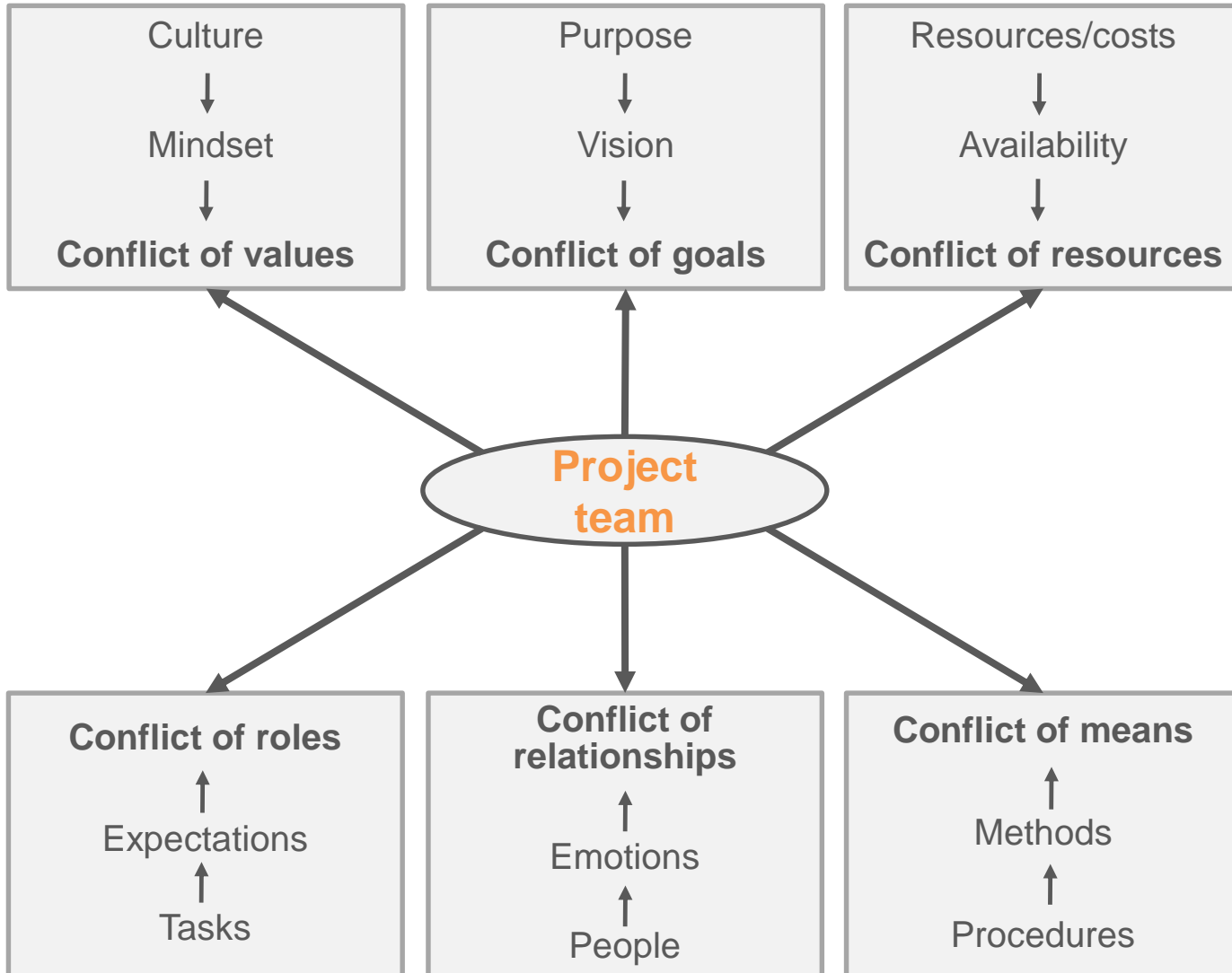
Management of complex systems



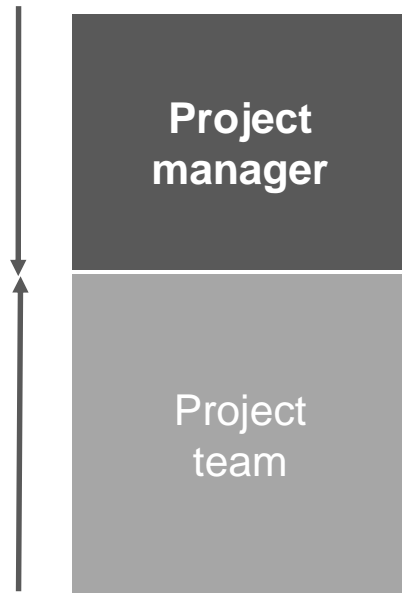
Conflict Potential in Projects



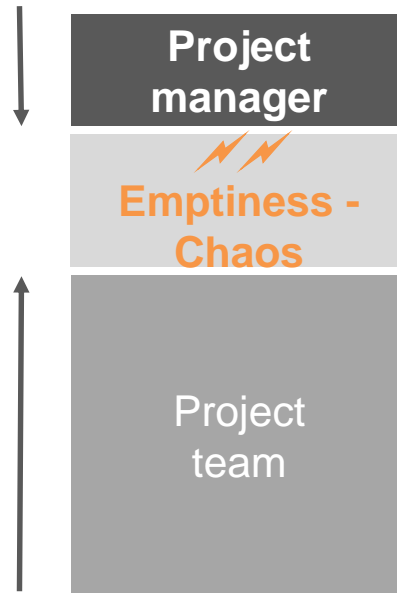
Types of Conflict in Projects



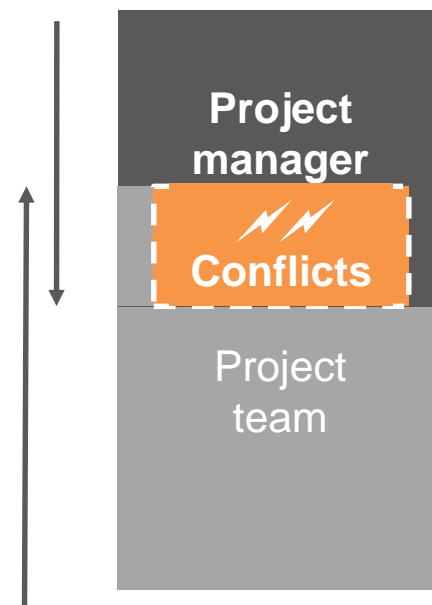
Distribution of Responsibilities Project Manager - Team



Even
Balanced

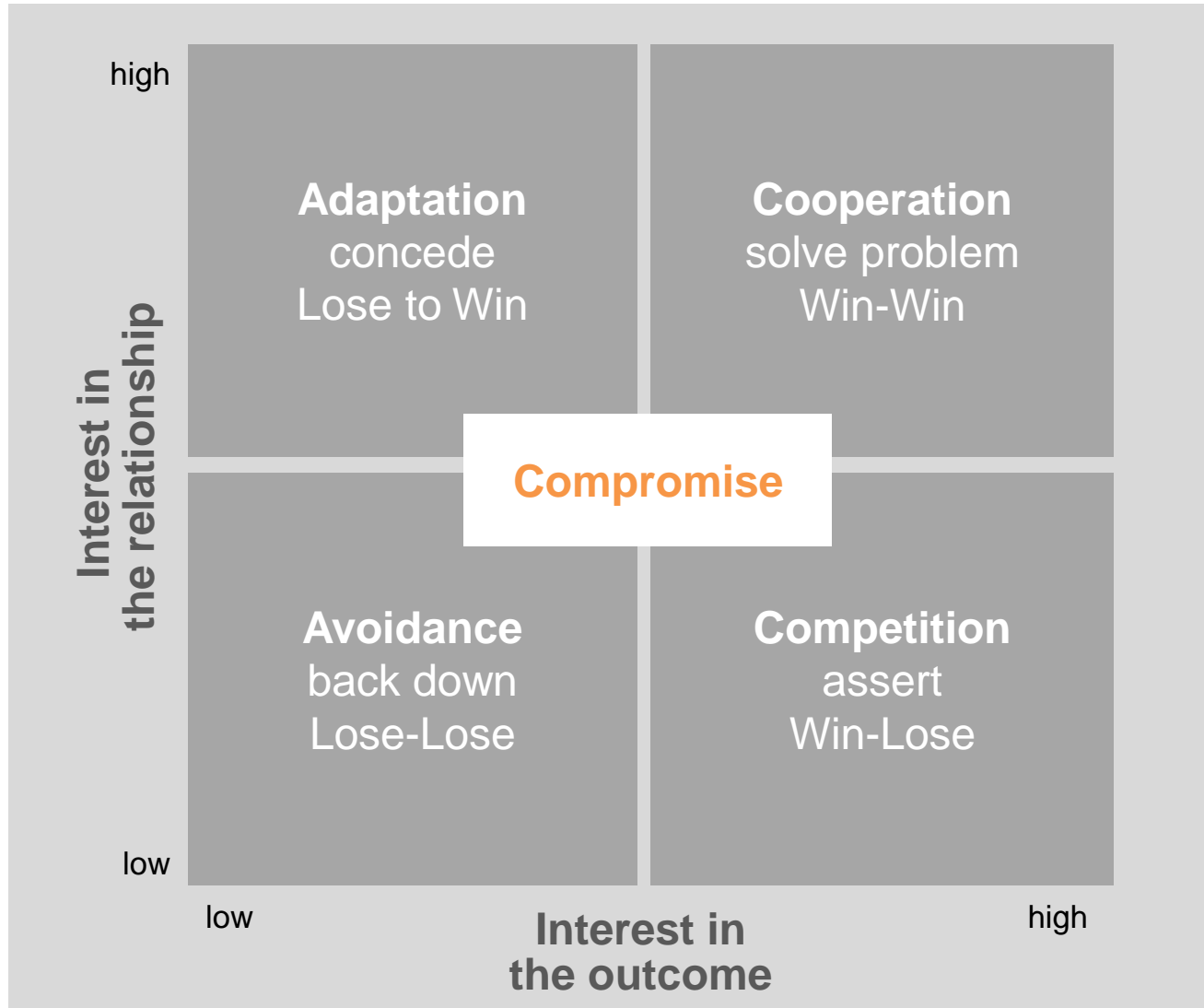


- Uncertainty
- Lack of orientation
- + Chance of development for project team members

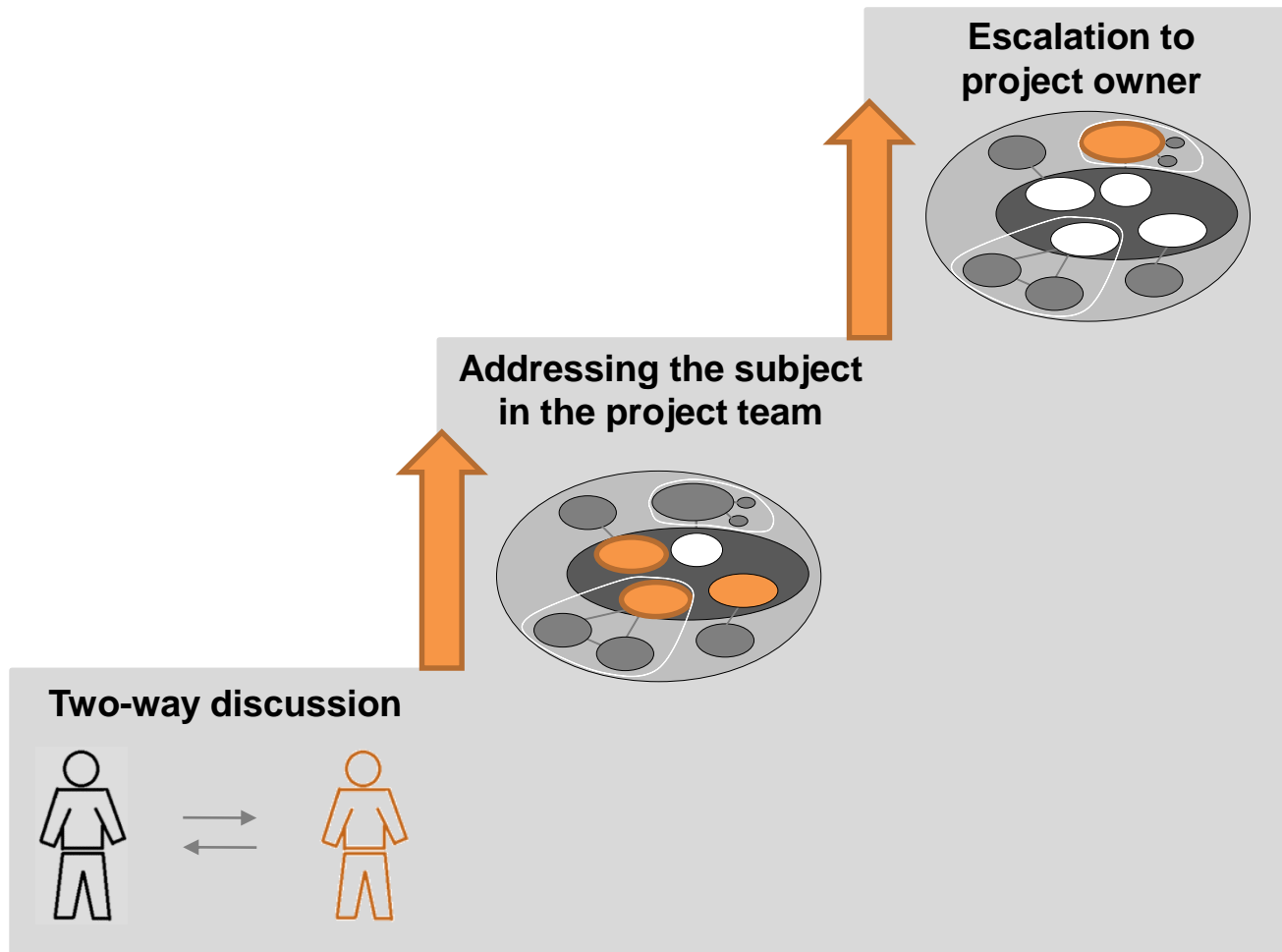


- Conflict
- Overlapping
- + Negotiation
- + Release for project manager

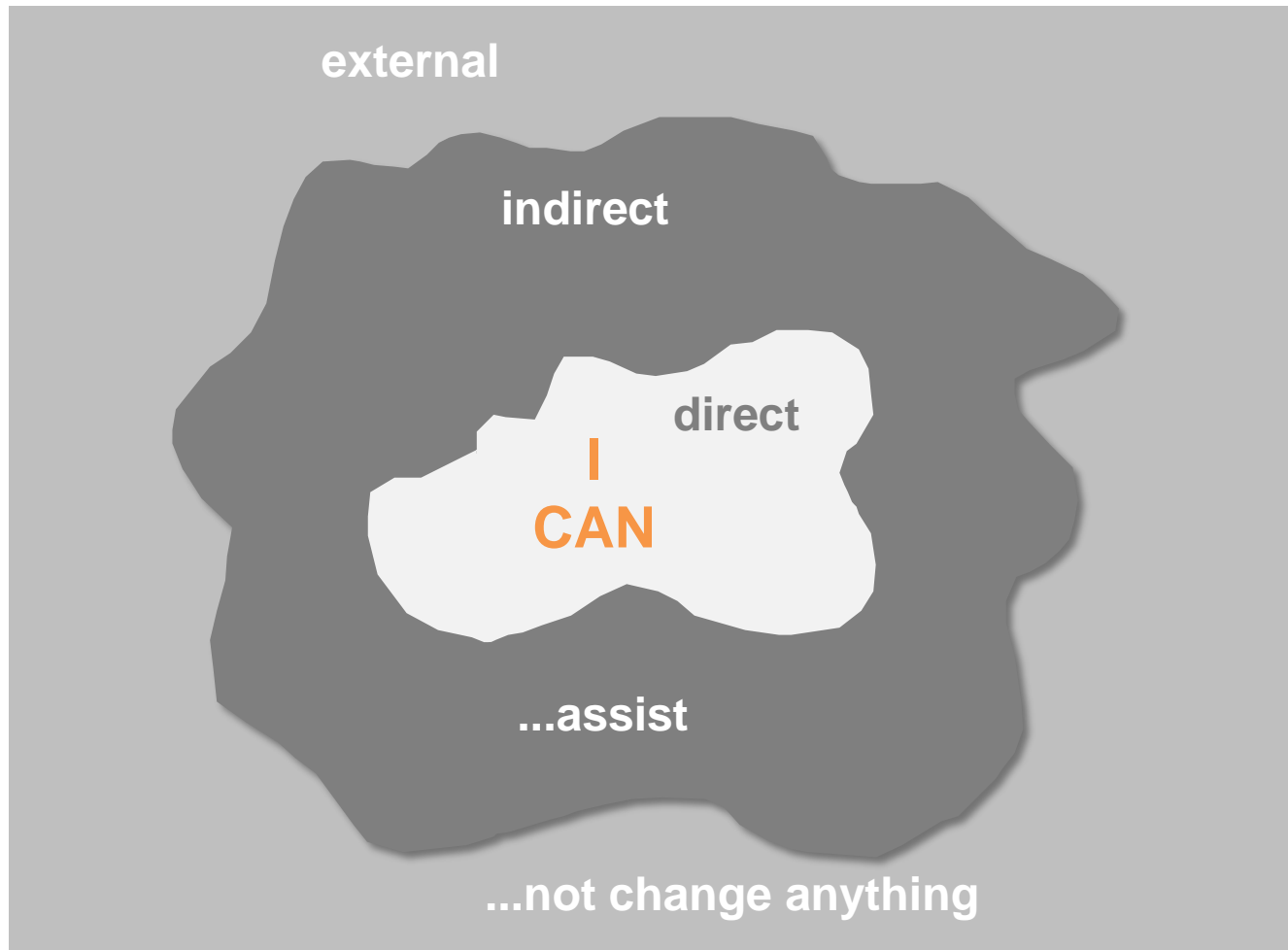
Conflict Strategies

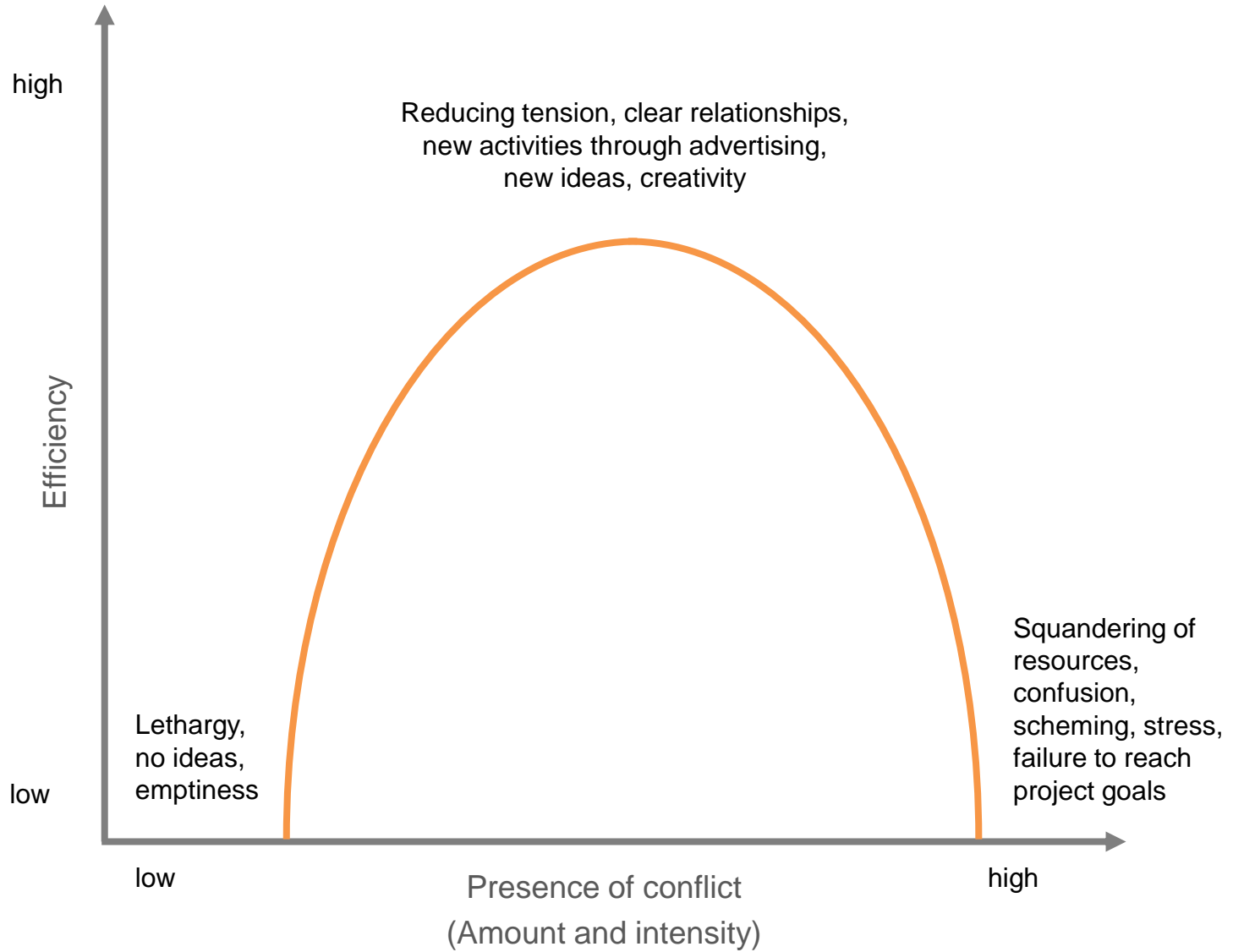


Typical Escalation Stages in Projects

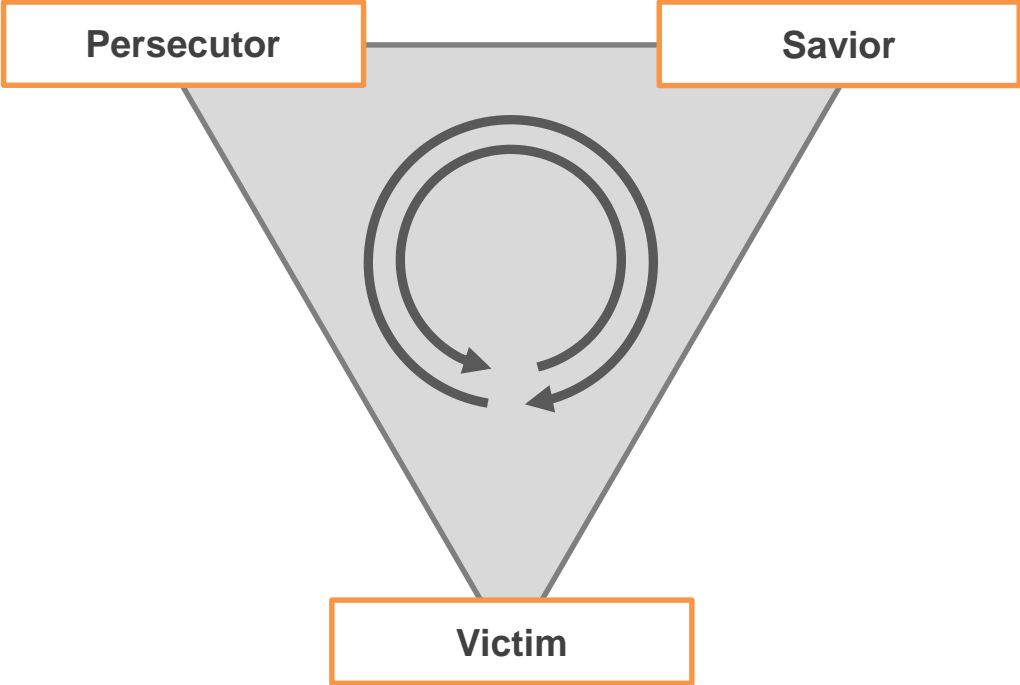


Areas of Influence on Project Conflicts

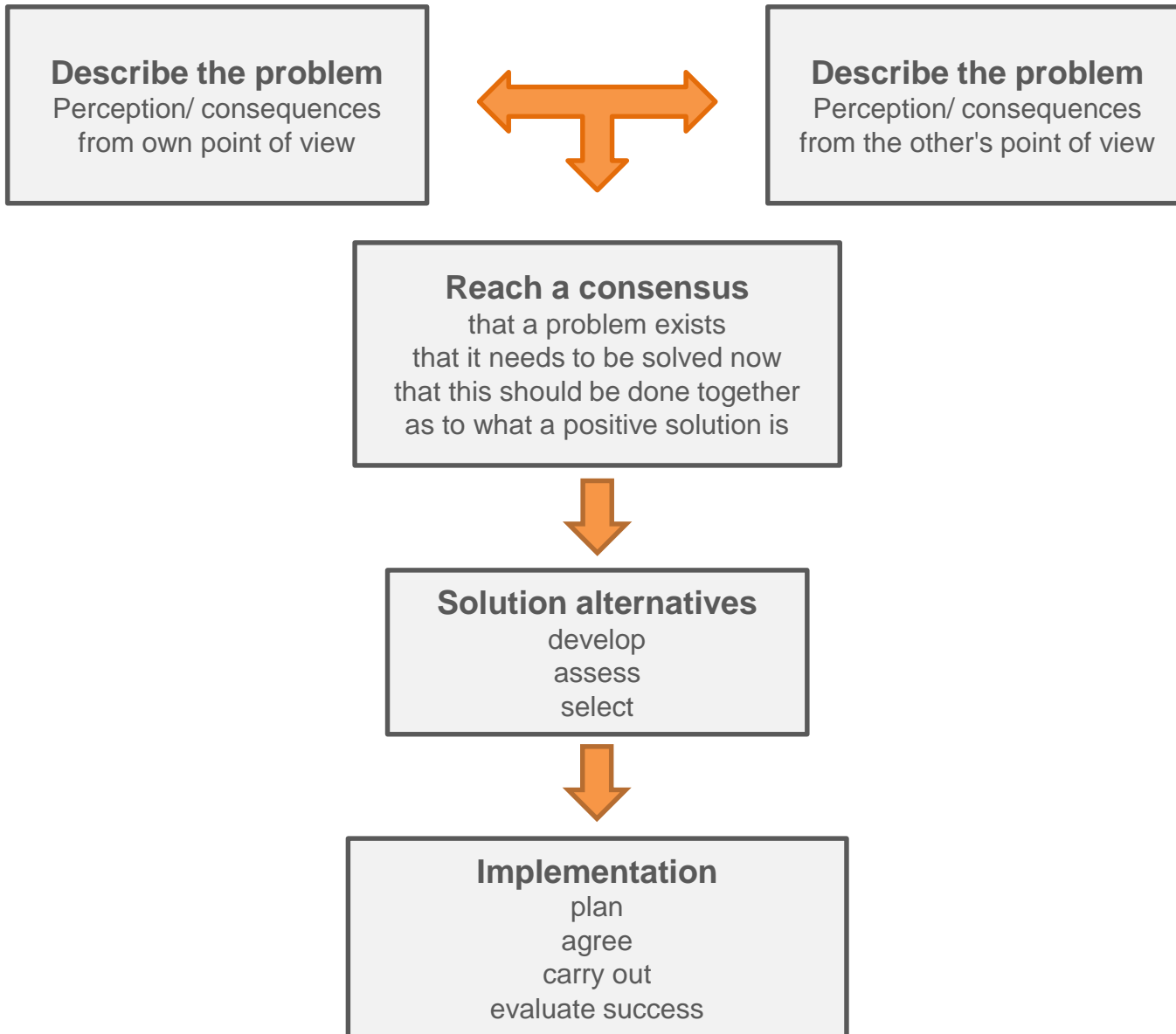




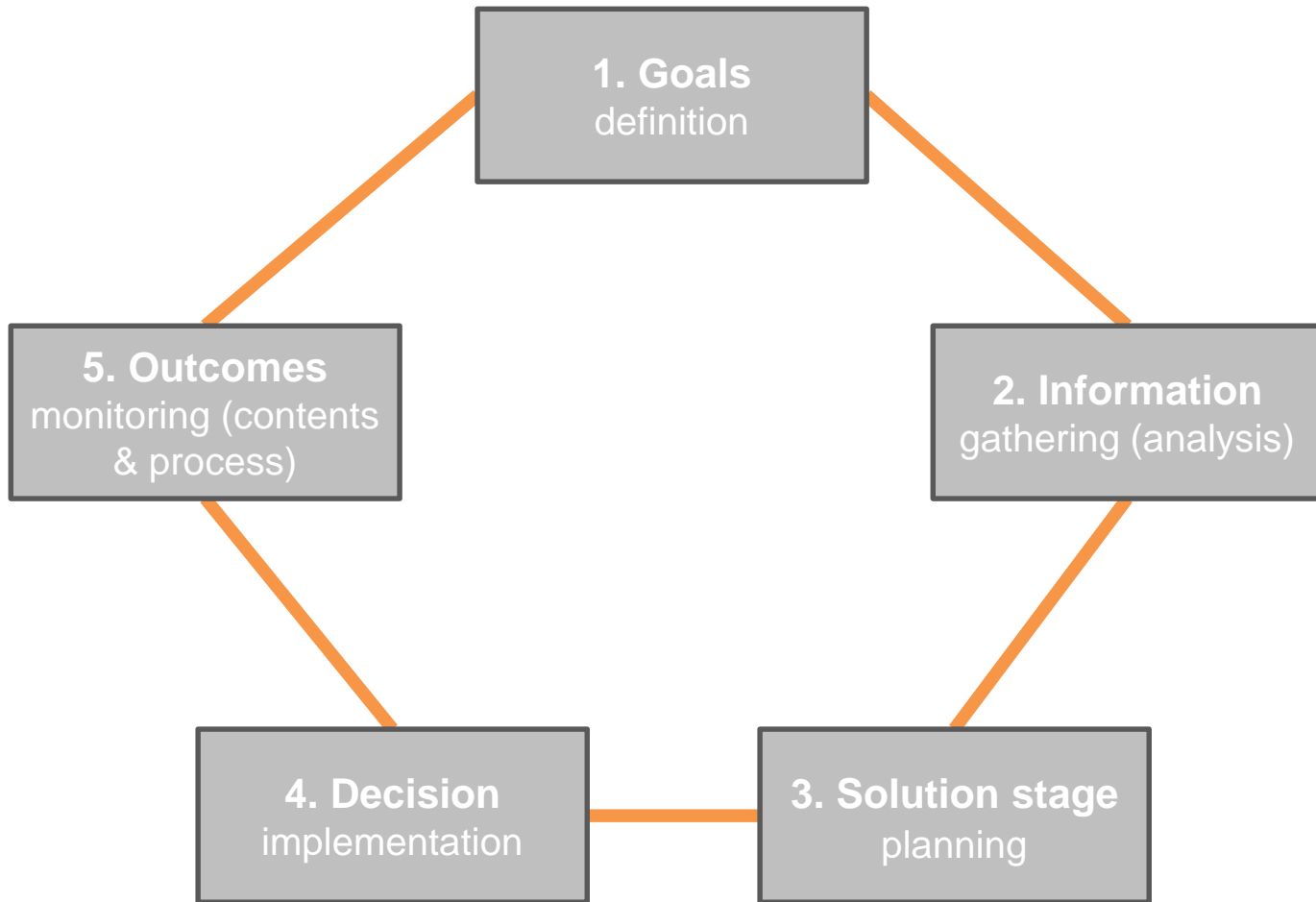
Drama Triangle



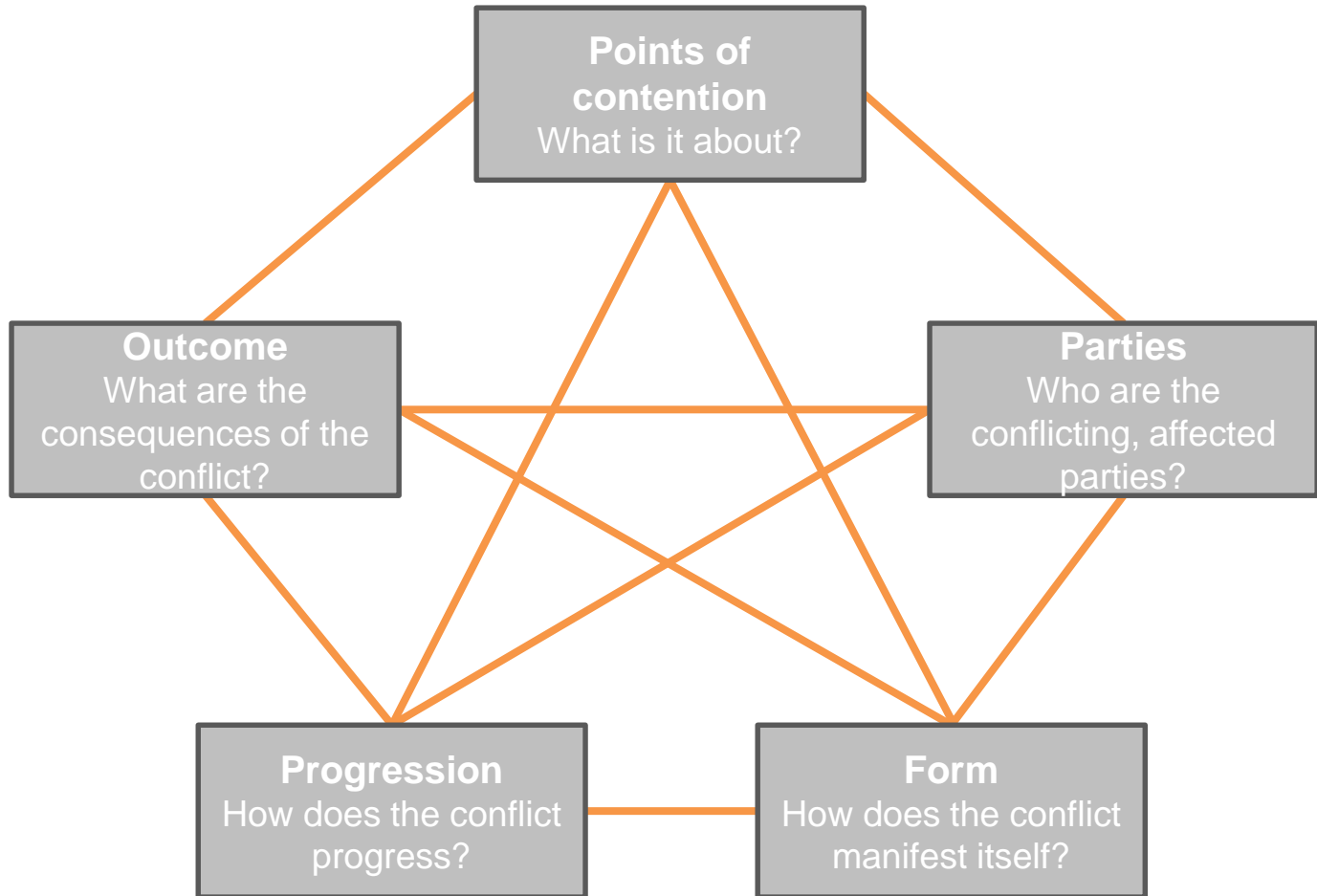
Handling Conflict in 4 Steps



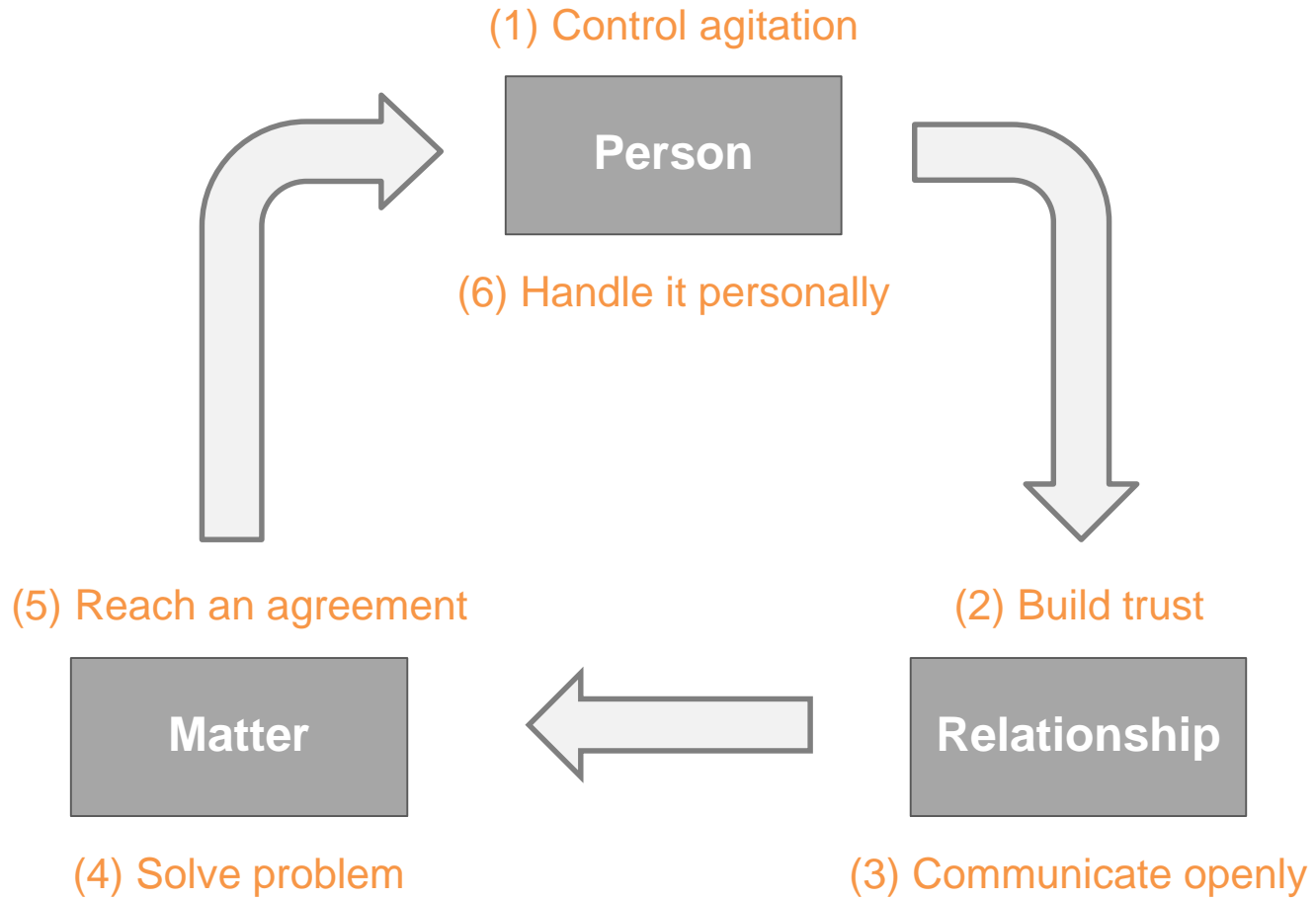
Handling Complex Conflicts



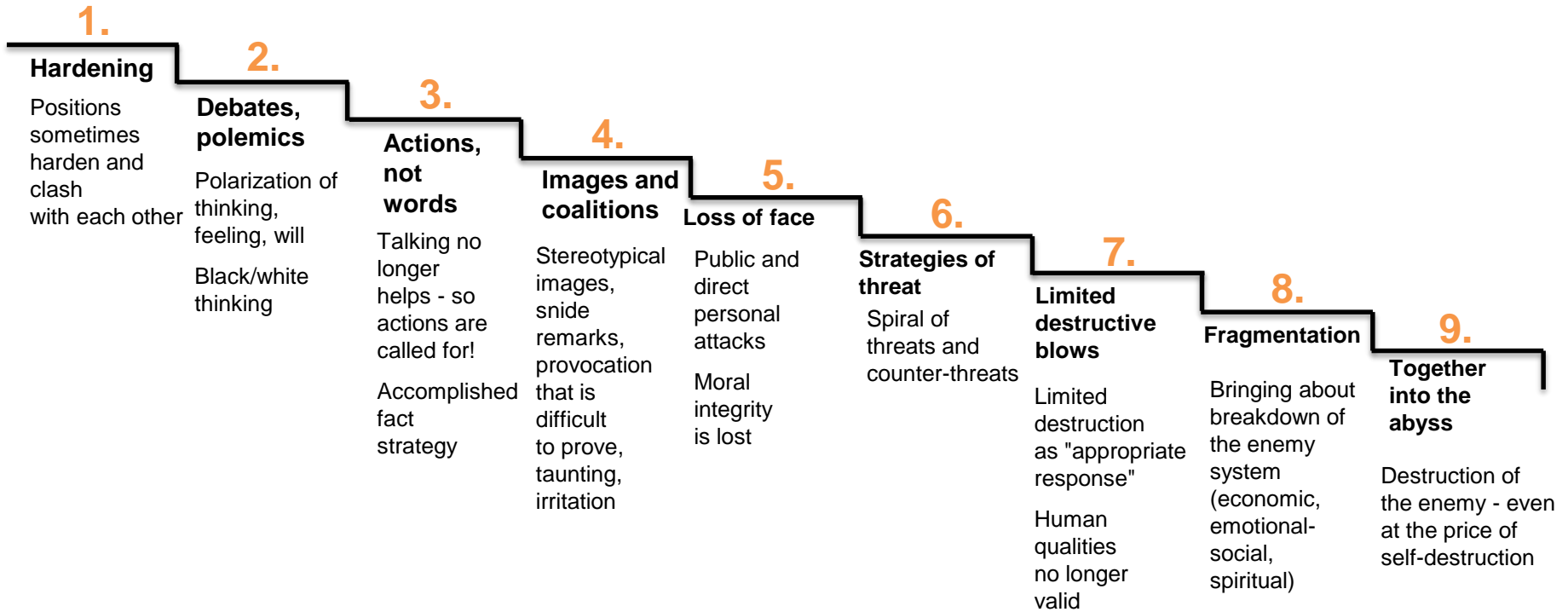
Conflict Analysis



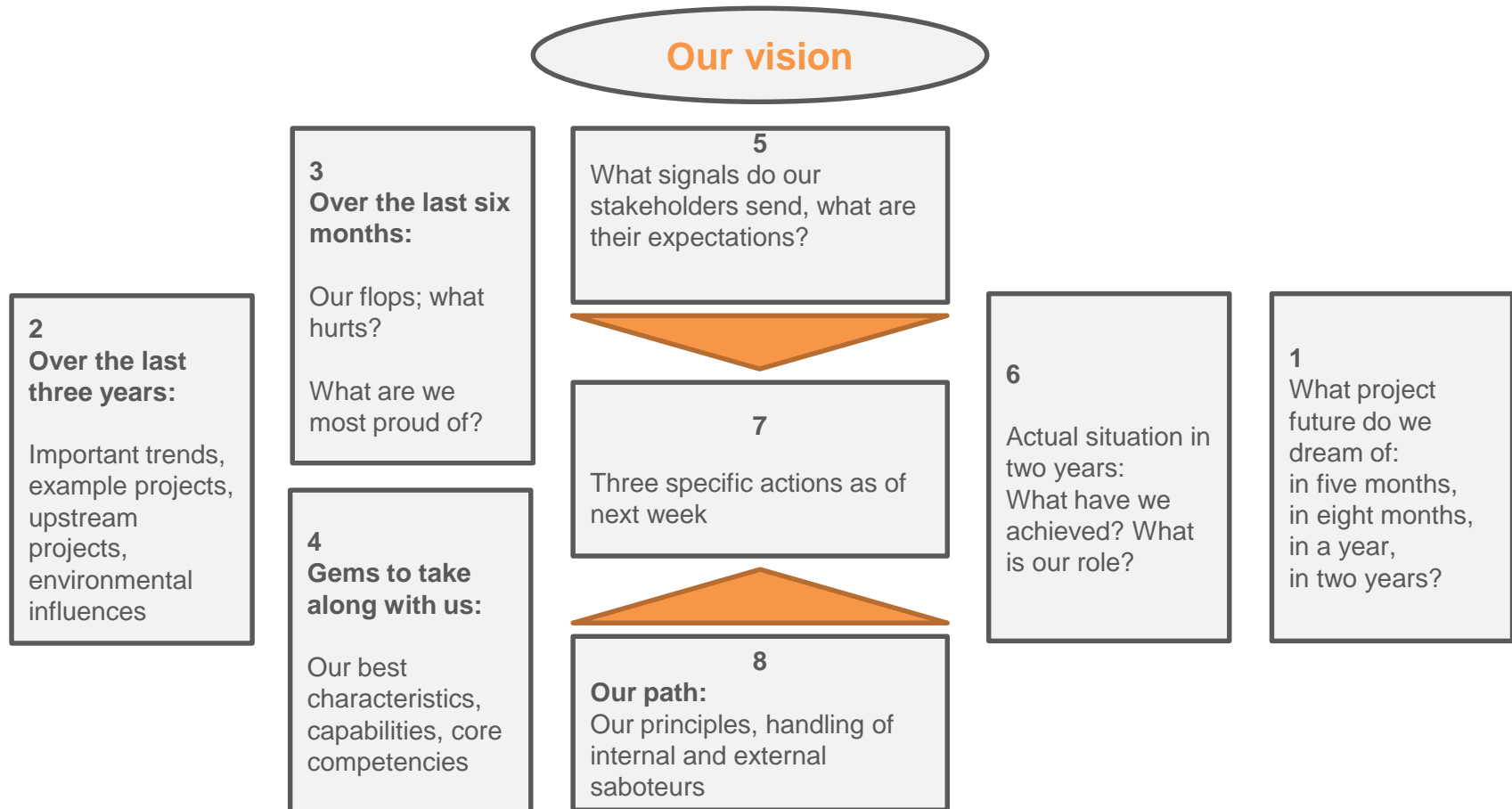
Cooperative Handling of Conflict



Glasl's Stages of Conflict Escalation



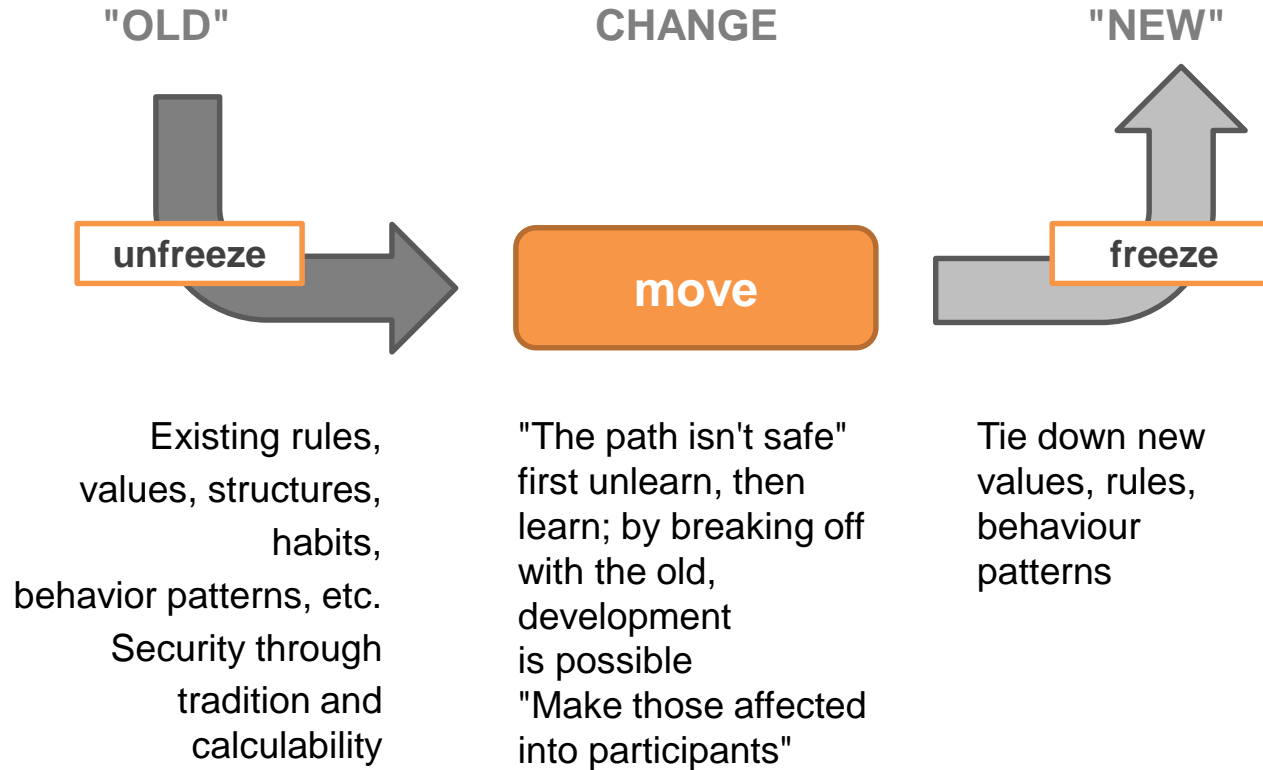
The Eight Stations of Strategic Project Vision



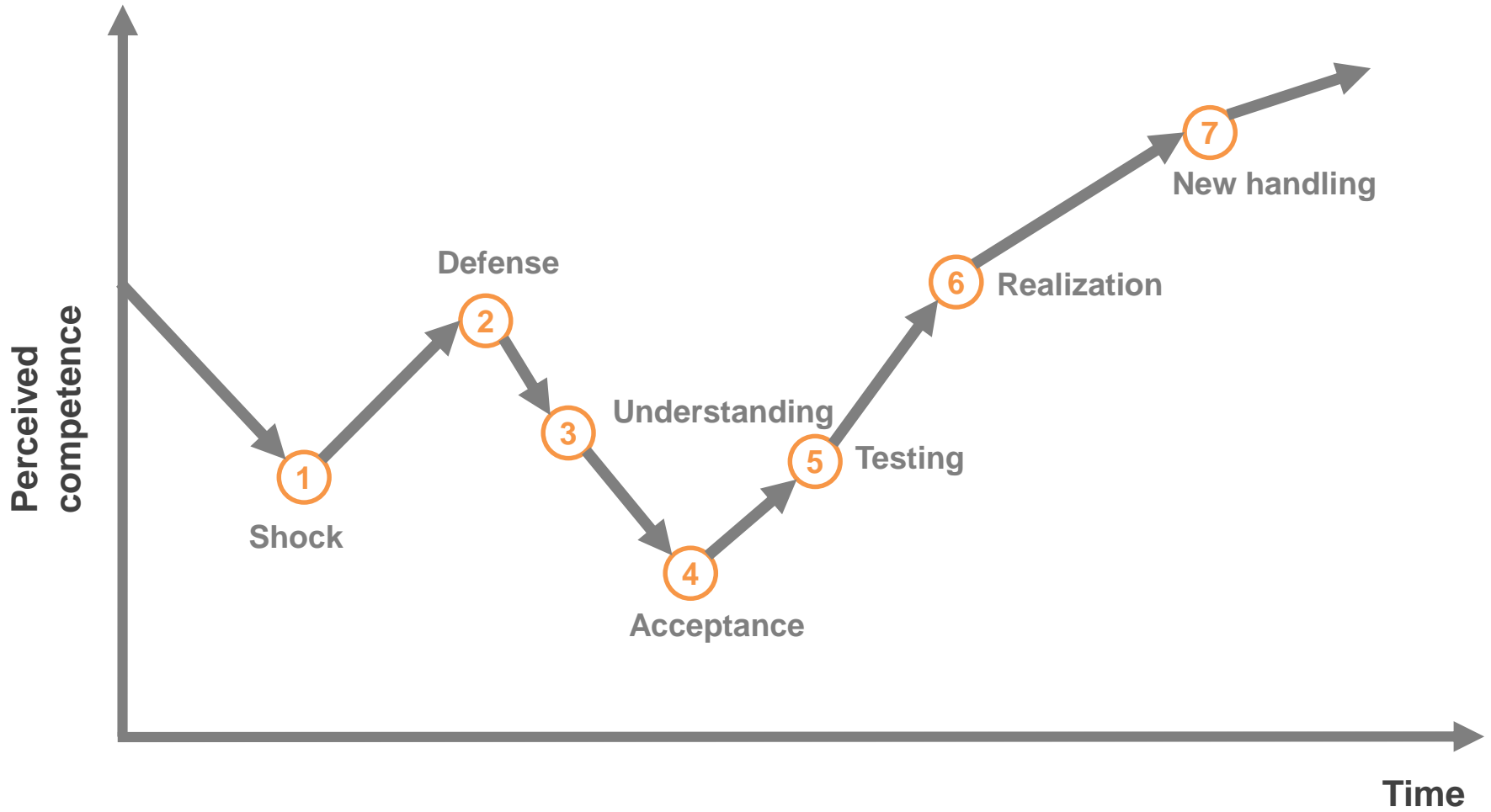
Example for Scaling



Change as a Process



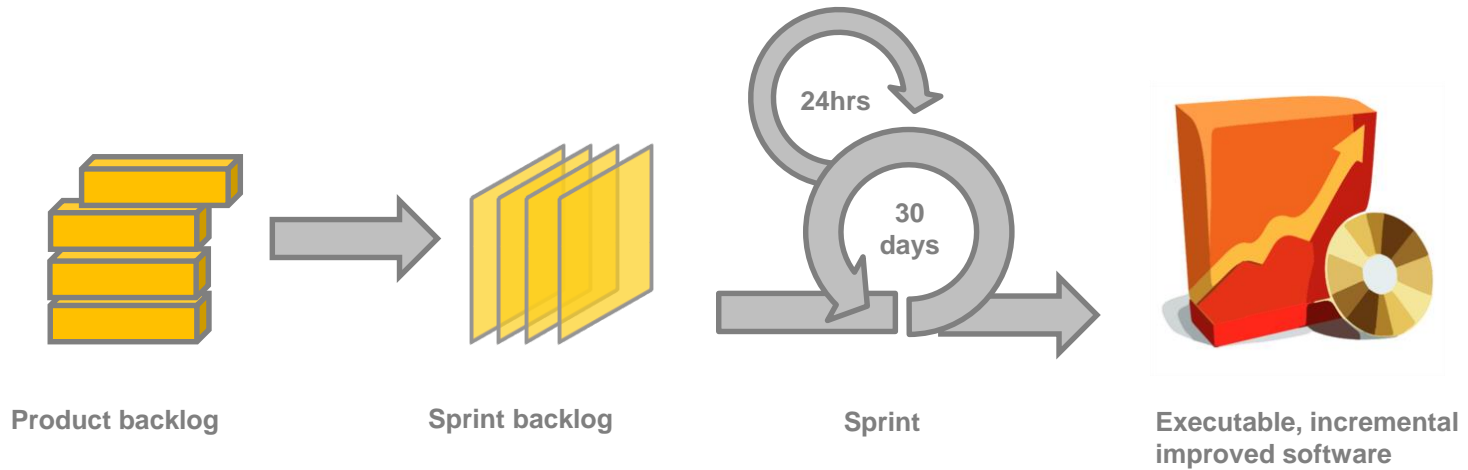
Typical Phases During Change



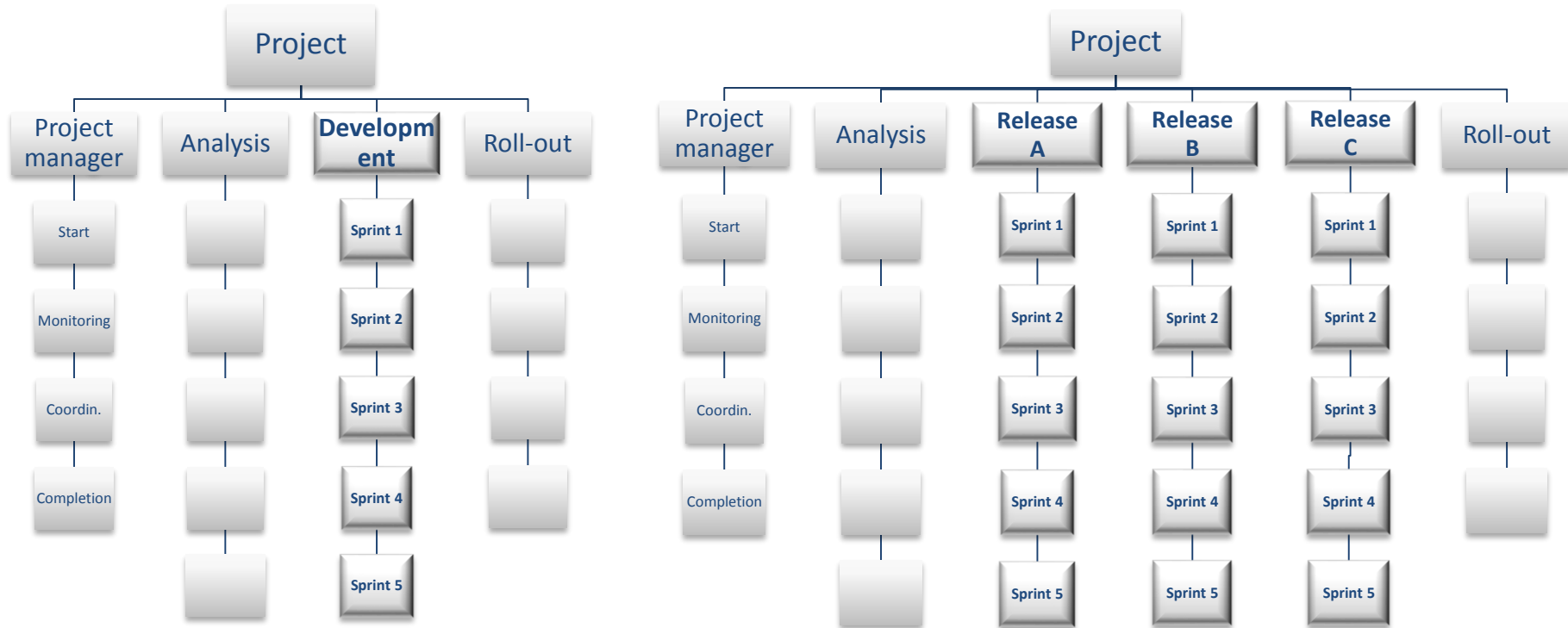
Self-management

	urgent	not urgent
important	<p>I</p> <p>For example:</p> <ul style="list-style-type: none">- Escalation to project sponsor- Conflict in team- Acute stakeholder issues	<p>II</p> <p>For example:</p> <ul style="list-style-type: none">- Team development- Relationship work- Prevention- Reflection
unimportant	<p>III</p> <p>For example:</p> <ul style="list-style-type: none">- Interruptions- Telephone calls- Status requests from departments	<p>IV</p> <p>For example:</p> <ul style="list-style-type: none">- Post- E-Mail (cc)- Participation in various meetings

Scrum Sequence



Example of Different Integration of Agile Procedures in the Work Breakdown Structure



Comparison of roles in project management and in agile models

(Internal) project owner

- Main person responsible for the success of the project according to the business case
- Makes strategic decisions and is escalation agent for the project manager
- Secures project resources (budget, HR, ...)

Project manager

- Planning and creation of the magical project triangle
- Continual stakeholder management
- Development, leadership, coordination and motivation of the project team
- Regular monitoring and status reports to internal project sponsors

Project team

- Individual team members take on work package responsibility
- Contribution of specific expert know-how

Product owner

- Main person responsible for the commercial success of the product
- Defines the product vision and requirements, looks after the product backlog (prioritization)
- Answers for functionality, delivery dates and cost of the product

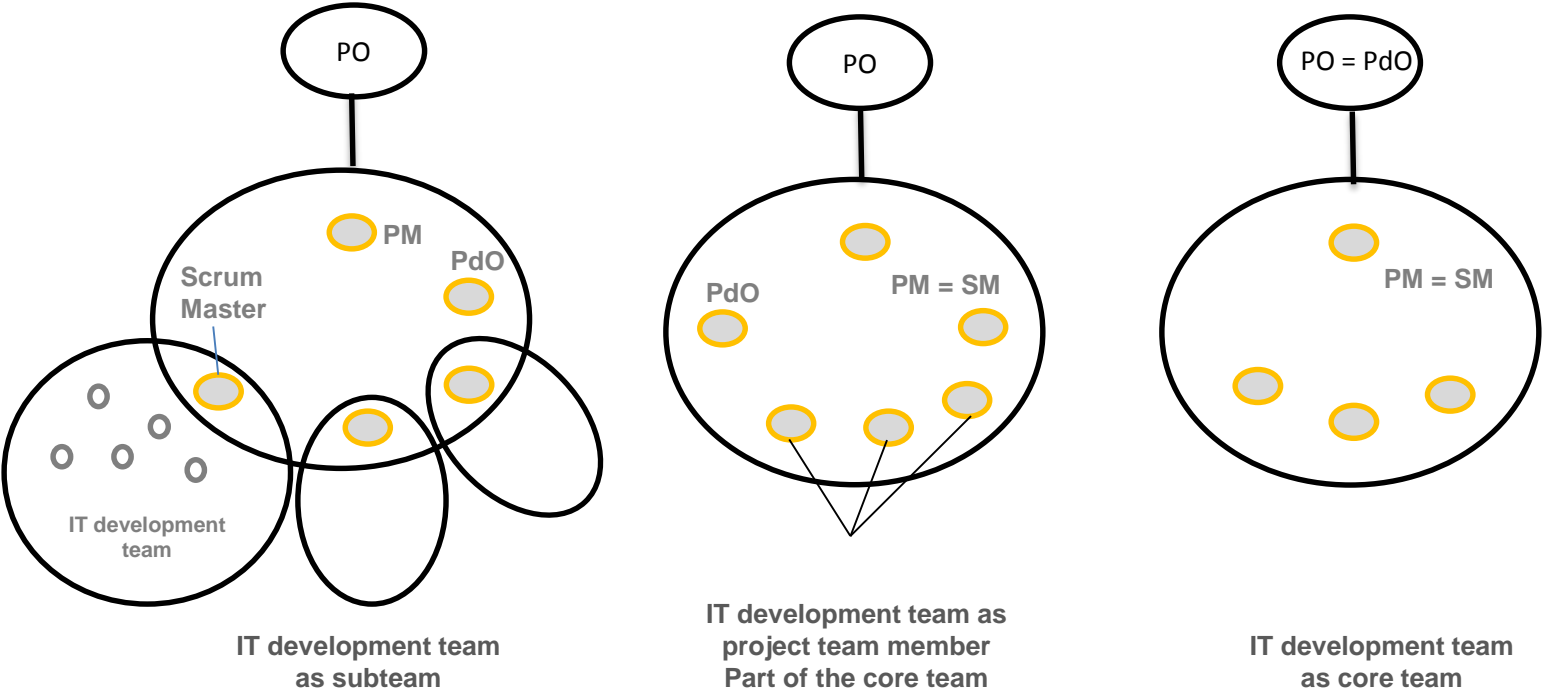
Scrum master

- Takes care of the implementation of Scrum principles and the optimum framework conditions for the team

Development team

- Has sole responsibility for the implementation of the requirements in Sprint
- Immediate implementation of improvement measures following Sprint review

Integration of Scrum Roles in Alternatives



Legend:
PM ... Project manager
PdO ... Product owner
SM ... Scrum Master
PO ... (Internal) project owner

IT focus