

Í ÁTT AÐ VERKEFNAMIÐAÐRI FRAMTÍÐ



LANDSNET



SETNING



Þór Hauksson, formaður
Verkefnastjórnunarfélags
Íslands

ADAPTIVE LEADERSHIP



Joop Schefferlie, Vice President Certification of IPMA International, Managing Director of the IPMA Certification Body of the Netherlands.

IPMA»
international
project
management
association



Landsvirkjun



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VERKÍS



One thing before I start

This one we have already!

There is conventional
project management,
and there is Agile.

This one we need to have!

Another thing before I start

You can work agile with
and without
a project manager

Lets cover them both!

When agile entered the stage

» We thought it was another hype that did not impose a threat to us.

But:

» We saw a huge change in the way how ICT was organised.

» The certification market for ICT Project Managers shrunk.

» An emerging discussion about the need for project management.

» We see other industries investigating the feasibility of agile.

Joop Schefferlie

- **56 years life experience**
- **Joined IPMA in 2004**
- **IPMA-NL board member 2008 – 2014**
- **IPMA-NL President 2010 – 2014**
- **IPMA World Congres 2014 in Rotterdam**
- **Head of IPMA-NL Certification Body since 2015**
- **IPMA Vice President Certification since 2017**



People



Competent ?

Digital Disruption

The number of people is steadily growing. By 2050 the world population is expected to reach nearly 10 billion people of which approximately 80% will be living in cities.



DEMANDS

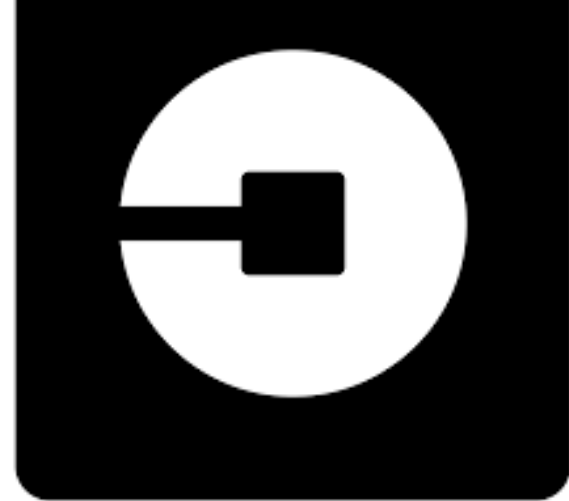
- Providing a **sustainable habitat** (better air quality / CO2 reduction)
- Reorganization of **transport and traffic** (less congestion, better traffic flow, fast, flexible and resource-saving mobility)
- Sustainable organization of **energy supply** (energy transition, integration of renewable energies)
- Maintaining high quality **medical care** with increasing shortages of physicians, financial constraints and aging society
- Creating and maintaining **security** in the public and digital space
- Improving access to and quality of **education**
- Modern design of administrative and **citizen information** processes

Digital Disruption

The number of people is steadily growing. By 2050 the world population is expected to reach nearly 10 billion people of which approximately 80% will be living in cities.

By digital disruption we face the biggest revolution in corporate organizations since 1800 and unknown is what will happen, no one will be prepared. Digital disruption is the disruptive effect of new technologies on the market, it provides newcomers to compete with established organizations.





NETFLIX



What about Project Management

Projectification of Societies : 35 % is project based

The way we are doing our projects is changing

- ❖ **Faster**
- ❖ **Alignment with changing market needs**

The company-wide scaling of Agile and Lean methods. A trend that has become a reality

In recent years, Agile and Scrum supplanted the traditional project management.

- **75 % of all the Dutch and Belgian companies are using Agile**
- **60 % of them think that Agile is the best way for PM**
- **85 % believe in a hybrid solution**

- **(Source : KPMG 2017)**

Agile

- Agile project management is an [iterative](#) approach to planning and guiding project processes.
- Agile is not a method
- Agile is not a hype
- Agile is changing our PM world
- For now: especially in ICT and Finance



Leadership for a digital age

- **Many leaders today find it challenging to cope with the increasing pace and unpredictability of change**
- **Leadership effectiveness in disruptive environments share many of the same characteristics as leadership in a more stable environment.
With a few exceptions...**
- **Leadership has been associated with a couple of universal competences and types of behaviour like integrity, judgement, analytical, charisma, decision-making and communication skills.**
- **With Agile leaders we face a change of balance in these factors and an increasing importance of some key competences.**

Competences of Agile Leaders

- **Humble**
- **Adaptable**
- **Visionary**
- **Engaged**

Humble

- **The ability to accept feedback and acknowledge that others know more than you**
 - In a world of rapid change it is important to know what you don't know
 - Leaders need to be open to learning
 - They need to trust others to know more than they do
 - Understand the need to build the right team
 - Encourage individuals to develop

Adaptable

- **An acceptance that change is constant and that changing your mind based on new information is a strength rather than a weakness.**
 - The ability to adapt is critical in a complex and changing environment
 - Rapid change of digital context requires adaptability from leaders
 - Agile leaders adapt their behaviour in the short-term based on their ability to make evidence- based decisions.
 - Being adaptable is key to the succes of both the organization (innovation and ability to react) and the Agile leader (being open to new ideas, change opinions)
 - Changing your mind is not a weakness but a strength when faced with changing information

Visionary

- **A clear sense of long term direction, even in the face of short-term uncertainty**
 - It is important to have a clear vision for the future of the organisation.
 - In a time of rapid change and business model disruption with opportunities opening up on all sides, a clear vision becomes even more important.
 - Visionary leaders have a well-defined idea of where to go, even if they don't know exactly how to get there.

Engaged

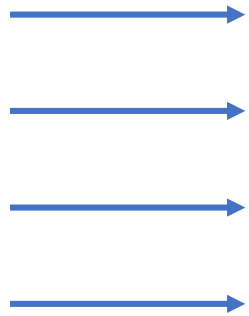
- **A willingness to listen, interact, and communicate with internal and external stakeholders combined with a strong sense of interest and curiosity in emerging trends.**
 - Successful communication of all mentioned factors before through constant engagement with all stakeholders is a requirement.
 - Agile leaders are always engaged, with customers, partners, suppliers, team members, staff, etc.
 - This desire to explore, discover, learn and discuss with others is as much a mindset as a definable set of business-focused activities.

Behaviour of Agile Leaders

- **Hyperaware**
 - Constant scanning of internal and external environments for opportunities and threats.
- **Informed decision-making**
 - Making use of data and information to make evidence-based decisions
- **Fast execution**
 - A willingness to move quickly, often valuing speed over perfection

- **IPMA has an unique model with 28 competences**
 - **Perspective**
 - **People**
 - **Practice**
- **There is an urgent need for modern (Agile) leadership**
- **A different style of leadership**
- **The balance of competences is changing**

- Humble
- Adaptable
- Visionary
- Engaged



- **Leadership**
- **Inventiveness**
- **Strategy**
- **Relations and involvement**



(IPMA) Agile Leadership

IPMA has started the initiative to develop a certificate for professionals with a leadership role within an Agile environment. This certificate focuses on the establishment and acknowledgement of the individual competences of the professional and is a perfect addition to other agile certificates like Scrum and SAFe.

For this certification the professional has to work on a tactical level between several Agile teams and management with proven impact.

Agile Leadership Certification is with respect to the ICR4 regulations (experience and complexity) and based on the ICB4 competences. Written exam and interview.

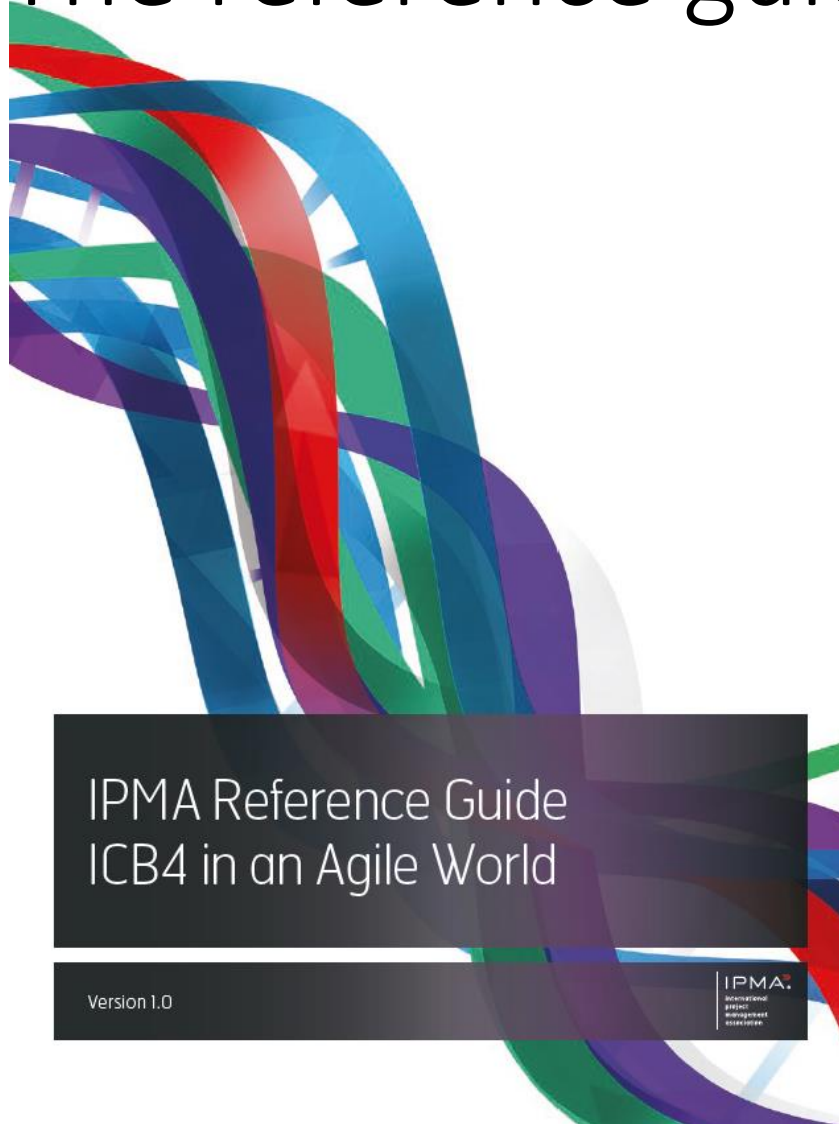
The adapted ICR4

- » Certified Agile Organisational Leader - IPMA Level A
 - » Certified Agile Senior Leader - IPMA Level B
 - » Certified Agile Leader - IPMA Level C
 - » Certified Agile Associate - IPMA Level D
 - » Recertification
-
- » Some additional notes:
 - » Same dimensions of complexity

In agile 'managers' are servant leaders.



The reference guide ICB4 in an Agile World



IPMA Reference Guide
ICB4 in an Agile World

Version 1.0

IPMA
International
Project
Management
Association

- » It **has the potential** to become better and more influential than any other Agile literature that is available at this very moment!
- » Why?
Because it integrates:
 - » **Competences**
 - And
 - » **Mindset**
 - And
 - » **Framework independent**

Competence Elements; KCI's; and Measures

» First Increment

- » The same number of CE's as in ICB4 Project Management
- » Two more KCI's
 - Perspective 2. Governance, Structures and Processes
 - People 4. Relations and Engagement

» Next Increment

- » We will add measures to each KCI

The structure is like the ICB4

Perspective 1: Strategy

mindset

Description

The leaders within agile organisations embrace change, and that has consequences for the strategy they use to achieve their vision. The vision is rather a 'blur' on the horizon' than a 'dot'. Through an agile strategy the organisation is able to grab opportunities and duck away from threats. Agile leaders understand that such a strategy is not set in stone, but is a learning process, an instrument for giving meaning to the work an organisation carries out.

Knowledge

Affordable loss; Agile performance management; Canvas business model; Core values; Economic viewpoint; Impediments; Lightweight business case; Mission; Strategy; SWOT; Vision.

Skills and abilities

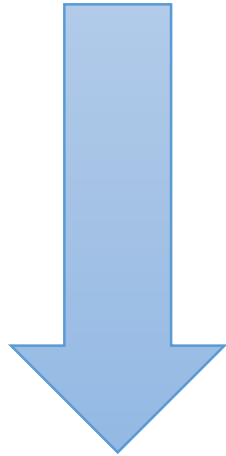
Contextual awareness; Entrepreneurship; Mission and vision; Reflection on organisational goals; Strategic thinking.

Key Competence Indicators

ICB4 in an Agile World	
Perspective 1.1	Align agile teams with organisational mission and vision.
Perspective 1.2	Identify and exploit opportunities to influence organizational strategy.
Perspective 1.3	Develop and ensure the ongoing validity of the business/ organizational justification for the agile approach.
Perspective 1.4	Determine, assess and review critical success factors.
Perspective 1.5	Determine, assess and review key performance indicators.

The leaders within agile organisations embrace change, and that has consequences for the strategy they use to achieve their vision. The vision is rather a 'blur' on the horizon' than a 'dot'. Through an agile strategy the organisation is able to grab opportunities and duck away from threats. Agile leaders understand that such a strategy is not set in stone, but is a learning process, an instrument for giving meaning to the work an organisation carries out.

mindset



behaviour

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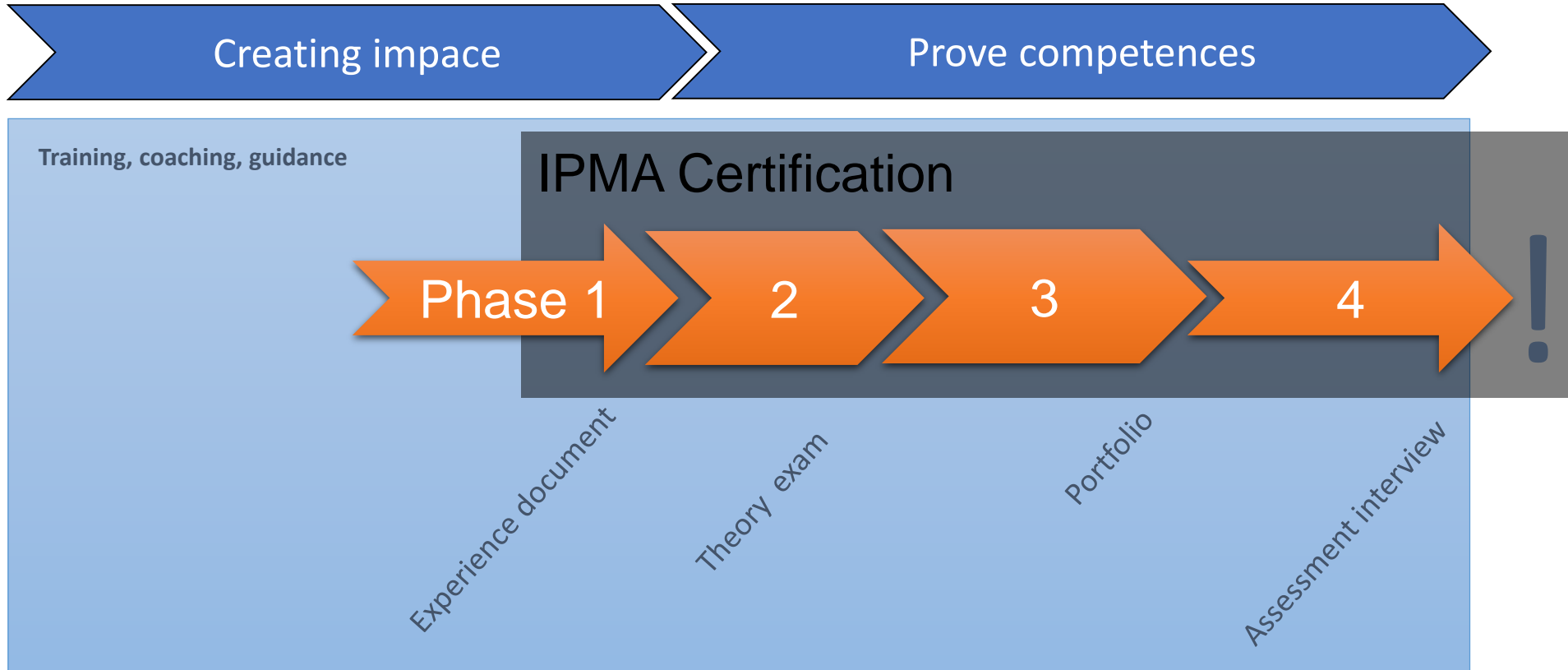
Agile Leadership

Agile leadership is not a certificate, but a certification of proven experience and competence. It focuses on the most important success factor of being agile, competent.

This certification differs from all other agile certifications because it is independent of the framework. The IPMA association has no other interest than to professionalise leaders who initiate and implement sustainable change.

This certification is objective and provides proof that an Agile Leader can develop in any environment.

Certification



IPMA Certification Database



e.g.
IPMA Level A® certified programme director
IPMA Level B® certified senior project planner
IPMA Level C® certified Scrum master
IPMA Level D® certified PM assistant

To conclude



PEOPLE MAKE THE DIFFERENCE

Competent ?



ER LÖGGILDING STARFSHEITISINS VERKEFNASTJÓRI RAUNHÆFUR MÖGULEIKI Á ÍSLANDI?



Eva Kristinsdóttir, lyfjafraeðingur og MPM.



Verkefnastjóri fasteignar

leitar að drifandi einstaklingi sem hefur áhuga á að starfa í fjölbreyttu og skapandi umhverfi. Verkefnastjóri fasteigna heyrir undir framkvæmdastjóra fasteignasviðs. Starfið telst fullt starf og unnið er á vöktum.

Starfssvið

- Almenn húsumsjón og húsvarsla
- Umsjón og viðhald hreinlætistækja
- Umsjón með sorpmálum
- Umsjón með útisvæði
- Tengiliður við birgja

Hæfniskröfur

- Reynsla af viðhaldi nauðsynleg
- Reynsla af húsumsjón kostur
- Reynsla af stjórnun húskerfa og öryggiskerfa kostur
- Vinnuvélaréttindi æskileg
- Góð tölvukunnátta
- Góð íslensku- og enskukunnátta
- Góðir samskiptahæfileikar, frumkvæði og metnaður í starfi

Verkefnastjóri á Þjónustuborði - [REDACTED]

Þjónustuborðið [REDACTED] óskar eftir að ráða verkefnastjóra í 50% starf þar sem vinnutíminn er frá kl. 11 til 15.

Starf verkefnastjóra er áhugavert og fjölbreytt þar sem reynir á nákvæmni, samskiptahæfni og fagmennsku. Starfið felst í miklum samskiptum við viðskiptavinum með afgreiðslu erinda, upplýsingagjöf og leiðbeiningum. Einnig móttöku greiðslna og uppgjóri í lok vinnudags.

Helstu verkefni eru:

- Afgreiðsla og þjónusta við nemendur, starfsmenn og gesti
- Upplýsingagjöf um nám og [REDACTED]
- Afgreiðsla aðsendra erinda í gegnum síma og tölvupóst
- Móttaka greiðslna fyrir seldu þjónustu og uppgjör í lok vinnudags

Hæfniskröfur:

- Ríkulegur þjónustuvilji
- Færni í mannlegum samskiptum
- Sjálfstæði í vinnubrögðum
- Nákvæmni
- Góð íslensku- og enskukunnátta
- Góð tölvufærni
- Stúdentspróf er skilyrði og þekking á [REDACTED] er nauðsynleg

Löggilding á Íslandi

Hver er hefðin
fyrir löggildingu
starfsheita á
Íslandi?

Löggilding verkefnastjóra í Bretlandi

Hvers vegna
ákváðu Bretar að
löggilda
starfsheitið
faglegur
verkefnastjóri?

Löggilding verkefnastjóra á Íslandi

Hver eru næstu
skref í þessum
efnum í tilfalli
íslenskra
verkefnastjóra?

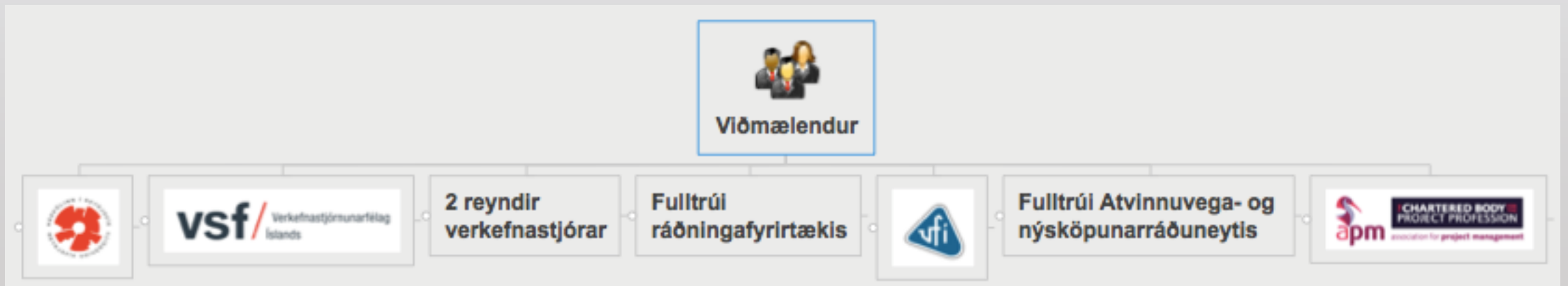


Aðferðafræði

Aðferðafræði: Eigindleg

Gagnasöfnunaraðferð: Einstaklingsviðtöl

Úrtaksgerð: Úrtaksgerð eftir hentugleika





Löggilding á Íslandi

Hver er hefðin
fyrir löggildingu
starfsheita á
Íslandi?

*„Öllum er frjálst að stunda þá atvinnu sem þeir
kjósa. Þessu frelsi má þó setja skorður með
lögum, enda krefjist almannahagsmunir þess.“*

- Stjórnarskrá Lýðveldisins Íslands nr. 33/1944-

Lög um löggildingu nokkurra starfsheita sérfræðinga í tækni- og hönnunargreinum

1996 nr. 8 11. mars

Lög um rétt manna til að kalla sig viðskiptafræðinga eða hagfræðinga

1981 nr. 27 25. maí

Iðnaðarlög

1978 nr. 42 18. maí

Lög um heilbrigðisstarfsmenn

2012 nr. 34 15. maí

Lög um endurskoðendur

2008 nr. 79 12. júní



Löggilding á Íslandi

Svar:

- Löng hefð um löggildingu starfsheita
- Gömul lög
- Mismunandi lög



Löggilding
verkefnastjóra í
Bretlandi

Hvers vegna
ákváðu Bretar að
löggilda
starfsheitið
faglegur
verkefnastjóri?



	Leið 1	Leið 2	Leið 3
Sönnun á viðurkenndu mati	x	x	
Upplýsingar um tvo meðmælendur	x	x	x
Fagleg þróun skv. skilgreiningu APM síðastliðna 12 mánuði	Staðfesting	Lýsing á	Staðfesting
Samþykking að skuldbinda sig til að fara eftir siðareglum APM	x	x	x
Tæknileg kunnátta:	Sönnuð með viðurkenndu mati	Sönnuð með viðurkenndu mati	Metin með löngu viðtali
Faglegt verklag:	Metið upphaflega með skriflegri umsókn sem inniheldur*: <ul style="list-style-type: none">• Yfirlit yfir eitt til fjögur verkefni, verkefnastofna eða verkefnaskrár.• Skrifleg staðfesting þar sem farið er yfir faglegt verklag í hæfnipáttunum.	Sannað með viðurkenndu mati*	Metið upphaflega með skriflegri umsókn sem inniheldur*: <ul style="list-style-type: none">• Yfirlit yfir eitt til fjögur verkefni, verkefnastofna eða verkefnaskrár• Skrifleg staðfesting þar sem farið er yfir faglegt verklag í hæfnipáttunum
Viðtal	Allt að einnar klukkustundar viðtal þar sem farið er yfir: <ul style="list-style-type: none">• Könnun og staðfesting á skriflegri umsókn• Siðfræði	Allt að hálftrar klukkustundar viðtal þar sem farið er yfir: <ul style="list-style-type: none">• Könnun á faglegri þróun• Spurningar um núverandi ástundun sem tengjast hæfnipáttunum• Siðfræði	Allt að tveggja klukkustunda viðtal þar sem farið er yfir: <ul style="list-style-type: none">• Könnun og staðfesting á skriflegri umsókn• Mat á tæknilegri kunnáttu hæfniviðmiða byggt á þeim sönnunum sem fylgdu umsókn• Siðfræði

*Yfirlýsing, þar sem fram kemur hvernig viðkomandi uppfyllir kröfur um að vera faglega virkur, þarf ef meirhluti sannana/viðurkennda matið er meira en 5 ára gamalt.



Löggilding verkefnastjóra í

Bretlandi

Svar:

- Gera að faggrein
- ↑fagmennsku
→ ↑árangur verkefna



Myndi löggilding starfsheitisins verkefnastjóri breyta einhverju?

Hverju myndi löggilding bæta við IPMA vottun sem er nú þegar í boði?

Hverjir eru kostir þess að löggilda starfsheitið verkefnastjóri?

Hverjir eru gallar þess að löggilda starfsheitið verkefnastjóri?

Hvaða starfsheiti yrði löggilt? Verkefnastjóri eða eitthvað annað?

Hvaða áhrif sérðu fyrir þér að löggilding starfsheitisins hefði á samfélagið í heild?

Hversu mikilvægt eða ekki mikilvægt finnst þér að gera starfsheitið verkefnastjóri löggilt? Hvers vegna?

Ef löggilding starfsheitisins væri tekin upp, hvernig sérðu fyrir þér að krítériurnar yrðu? Hvað þyrfti fólk að sýna fram á til að fá löggildinguna?



Löggilding
verkefnastjóra á
Íslandi

Hver eru næstu
skref í þessum
efnum í tilfalli
íslenskra
verkefnastjóra?



Löggilding verkefnastjóra á Íslandi

Svar:

- Starfshópur?
- Boða til þings?
- Læra af öðrum þjóðum
- Læra af öðrum starfsstéttum
- VSF leiðandi í vinnunni



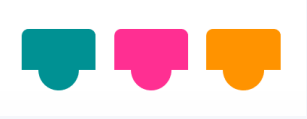
Er löggilding starfsheitisins verkefnastjóri raunhæfur möguleiki á Íslandi?

Almannahagsmunir í húfi?

Bretarnir vildu auka fagmennsku

Fókusinn frá því að vernda starfsstéttina í vernda almannahagsmuni

Stefnan í Evrópu að finna skapandi lausnir til að
auka fagmennsku fremur en að löggilda starfsheiti



Takk fyrir

VERKEFNASTJÓRNUN 2050



Helgi Þór Ingason, prófessor við HR og
Þór Hauksson, formaður VSF



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EFLA
CONSULTING ENGINEERS



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VERKÍS



Verkefnastjórnun 2050

Helgi Þór Ingason, prófessor, HR

Þór Hauksson, formaður, VSF

Tilurð erindis

„Vor í verkfnastjórnun“: útskriftarráðstefna MPM náms frá 2007

Samstarf MPM og VSF frá 2017 „Dagur verkefnastjórnunar“

Málstofa fyrir hádegi: megináhersla á virka umræðu

Val á viðfangsefni sem okkur finnast skipta máli og vekja áhuga

DAGUR VERKEFNA-STJÓRNUNAR

Útskriftarráðstefna MPM-námsins við Háskólann í Reykjavík í samstarfi við Verkefnastjórnunarfélag Íslands (VSF) í HR föstudaginn 11. maí kl. 9-18:15.

Málstofa um framtíðina í verkefnastjórnun

- 9:00 Opnun málstofu
- 9:10 Framtíðarsviðmyndir settar fram
- 10:10 Kaffihlé
- 10:30 World-Cafe
Vinnustofa þar sem framtíðarskorarir og tækifæri fyrir verkefnastjórnun verða rædd
- 12:00 Málstofulok

Málstofan er öllum opin og aðgangur er ókeypis. Skráning á www.vsf.is. Eftir hádegi fara fram kynningar á útskriftarverkefnum MPM-nemenda.

Kynningar á útskriftarverkefnum MPM-nemenda

Stofa M101

Stefnan - fyrirtækið - verkefnið

- 14:15 Kynbundinn samskiptastíll á vinnustofu, hvað er í gangi?
// Þorbjörg Alda Blínks Marínósdóttir
- 14:35 The state of Benefit Realisation Management in Iceland: How to move forward
// Lára Bóðvarðsdóttir
- 14:55 Mötun þjónustustofna: Hlutverk hagsmunaaðila við mótun þjónustustofna fyrir Vodafone á Íslandi
// Berglind Hreiðarsdóttir
- 15:15 Evaluation of the state of Project Management in the Advertising Industry, "The Soft Stuff is the Hard Stuff"
// Frank Arthur Blöndahl Cassata
- 15:35 Skjóm verkefnaskrár innan upplýsingateknidælda - þroski og mikilvægustu þættir
// Gísli Geir Gyfason
- 15:55 „ádræi spurt um kostnað þegar um lífr er að ræða“
// Dagmar Ýr Sigurjónsdóttir og Jakob Fatur Garðarsson

Nýsköpun – þróun – frumkvöðlar

- 16:55 Evaluating the effects of simulation-based training in project management education. The viewpoints of students and professors
// Bryndís Lára Halldórsdóttir
- 17:15 Mindhunting the mindhunter. Expert insight into managing sensitive research projects in criminal and forensic psychology
// Iris Elma Jónsdóttir Guðmann
- 17:35 Er löggilding startshæklisins verkefnastjóri raunhæfur möguleiki á Íslandi?
// Eva Kristínósdóttir
- 17:55 Lærum af þeim bestu: Hagnýt viðmál á bestu starfvenjum fyrir hjáfræðilega lmsj. Ný heilbrigðisþjónusta á Íslandi
// Þórunn Kristín Guðmundsdóttir

Stofa V101

Leiðtogar - hlutverk - menning

- 14:15 Áhrif #metoo á vinnustofuásetningu á Íslandi
// Halla María Ólafsdóttir
- 14:35 Notendamiðbúð með heilbrigðisþjónusta
// Halldór Auður Svansson
- 14:55 Pólitik og verkefnastjórnun - burta verkefnastjóri að búa yfir pólitískri færni til þess að ná árangri?
// Björg Torfadóttir
- 15:15 The Island using Play Therapy
// Lovisa Björk Jónúsdóttir
- 15:35 Mæling róttakra breytinga innan framleiðslu-einingar innan fyrirtækis. „Hver er þín upplifun?“
// Oddsteinn Guðjónsson
- 15:55 „Hvað segirðu félagi? Eigum við að fara saman í hjórt“ - Áhrif kyns verkefnastjóra á upplifun þeirra af hindrunum í starfi
// Inga Auðbjörg K. Straumland og Valdyr Helgadóttir

Samskipti - samvinna - upplýsingar

- 16:55 Hvernig startsunhverfi virkar best? Þættir sem hafa áhrif á samvinnu, samskipti og nýsköpun
// Þórunn Elík Friðbjólfsson
- 17:15 Netkall á hjálp
// Vilhjálfur Bjarnason
- 17:35 „Þetta kerfi er bara manna verk“ - Tækifæri til samþættingar þjónustu við börn og unglinga með heilbrigðisvanda
// Haldra Björk Finnadóttir
- 17:55 Er heimaþjálfun í lestri að skila meirianægum árangri hjá nemendum?
// Stefánía Helga Björnsdóttir

Stofa V102

Agile - lean - mannauður

- 14:15 Sýning stjórnunarinnar í Iceland: Aðferðin - Innviðing - ávinningurinn
// Ragnheiður Þóris Eytadóttir
- 14:35 Er hægt að mæla öryggishætti fyrirtækja?
// Eyþór Karl Eðvaldsson
- 14:55 Er járnþrymgingurinn að kafa Agile?
// Kristján Karlsson
- 15:15 Öryggi í líðum jarðar - Útselt á gerð áhættumats og öryggisáætlaða í ferðamannahelium á Íslandi
// Jólía Helene Guðmundsdóttir
- 15:35 Hvernig er Agile að reynast íslenskum hugvísindisáhrifum?
// Elmar Ólafsson
- 15:55 Glerþak í verkefnastjórnun - Hæmipátturinn fjármál notaður sem mælikæði á kynjum í faginu
// Díska Björk Eydóttir og Eva Georgía Ásadóttir

Þekking - Breytingar - Stjórnun

- 16:55 Að leiða starfsmann breytingar með aðferðaræði verkefnastjórnunar
// Hjálmtýr Guðarsson
- 17:15 Governance in inter-organizational project networks
// Þórunn Bergsson
- 17:35 „Allt er breytingum hátt, leitni að gælu“
Nýkast mats- og þroskalkönn á fjölbreytt verkefni
// Andrea Anna Guðjónsdóttir og Sesselja Friðgeirsdóttir

Áhersla málstofu 2018

Loftlagsmál á heimsvísu

Vanhöld á opinberri verkefnastjórnsýslu

Breyttur tíðarandi, breytt viðhorf og aldamótakynslóðin

Fjórða iðnbýltingin

Þróun verkefnastjórnunar sem faggreinar (löggilding og fleira)

Hvernig skyldi verkefnastjórnun líta út árið 2050?

DAGUR VERKEFNA-STJÓRNUNAR

Útskriftarráðstefna MPM-námsins við Háskólann í Reykjavík í samstarfi við Verkefnastjórnunarfélag Íslands (VSF) í HR föstudaginn 11. maí kl. 9-18:15.

Málstofa um framtíðina í verkefnastjórnun

- 9:00 Opnun málstofu
- 9:10 Framtíðarsviðmyndir settar fram
- 10:10 Kaffihlé
- 10:30 World-Cafe
Vinnustofa þar sem framtíðarskorarir og tækifæri fyrir verkefnastjórnun verða rædd
- 12:00 Málstofulok

Málstofan er öllum opin og aðgangur er ókeypis. Skráning á www.vsf.is. Eftir hádegi fara fram kynningar á útskriftarverkefnum MPM-nemenda.

Kynningar á útskriftarverkefnum MPM-nemenda

Stofa M101

Stefnan - fyrirtækið - verkefnið

- 14:15 Kynbundinn samskiptastíll á vinnustað, hvað er í gangi?
// Þorbjörg Alda Birks Marinósdóttir
- 14:35 The state of Benefit Realisation Management in Iceland: How to move forward
// Lára Böðvarsdóttir
- 14:55 Mötun þjónustustofna: Hlutverk hagsmunaaðila við mötun þjónustustofna fyrir Vodafone á Íslandi
// Berglind Hreiðarsdóttir
- 15:15 Evaluation of the state of Project Management in the Advertising Industry, "The Soft Stuff is the Hard Stuff"
// Frank Arthur Blöndahl Cassata
- 15:35 Stjóm verkefnaskrár innan upplýsingateknidælda - þroski og mikilvægustu þættir
// Gisli Geir Gyfason
- 15:55 „eldri spurt um kostnað þegar um lífr er að ræða“
// Dagmar Ýr Sigurjónsdóttir og Jakob Fatur Garðarsson

Nýsköpun – þróun – frumkvöðlar

- 16:55 Evaluating the effects of simulation-based training in project management education. The viewpoints of students and professors
// Bryndis Lára Halldórsdóttir
- 17:15 Mindhunting the mindhunter. Expert insight into managing sensitive research projects in criminal and forensic psychology
// Iris Elma Jónsdóttir Guðmann
- 17:35 Er löggilding starfsheklans verkefnastjórnaunhæfur möguleiki á Íslandi?
// Eva Kristinsdóttir
- 17:55 Lærum af þeim bestu: Hagnýt viðmið á bestu starfvenjum fyrir hjáfræðilega lmsj. Ný heilbrigðisþjónusta á Íslandi
// Þórunn Kristín Guðmundsdóttir

Stofa V101

Leiðtogar - hlutverk - menning

- 14:15 Áhrif #metoo á vinnustaðamenningu á Íslandi
// Halla María Ólafsdóttir
- 14:35 Notendamiðun og heilbrigðisþjónusta
// Halldór Auður Svansson
- 14:55 Pólitik og verkefnastjórnun - burta verkefnastjórnað að búa yfir pólitískri færni til þess að ná árangri?
// Björg Torfadóttir
- 15:15 The Island using Play Therapy
// Lovisa Björk Jóhúsdóttir
- 15:35 Mæling réttakra breytinga innan framleiðslu-einingar innan fyrirtækis. „Hver er þín upplifun?“
// Oddsteinn Guðjónsson
- 15:55 „Hvað segirðu félagi? Eigum við að fara saman í hjórt“ - Áhrif kyns verkefnastjóra á upplifun þeirra af hindrunum í starfi
// Inga Auðbjörg K. Strømmeild og Valdyr Helgadóttir

Samskipti - samvinna - upplýsingar

- 16:55 Hvernig startuð þú virka best? Þættir sem hafa áhrif á samvinnu, samskipti og nýsköpun
// Þórunn Elík Friðbjólfsson
- 17:15 Netkall á hjalp
// Vilhar Bjarnason
- 17:35 „Þetta kemt er bara manna verk“ - Tækifæri til samþættingar þjónustu við börn og unglinga með heilbrigðisvandamál
// Hildur Björk Finnadóttir
- 17:55 Er heimaþjónin í lestri að skila meiralegum árangri hjá nemendum?
// Stefánía Helga Björnsdóttir

Stofa V102

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// Elmar Ólafsson
- 15:55 Glerþak í verkefnastjórnun - Hæmipátturinn fjármálnotaður sem mælistika á kynjarnum í faginu
// Diana Björk Eydórsdóttir og Eva Georgía Ásúddóttir

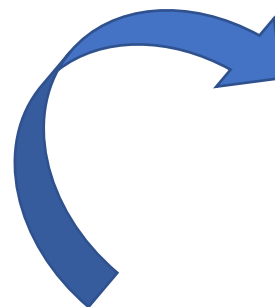
Þekking - Breytingar - Stjórnun

- 16:55 Að leiða störfværi breytingar með aðferðarætti verkefnastjórnaðs
// Hjalmtyr Grönlason
- 17:15 Governance in inter-organizational project networks
// Þórunn Bergsson
- 17:35 „Allt er breytingum hátt, leitni að grafnu“ Nýkast mats- og þroskalkönn á flökbreytt verkefni
// Andrea Anna Guðjónsdóttir og Sesselja Friðgeirsdóttir

Framkvæmd málstofu



Samsetning atvinnulífsins
Þróun tækni
Umhverfis- og loftslagsmál
Samfélagið/aldamótakynslóðin



Framkvæmd málstofu



Samsetning atvinnulífsins
Þróun tækni
Umhverfis- og loftslagsmál
Samfélagið/aldamótakynslóðin



Umfjöllunarefnin

- Hvernig mun **aldamótakynslóðin** móta fagið?
Hvernig verður **vinnuumhverfi** verkefnastjórnar?
Hvernig mun **siðferðisleg ábyrgð** þróast?
Hvernig þarf fagið að búa sig undir breytingar:
- í umhverfis- og loftslagsmálum?
 - tæknimálum?
 - í samfélaginu?

Hvernig mun aldamótakynslóðin móta fagið?

„Internet Of Things“

alþjóðleg áföll



deilihagkerfið

persónulegt „brand“

Hvernig mun aldamótakynslóðin móta fagið?

Samhengi:

- tryggð við sjálfan sig og eigin gildi
- sjálfstætt starfandi
- umhverfisvitund

Fólk:

- einstaklingshugsun
- einstaklingsþróun
- áhersla á mennskuna
- að ná tilgangi í gegnum starfið



Aðferðir:

- fljótandi skrifstofuumhverfi
- sýndarveruleiki
- engin viðveruskylda
- fókus á fólk (ekki ferla)
- handavinna hverfur
- víðtækari tækninotkun
- sýndarveruleiki og ai

Hvernig verður vinnumhverfi verkefnastjórans?

Aðferðir:

- fjarvinna, háð verkefnum
- gagnavinna sjálfvirk
- klæðskerasaumaðar upplýsingar
- gervigreind í stað ferla
- kvikar vinnuaðferðir

Fólk:

- verkefnateymi verður blanda fólks og ai
- ai gætir þess að viðhalda mannlega þættinum (!)

Samhengi:

- verður alls staðar, sýndarveruleiki
- aukin sérhæfing (í stað lögverndunar)
- stjórnsýslulegar/lagalegar hindranir leystar fyrirfram



Hvernig mun siðferðisleg ábyrgð þróast?

Aðferðir:

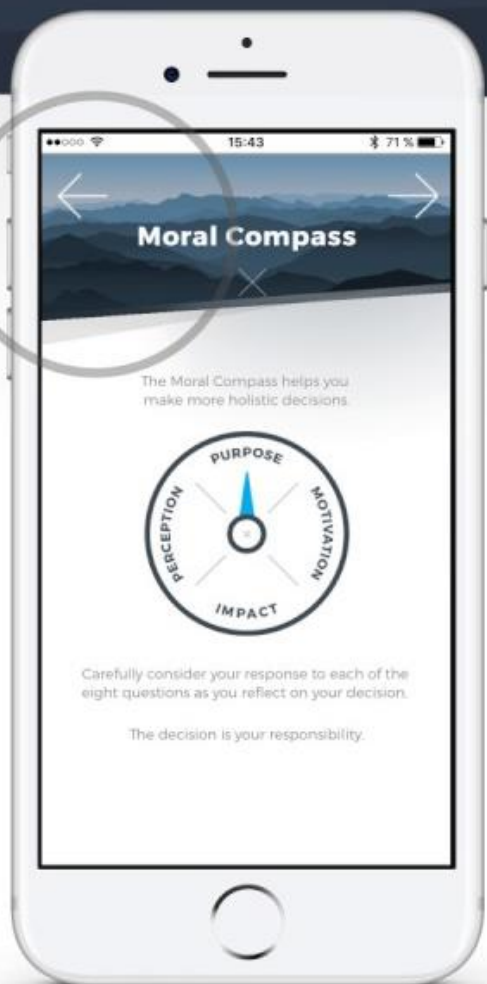
- formlegt ferli („whistle blowing“)
- Siðferðisappið?

Fólk:

- „siðferðisstjóri“ hluti af teymi

Samhengi:

- vaxandi áhersla m.t.t. tækni, umhverfis, náttúru...
- skýr alþjóðlegur lagarammi



Samtíðaumræðan haustið 2018



Hvernig þarf fagið að búa sig undir breytingar?

Umhverfis og loftlagsmál

verkefni virðisreikja kröfur kolefnisspor
staðlar
sjálfbærni KPI viðhorf menning
áætlanagerð stefna umhverfismál
samkeppnistæki vitund kynslóðabil hvatakerfi



Samfélagið

alþjóðaræðing
mannabreytingar
sýndarveruleiki gervigreind
sveigjanleiki dreifð
fjölbreytileiki róbotar
lögreglur Tungumálakunnátta

breytingastjórnun menningarlaus

sköpun
ákvæðanataka
samskipti ábyrgð

sjálfvirkni
upplýsingaflæði

Tæknimál

Að lokum

Ábyrgð MPM námsins

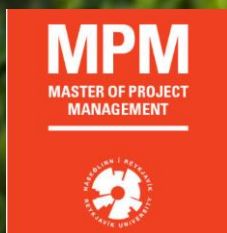
Að tryggja að námið sé á hverjum tíma í takt við bestu þekkingu úr fræðunum

Að efla faglega vitund meðal nemenda

Búa nemendur undir starfið eins og það verður í framtíðinni

Standa fyrir og taka þátt í rannsóknum á stöðu fagsins í íslensku samfélagi

Taka þátt í almennri fræðslu og vitundarvakningu um verkefnastjórnun í íslensku samfélagi



Ábyrgð VSF

Að stuðla að og styðja þá hæfni í þjóðlífinu sem þarf til að **verkefni skili árangri...**

með því að byggja öflugt og lifandi **þekkingarsamfélag um verkefnastjórnun** sem grundvallast á þremur stöðum:

1. **Votta** reynslu og þekkingu verkefnastjóra samkvæmt alþjóðlegum viðmiðum
2. **Skapa** umhverfi og aðstæður til framþróunar verkefnastjórnunar
3. **Fræða** með upplýsingum, fundum og ráðstefnum um framþróun fagsins



KAFFIHLÉ



15:00 - 15:15

THE FUTURE OF PROJECTS IN A SAFETY-CRITICAL DOMAIN



Ute Schiffel, Safety Manager, Tern Systems og

Sigurjón Páll Kolbeins, Director of Project

Management, Tern Systems



Landsvirkjun



ISAVIA



tern systems

LANDSNET



ÍAV



EFLA
CONSULTING ENGINEERS



MANNVIT



VERKÍS



tern systems

The Future of Projects in a Safety-critical Domain
"The eternal struggle: Project management vs safety"

- Tern Systems:**
 - Isavia subsidiary
 - 21 years old
- Mission:**
 - Support safe and efficient air traffic management
- Products:**
 - Air Traffic Control Systems
 - Training solutions
- International:**
 - Systems deployed in 8 countries
 - Currently employees of 11 nationalities
- Project driven:**
 - 70% of our work is done through projects
- Process driven:**
 - Tern Quality Management System
 - ISO 9001:2015 certified

Who We Are and Why There Is Two of Us Here

Sigurjón Páll Kolbeins

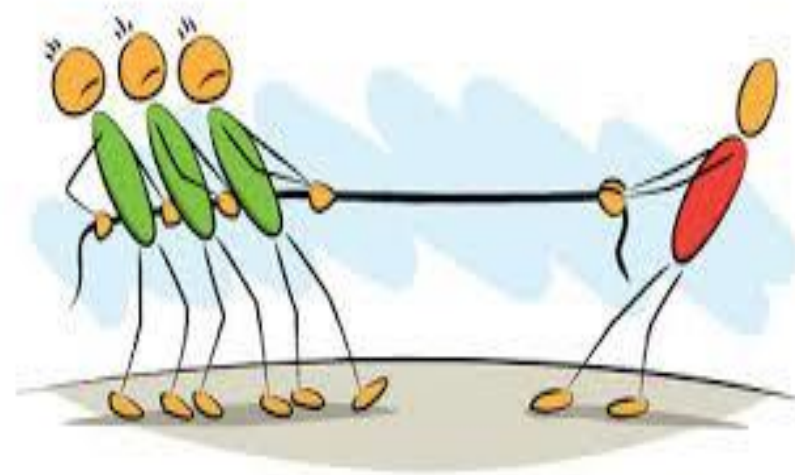
Director of Project Management

Meet the project goals!

Dr. Ute Schiffel

Safety Assurance Manager

Make it acceptably safe!



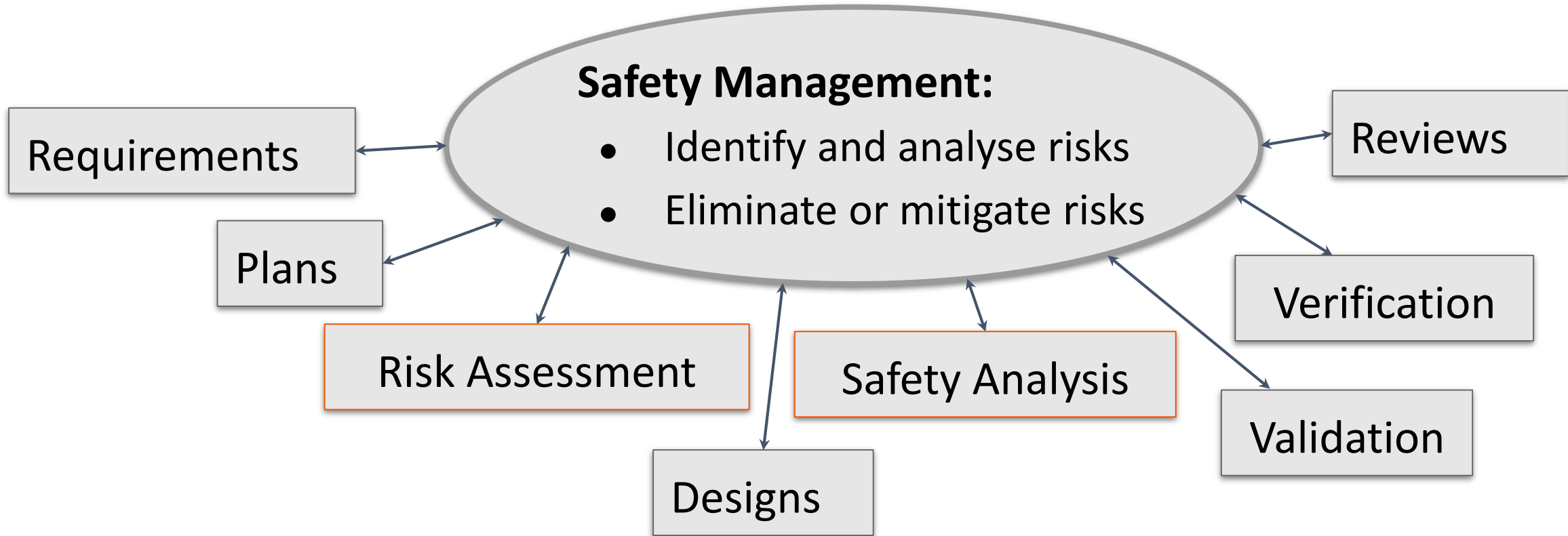
Safety:

“possibility of harm to persons or of property damage is reduced to [...] an **acceptable level** through a **continuing** process of hazard identification and **safety risk management.**”¹

Other constraints:

- Traffic needs to flow
- Acceptable cost

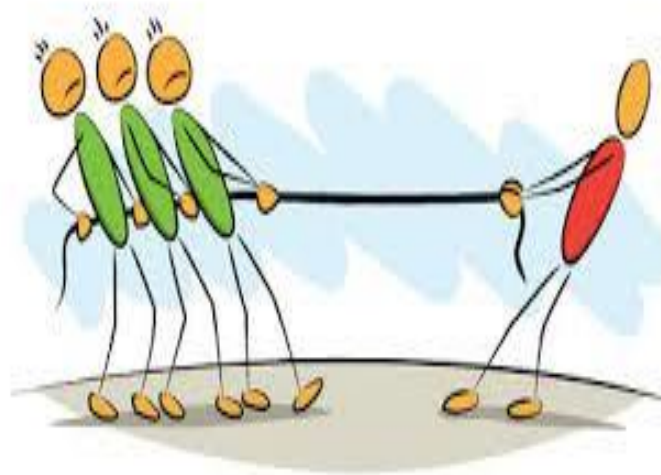




For development: **Quality First**

Project Management

- Quality of the product
- Project constraints
- Challenges:
 - Change is expensive
 - Configuration Management
- Consequences:
 - Prioritize
 - Become efficient
 - Rely on tools



**Communication
is key!**

Safety Management

- Quality of the product
- Evidence for quality & safety
- Challenges
 - Timing of the input
 - Quality of the evidence
- Consequences:
 - Educate
 - Involved in reviews
 - Audited phases

Tools & Automation

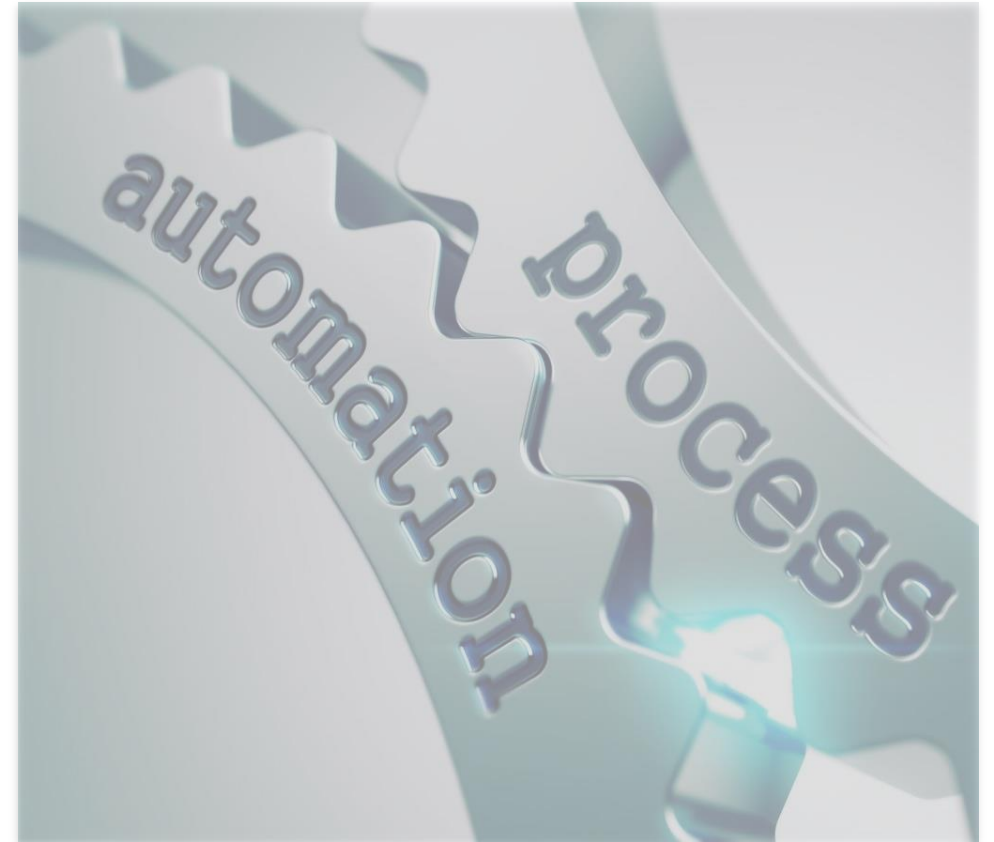
- Generate documents
- Support checklists
- Automate testing
- Move processes into tools

Advantages

- More **efficient**
- Less error prone
- Time for things that matter

Project Risks

- Big initial investment
- Inflexible: *Computer says NO*
- Tool-dependent
- Relying on tools for safety - **What if the computer is wrong?**





tern systems

**Thank you for listening
Questions?**

TOO (IN)VISIBLE TO IGNORE:

“CULTURAL DNA” IN FUTURE OF PROJECT MANAGEMENT



Dr. Inga Minelgaite,
aðstoðarprófessor við HÍ

25 ÁRA VERKEFNASTOFN KEFLAVÍKURFLUGVALLAR



Guðmundur Daði Rúnarsson,
framkvæmdastjóri
Tækni- og eignasviðs Isavia



ISAVIA



Landsvirkjun



ISAVIA



tern systems

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CONSULTING ENGINEERS



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VERKÍS

KAFFIHLÉ



15:00 - 15:15

COMPARING APPLES TO APPLES.

BENEFIT TRACKING AND LESSONS LEARNT IN MAJOR PROJECTS.



**Viktoría Jensdóttir, Global
Program/Project Manager Össur**



 **ÖSSUR**[®]
LIFE WITHOUT LIMITATIONS

About me



Think about a time



Your team fell short of its goal despite a lot of hard work and good accomplishments?

Your good idea didn't get fully implemented or produce the impact you expected?

Why does execution fail?

- Not enough ideas
- Wrong ideas are pursued
 - True financial impact of an idea is misunderstood
- Implementation fails because...
 - Fail to get agreement on resources
 - Key stakeholders disagree with the idea and stand in the way (actively or passively)
 - Action plan not rigorously managed (e.g., deadlines missed)
- Final impact falls short as conditions change (obsolete assumptions)

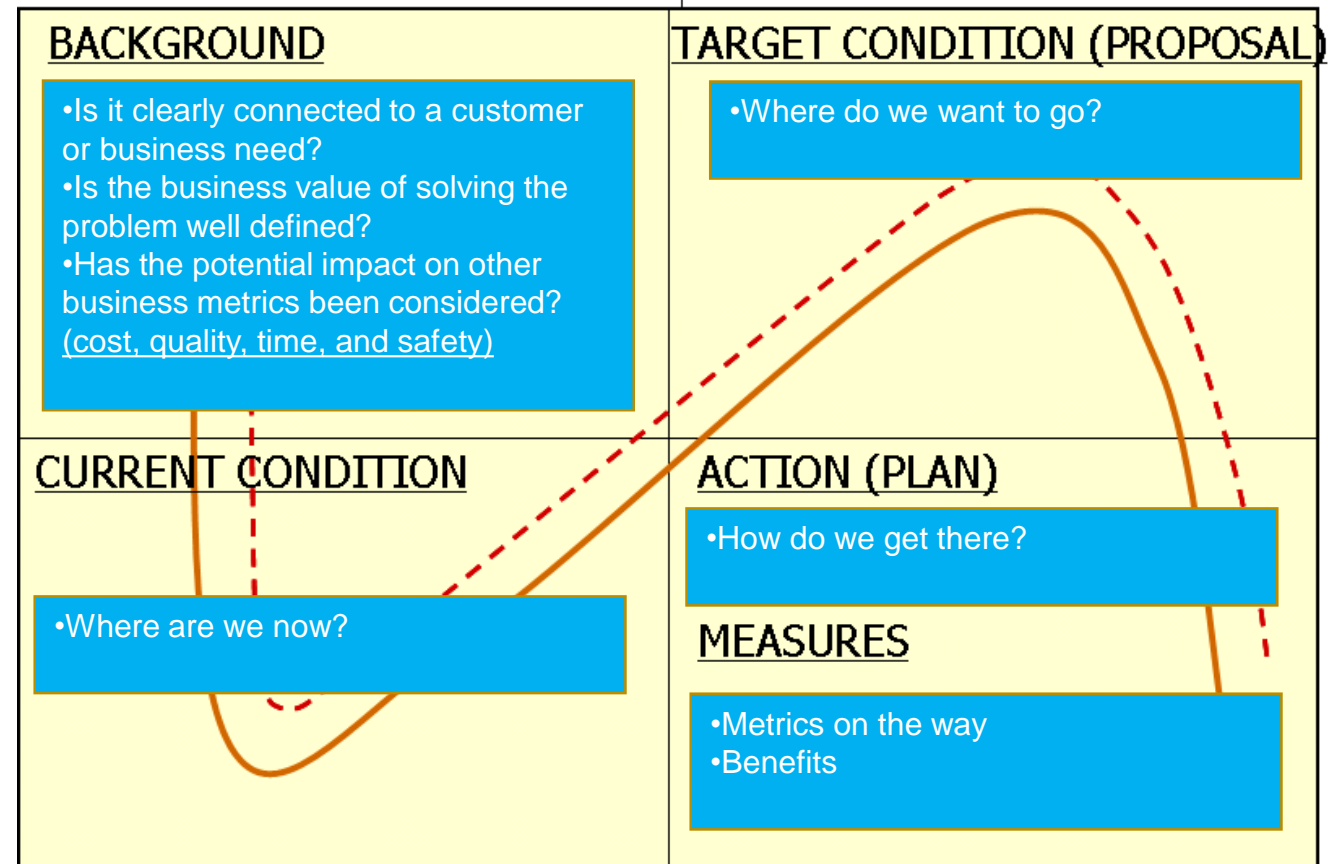
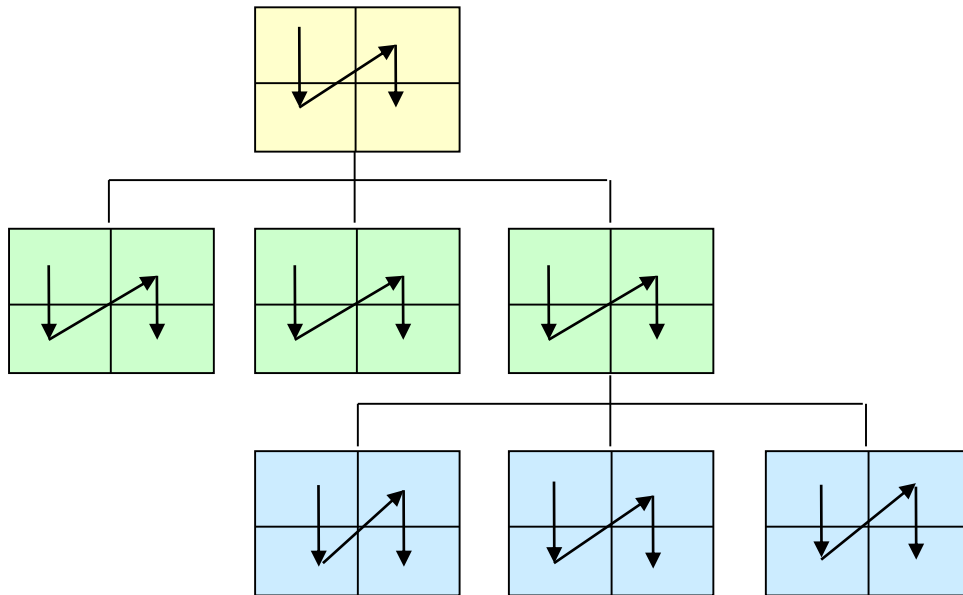


This presentation will focus on my experiences from

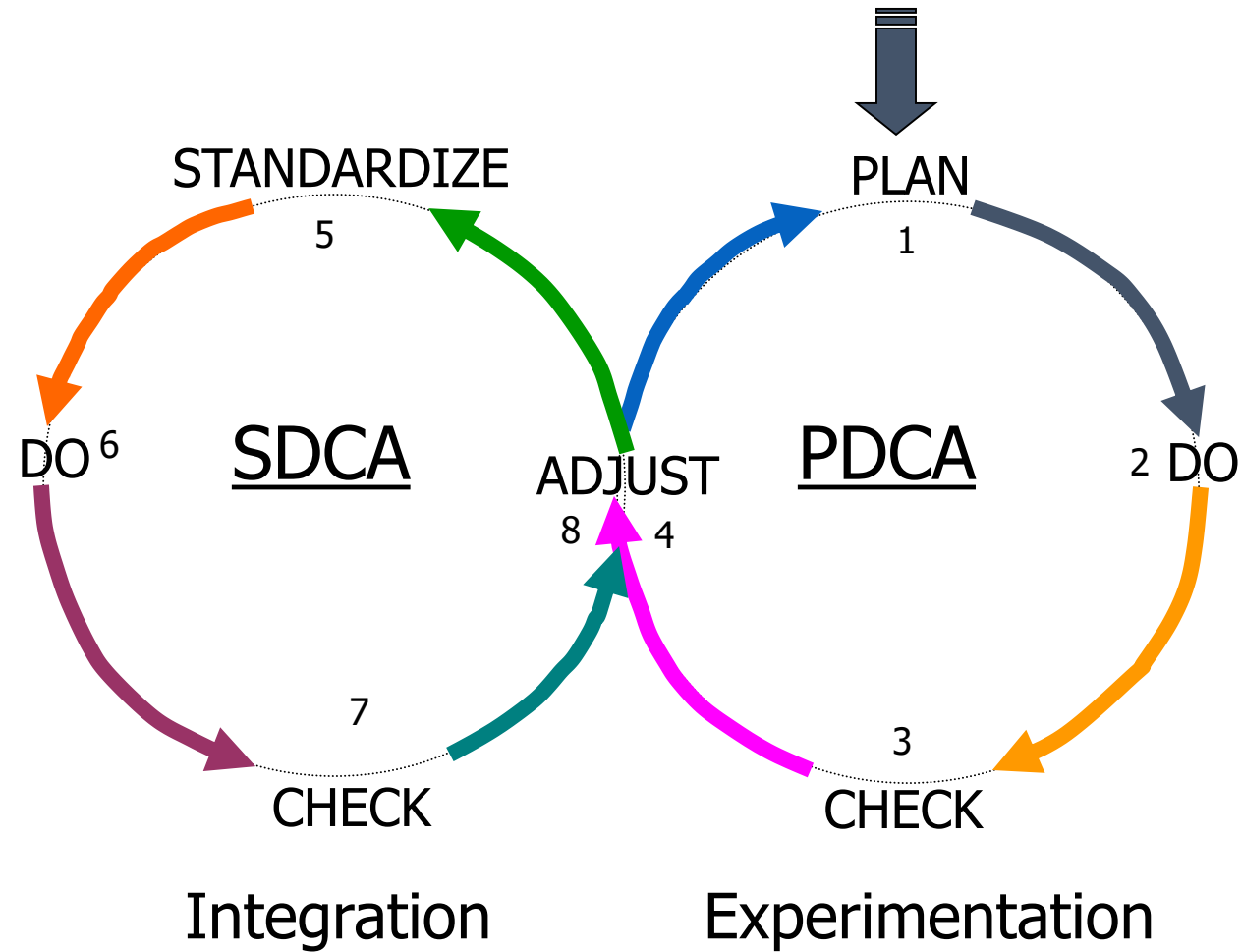


Benefit tracking in past projects

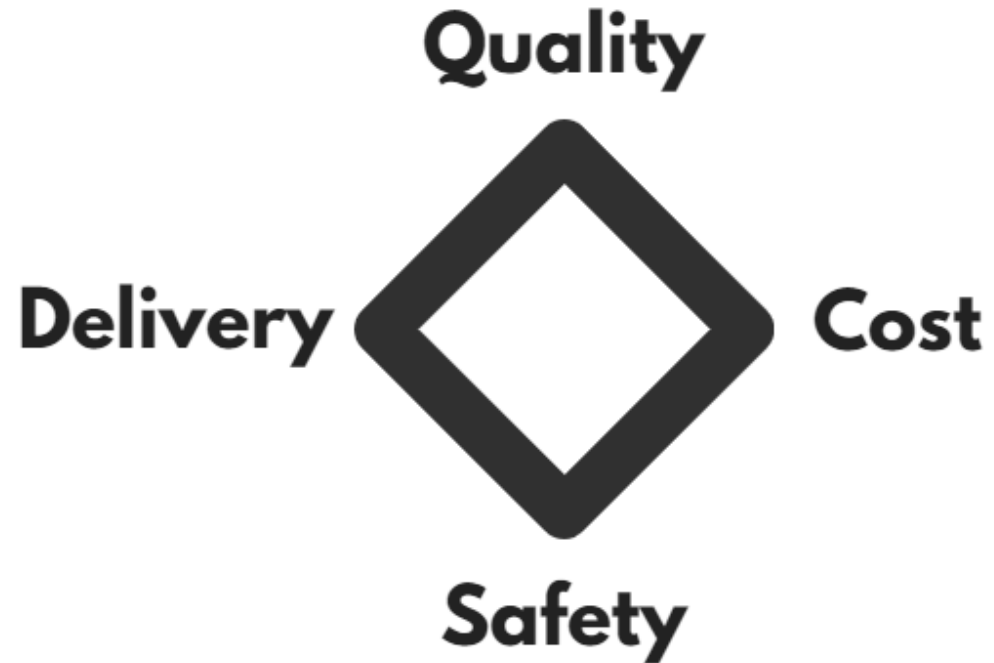
- Alcoa
 - Business case before kaizen
 - Strong business case creation using A3
 - Degree of Implementation



Executing & Closing A3's

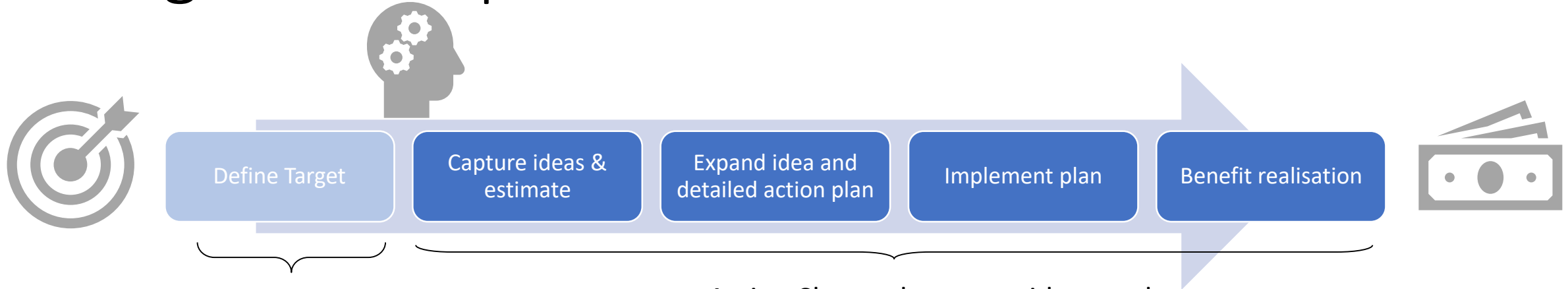


Creating a business case

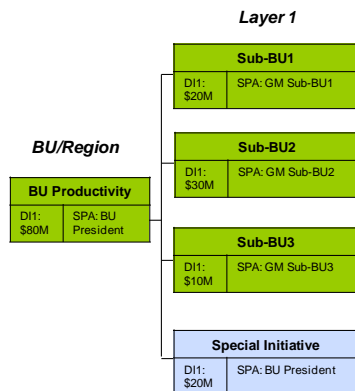


- Set up time
- Number of employees in set up
- Number of employees in production
- Manhours
- Daily production
- Decrease in scrap
- Decrease in lead time
- Decrease in unvalue added time

Degree of implementation

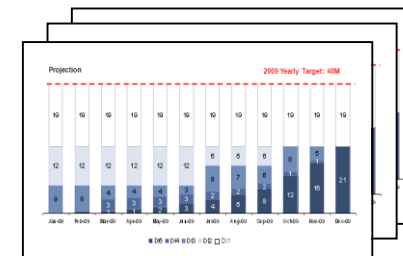


- Targets set for a program or lever
- DI targets cascaded to actionable levels of accountability



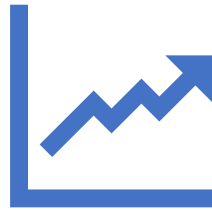
- Action Sheets document ideas and estimate, track, and report initiatives that contribute to DI-1 targets
- Reports provide status and visibility on progress

Action Sheets



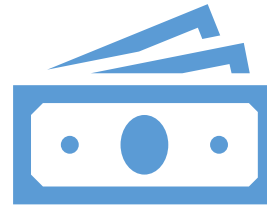
DI Reports

There are three types of Action Sheets



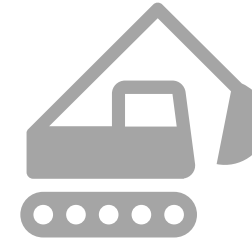
Growth

Actions that create profitable growth
(revenue and EBITDA
impact)



Cost / Productivity

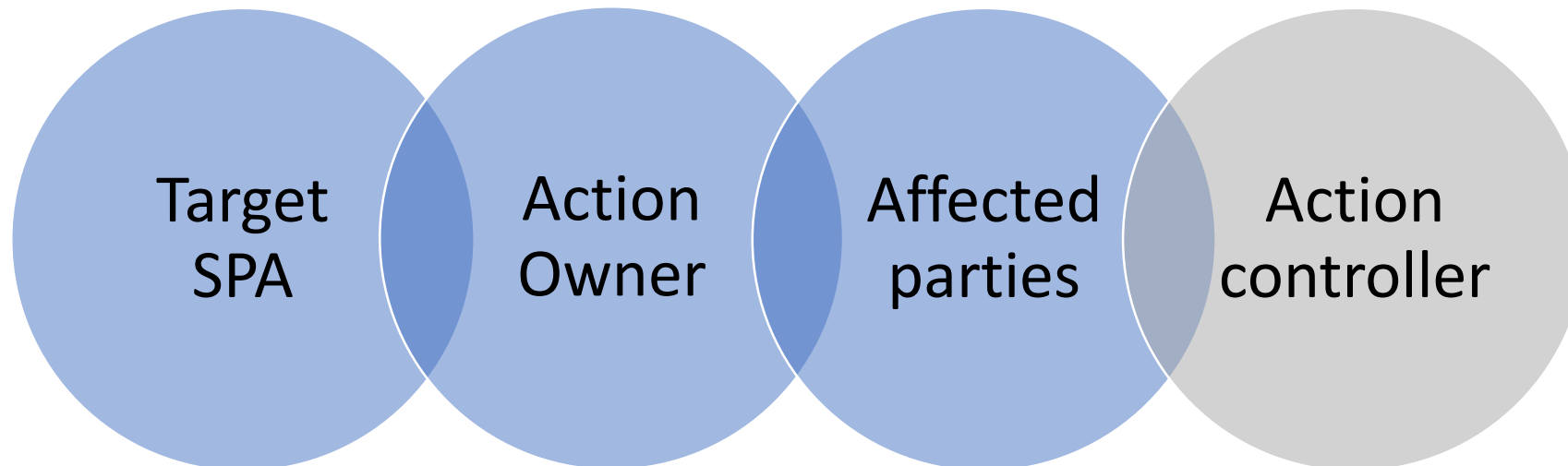
Actions that improve operating margins
(EBITDA) through cost
productivity



Asset Management

Actions that create cash flow through better
working capital
productivity

4 roles



- Gateway for entering action into DI system
 - Checks content quality
 - Assigns DI status to actions and validates impact
- Cross-checks financial impact calculation
- Creates reports on action status in his realm

A3's and Degrees of Implementation

A3 ENSURES:

- Clear understanding of the business problem
- Root cause analysis and solution determination
- Understanding of current situation
- Clear outline of the target state
- Well thought out solution and levers to achieve the target.

DI ENSURES:

- Clear accountability
- Calculation of financial impact
- Execution focus to turn ideas to cash
- Buy-in from all affected participants
- Clear tracking of cash attainment
- Re-planning if action is off track



Lessons learnt in creating a business case



- Number of employees that will still work in the process
- Space that we still have to pay rent of and we don't put anything new there
- 5s audits
- Number of ideas
- Work in process
- Decrease in search time
- Decrease in walking time





GLOBAL LEADER IN NON-INVASIVE ORTHOPAEDICS

Second largest player in bracing and supports and prosthetics worldwide

Founded in 1971

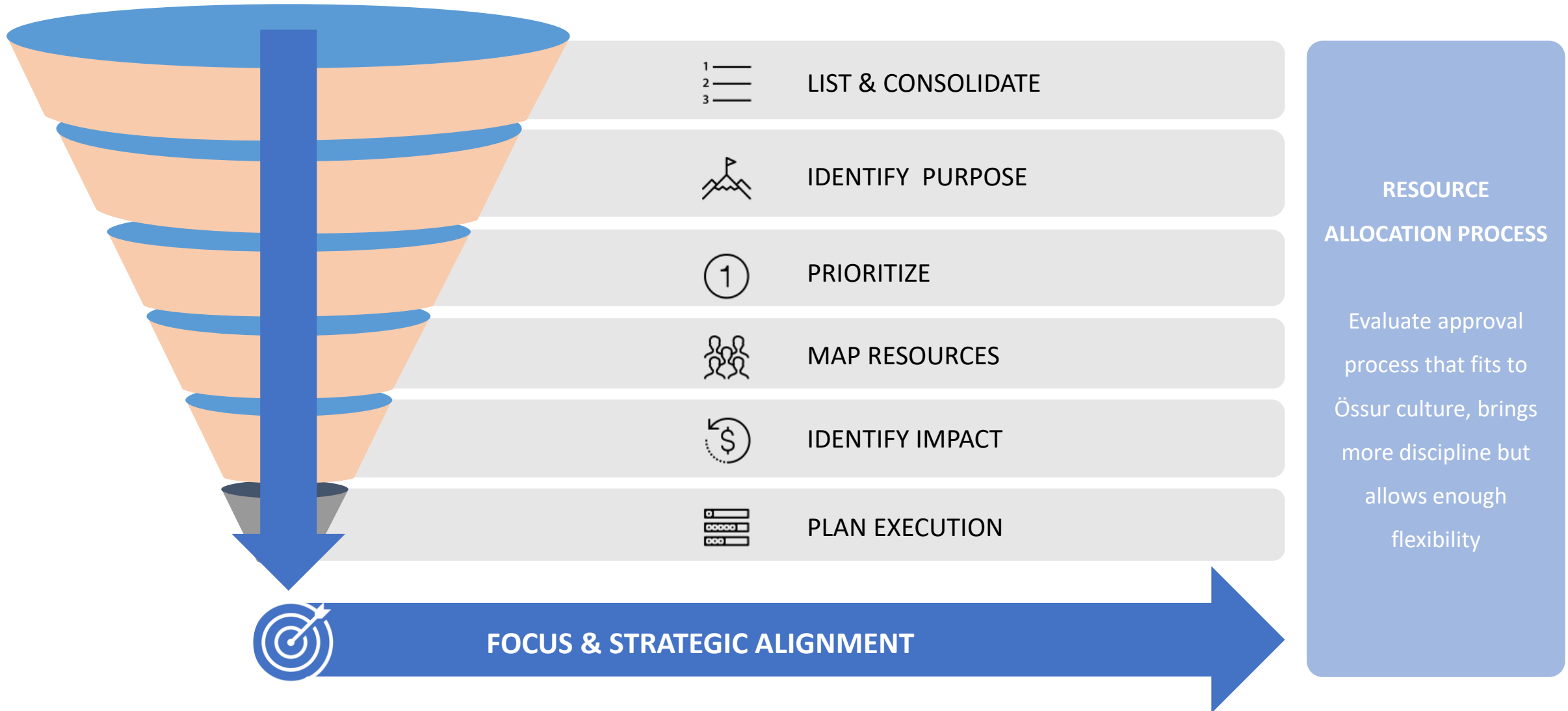
Employees 3,000

2017 Sales \$569m

2017 EBITDA 18%

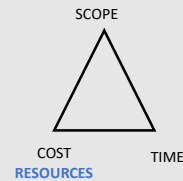
Listed on Nasdaq Copenhagen

PORTFOLIO PRIORITIZATION PROCESS



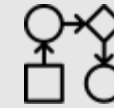
PROJECT VS. ROUTINE OPERATIONS

LIST & CONSOLIDATE



PROJECT

- Takes place outside the normal responsibilities of a department or a function
- Unique and separate from routine, process-driven work
- Continually evolving
- Often requires cross-functional / global effort



ROUTINE OPERATIONS

- Ongoing, day-to-day activities to produce goods and services
- Use existing systems, properties, and capabilities
- Typically repetitive
- Relies on skills existing within the department or function

Our programs and projects



“By their very nature, compliance projects should be regarded as strategic—as non-compliance could lead to far-reaching implications for business survival and continuity management.”

IMPACT

HOW DOES THE PROJECT ADD VALUE TO THE ORGANIZATION?



IDENTIFY BENEFITS

To determine whether projects, programs, and portfolios can produce the intended business results

Practices performed at the start of a project or program that enable organizations to identify expected benefits



EXECUTE BENEFITS

Management to minimize risks to future benefits and maximize the opportunity to gain additional benefits

Practices that enable organizations to deliver the expected benefits



SUSTAIN BENEFITS

To ensure that whatever the project or program produces continues to create value

Practices that enable the organizations to sustain benefits and achieve strategic objectives

BENEFIT / SAVINGS REALIZATION



TARGET

Represents the targeted benefits the project/program should be able to deliver as presented in the business case

POTENTIAL



QUALIFIED

Represents confirmed benefits with a benefit realization plan that we are working to achieve

PLANNED



REALIZED

Represents the benefits that have been captured

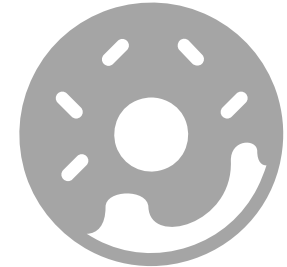
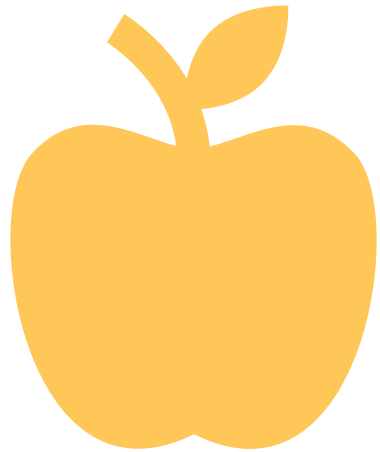
ACTUAL

Benefit tracking in compliance projects

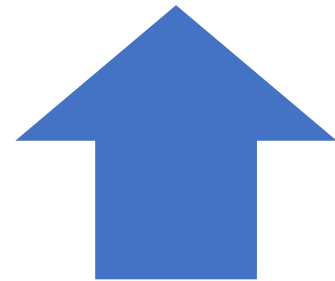
- What kind of projects fall under compliance projects?
 - Quality
 - GDPR
 - Health&Safety
 - Environmental
 -
- How do you measure compliance?
- How do you measure progress in compliance projects?
- Putting monetary value on compliance



Lessons learnt



- Clear business case from the beginning
- What to measure
- How to measure it
- Who will measure it
- Who will validate it
- Measure against original
- Keep it simple and not too many sub categories



Cost



Benefits



WE IMPROVE PEOPLE'S MOBILITY



STAÐA BENEFIT REALISATION MANAGEMENT (BRM) HJÁ
ÍSLENSKUM FYRIRTÆKJUM OG FYRSTU SKREF AÐ INNLEIÐINGU.



Lára Böðvarsdóttir,
viðskiptafræðingur & MPM, Oditor

**Staða BRM
hjá íslenskum
fyrirtækjum**

- og næstu skref

Yfirlit

Nokkur orð um Benefit Realisation Management

Rannsóknin

- Staða BRM á Íslandi
- Aðferðir íslenskra fyrirtækja við val á verkefnum
- Hvernig er ávinningurinn metinn?

Niðurstöður

- Helstu niðurstöður viðtala kynntar

Næstu skref

Eru verkefni að skila raunverulegum árangri?

- Verkefnum lokað þegar settum markmiðum er náð.
- Eru verkefni sem er skilað á réttum tíma, innan fjárhagsáætlunar og samkv. skilgreiningu árangursrík?



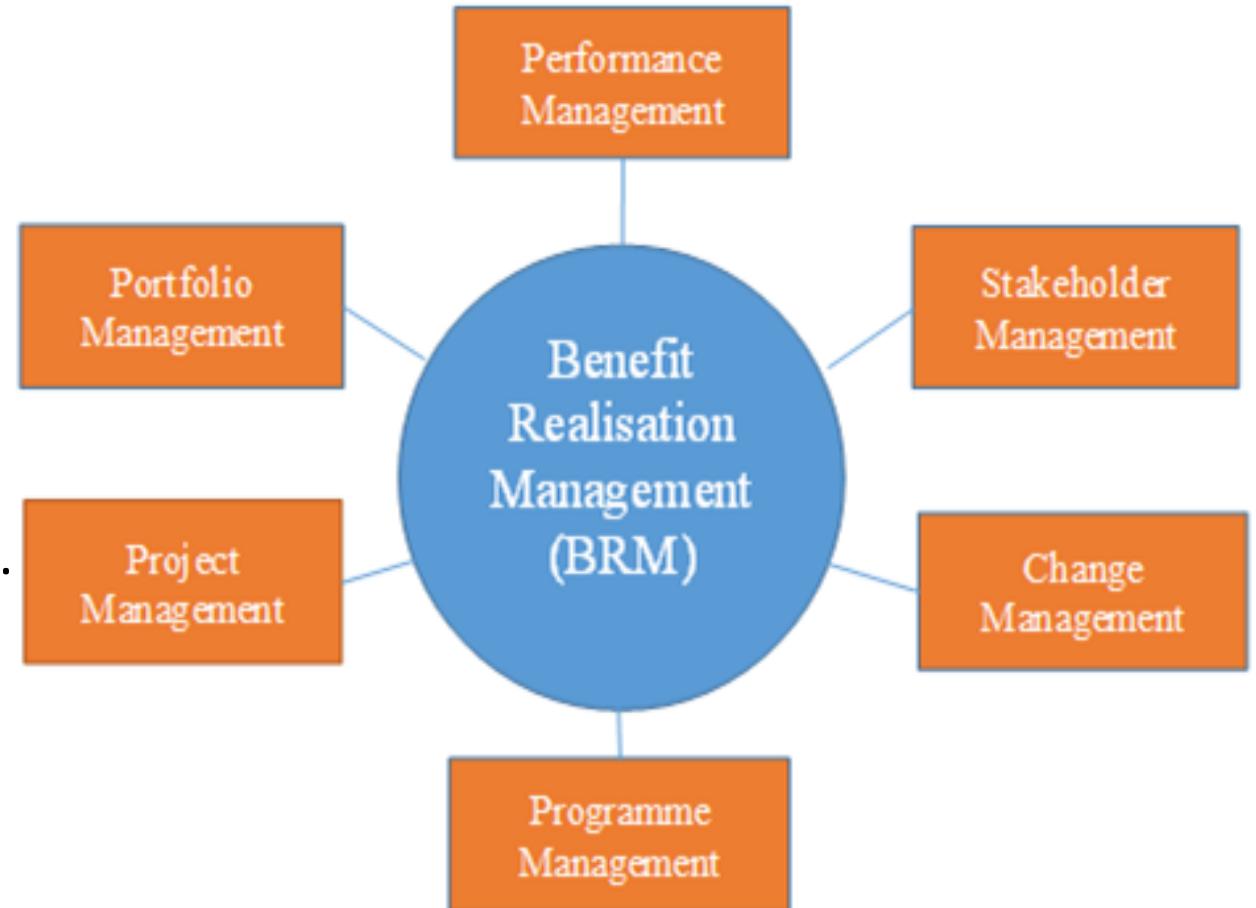
Heimild: Pulse of the Profession®, PMI, 2016 (Methodology: 2,428 project management practitioners, 192 senior executives and 282 PMO directors around the world were surveyed in October 2015)

Hvað er BRM?

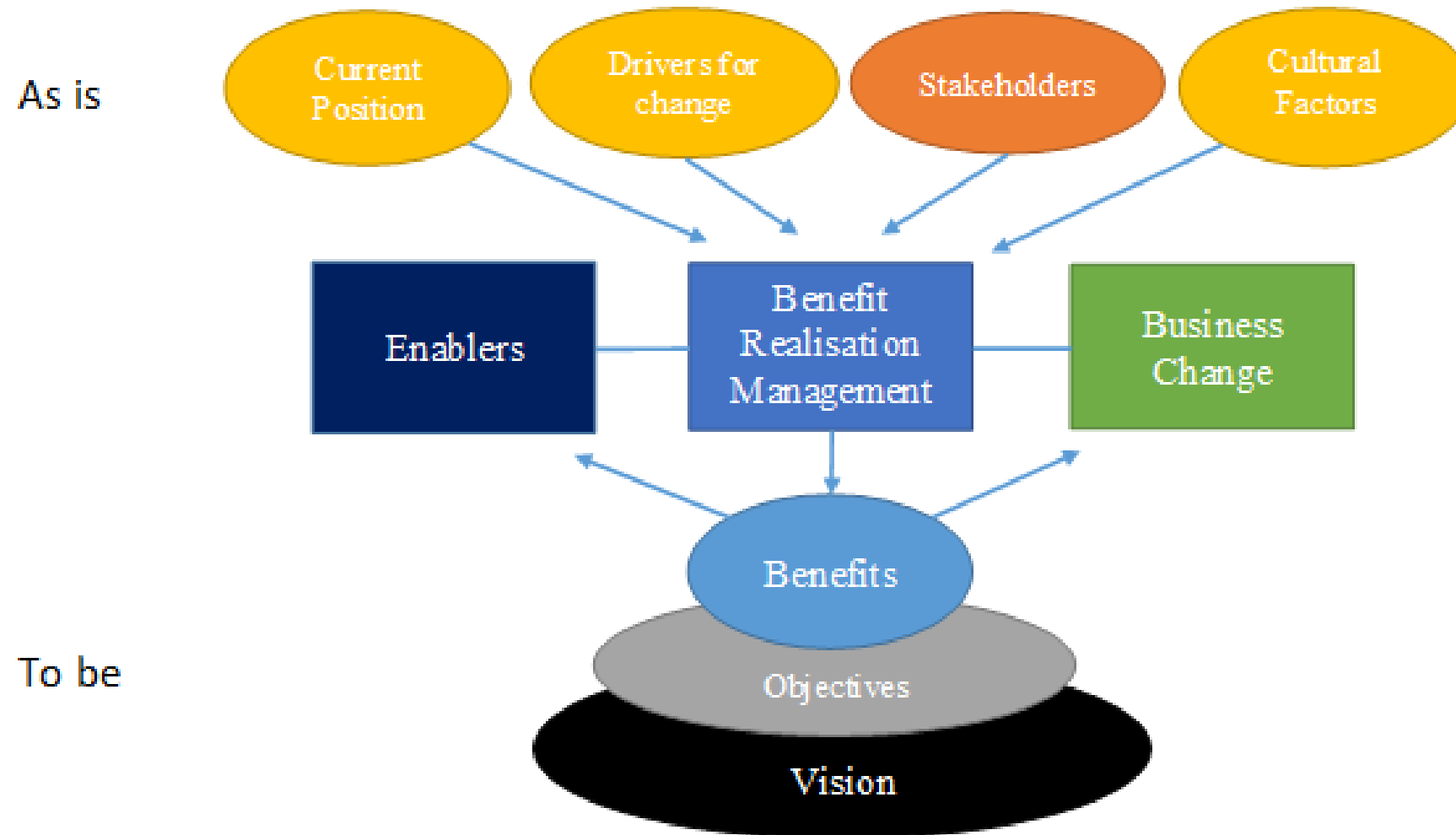
Benefit Realisation Management

- Þekkt frá um 1980.
- Aðferðafræði til þess að meta ávinning.
- Mikil vakning undanfarin ár.
- „Límið“ sem tengir allt saman.
- Ferli til þess að ná fram hámarksávinningi við breytingu / fjárfestingu innan fyrirtækis.

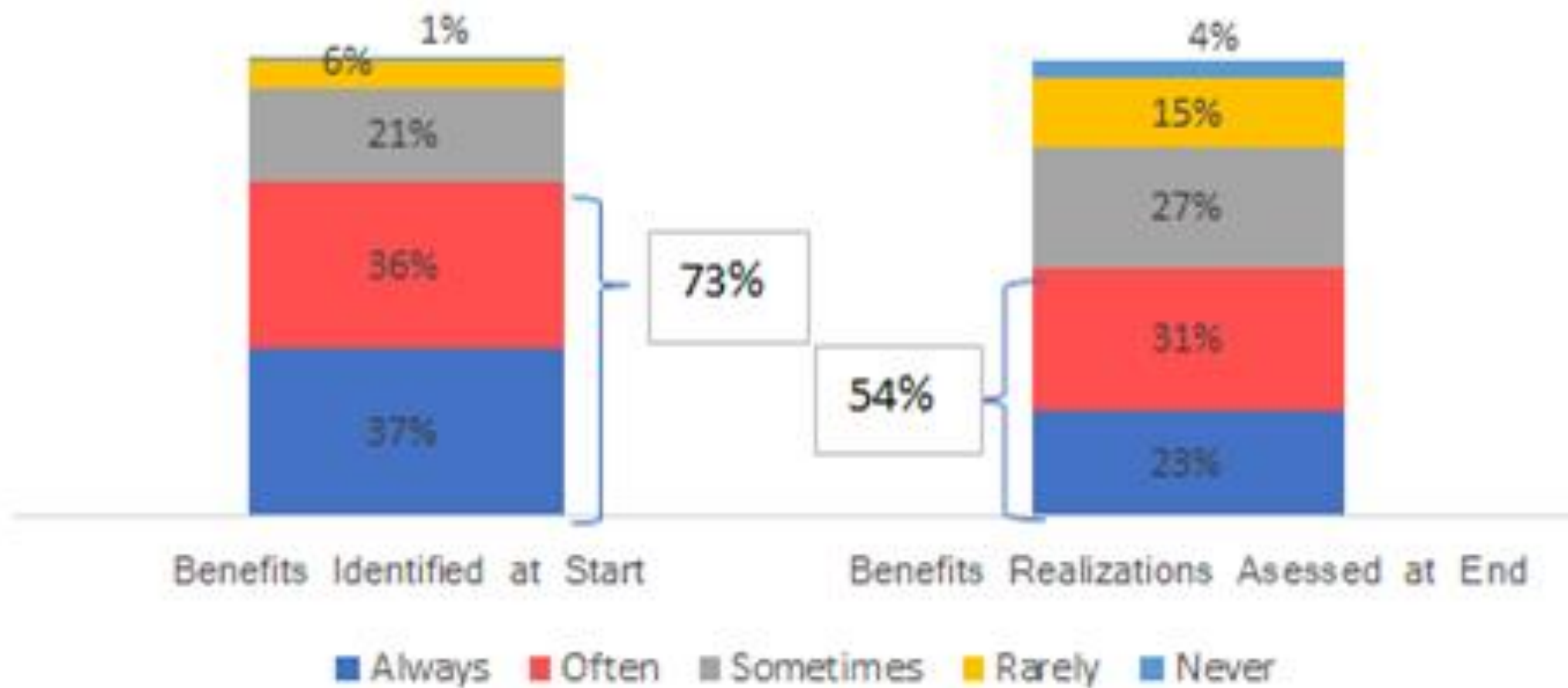
“Common sense but
not common practice”



Í upphafi skal endinn skoða



Ávinningur metinn?



Virđi BRM

Companies that report mature BRM capabilities

1.6x

more likely to
realize project
objectives

3.0x

more likely to
meet or exceed
target ROI

Helstu hindranir BRM

- Menning og viðhorf.
- Samskipti.
- Erfitt að mæla ávinning - búa til mælieiningar.
 - Aðeins 36% búa til mælieiningar fyrir þekktan ávinning.
- Staðið er illa að skilgreiningum og deilingu ábyrgðar og hlutverkum á aðila.

Staða íslenskra fyrirtækja

- Rannsókn

Um rannsóknina

Þáttakendur

- Haft var samband við 7 fyrirtæki um þátttöku.
- Tekin 45 mín. viðtöl við 5 einstaklinga hjá 4 fyrirtækjum.
- Yfirmenn verkefnastofa eða sérfræðingar ferlagreiningar / straumlínustjórnunar.
- Spurt um BRM & um val verkefna, umsjón og eftirfylgni þeirra.



Helstu niðurstöður

- Af þeim 7 fyrirtækjum sem haft var samband við vegna þátttöku hafði **enginn heyrt um BRM.**
- Ferlið við val verkefna svipað hjá fyrirtækjunum.
- Tenging val verkefnis við stefnu misjöfn.
- Nánast eingöngu horft á fjárhagslega mælikvarða.
- Sérstök upplýsingakerfi í þróun hjá 2 fyrirtækjum.
- Of margir hugbúnaðir í notkun.

Helstu niðurstöður - samanburður

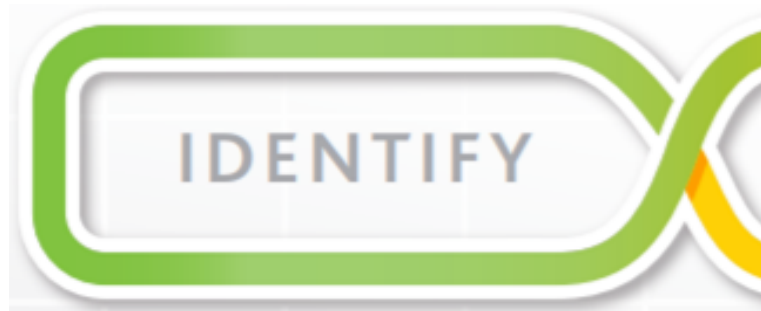
	Best practice metric	Average
Identifying benefits	Using tools	3,25
	Develping KPI's	2
	Monitoring controls	1,5
	Reporting to stakeholders	1,5
	Approval of stakeholder	1,75
Execute	Aligned with stratetic objectives	4,25
	Risk assessment and measurement	2,75
	Reporting	2,25
Sustain	Benefits assessment	1,75
	Monitor results going forward	1,5
	Continous improvement	1,75



Tillögur að næstu skrefum



Greining ávinnings



- **Tól** - nota viðeigandi verkfæri, t.d. Benefits register, benefits realizations roadmap & benefits breakdown structures.
- **KPI** - finna mælikvarða sem hafa áhrif til þess að mæla raunverulega ávinning vs. áætlaðan.
- **Vöktun** - fylgja eftir og stjórna framkvæmd með hliðsjón af benefits realization plan.
- **Upplýsa hagsmunaaðila** - búa til samskiptaáætlun
- **Samþykki hagsmunaaðila**

Framkvæmd



- **Styður stefnu fyrirtækisins** - tryggja þarf að framkvæmd verkefnis eða verkefnastofns sé í takti við stefnu fyrirtækisins.
- **Áhættumat og mælingar**
- **Upplýsa hagsmunaaðila um framgang**

Sjálfbærni



- **Meta ávinning** - staðfesta að ávinningurinn hafi náðst og sé til.
- **Halda áfram að vakta ávinning verkefnisins** - eftirlit með raunverulegum ávinningi.
- **Stöðugar framfarir** - auðvelda framfarir með því að deila þekkingu, hvað höfum við lært?
o.s.frv. Þróa nýjar hugmyndir og tækifæri.

Takk



FUTURE PROJECT LEADERSHIP AND GOVERNANCE.

BALANCED LEADERSHIP AND GOVERNANCE OF PROJECTS.



Prof. Ralf Müller,

BI Norwegian Business School



Landsvirkjun



ISAVIA



tern systems

LANDSNET



IAV



MANNVIT



VERKÍS

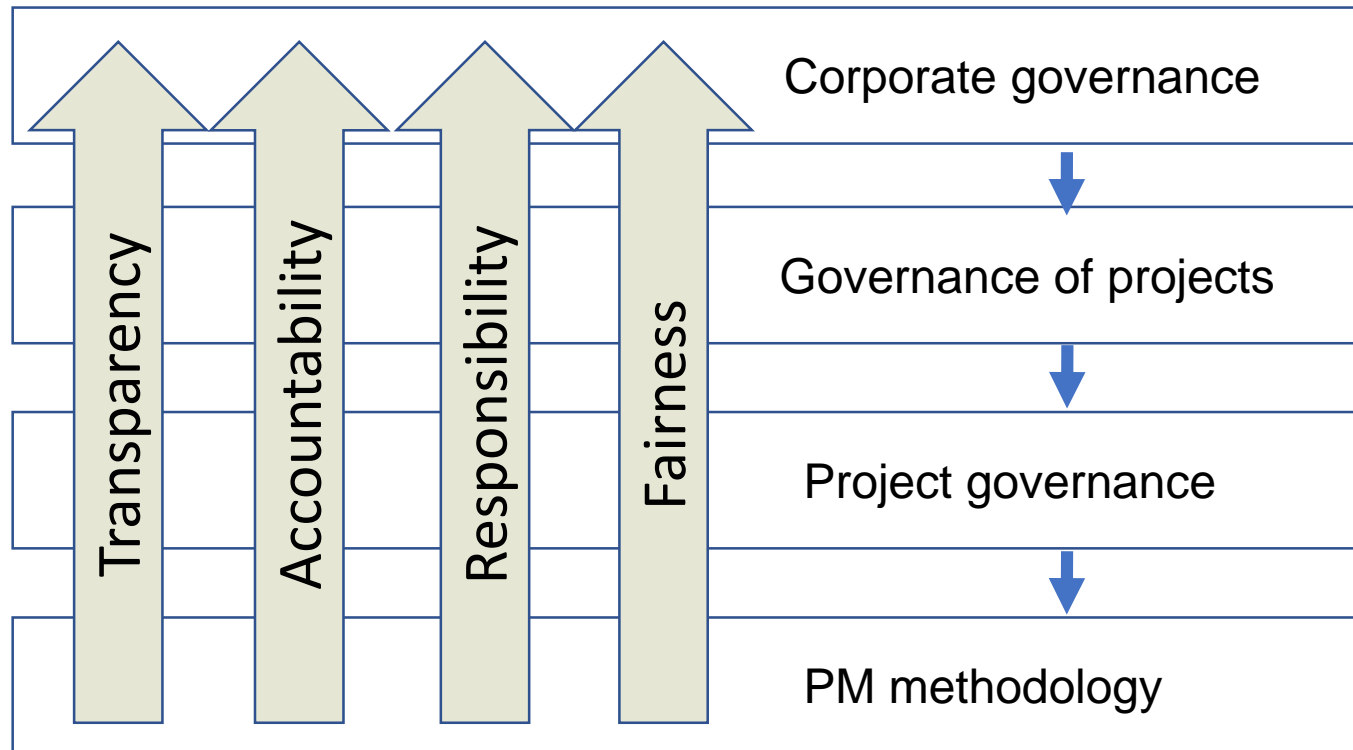
Agenda

- Positioning of terms
- Project Governance – practices and consequences
- Governmentality – concepts and measures
- Governance and governmentality of projects – organizational profiles
- Relationship between governance, governmentality and success

Positioning

	Structure	Human Agency
<i>Steering</i>	<p>Governance: <u>Framework for managers to do their work</u> Structures, policies, processes etc. Ways managers are held accountable for their work</p>	<p>Governmentality: <u>The way governors interact with those they govern.</u> Mentalities, rationalities, ways of interaction, chosen by those in governance roles to implement, maintain, and change the governance structure</p>
<i>Executing</i>	<p>Management: Goal and task oriented activity to accomplish project objectives</p>	<p>Leadership: People oriented activity to accomplish project objectives</p>

Governance levels



Corporate governance
Define business goals,
Develop policies, objectives,
ethical principles

Governance of projects
Select the right projects
Standardize methods and
reporting practices

Project governance
Define goals
Provide resources
Control progress

PM methodology
Provide project process, define
specific performance measures,
escalation point, milestones and
reporting

Müller 2017

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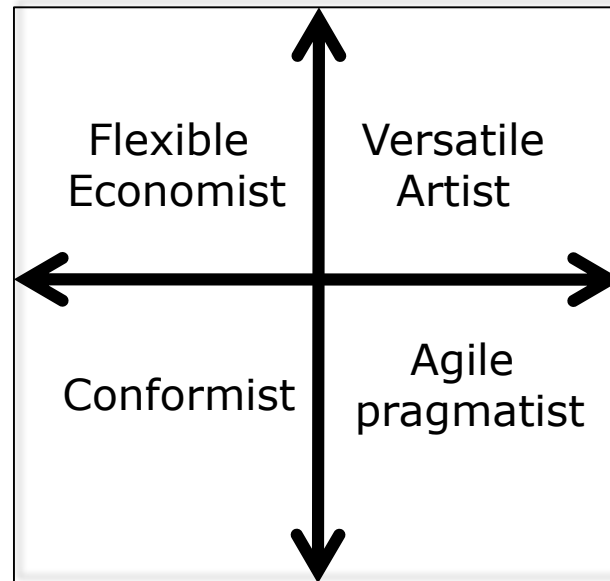
Governance paradigms

Outcome control

Managers are controlled by achievement of pre-established project outcomes

Shareholder orientation:

- Purpose of an organization is to maximize shareholder return on investment (ROI).
- Contracts, processes and policies are in place to assure managerial action is always in the best interests of the shareholders.



Stakeholder orientation:

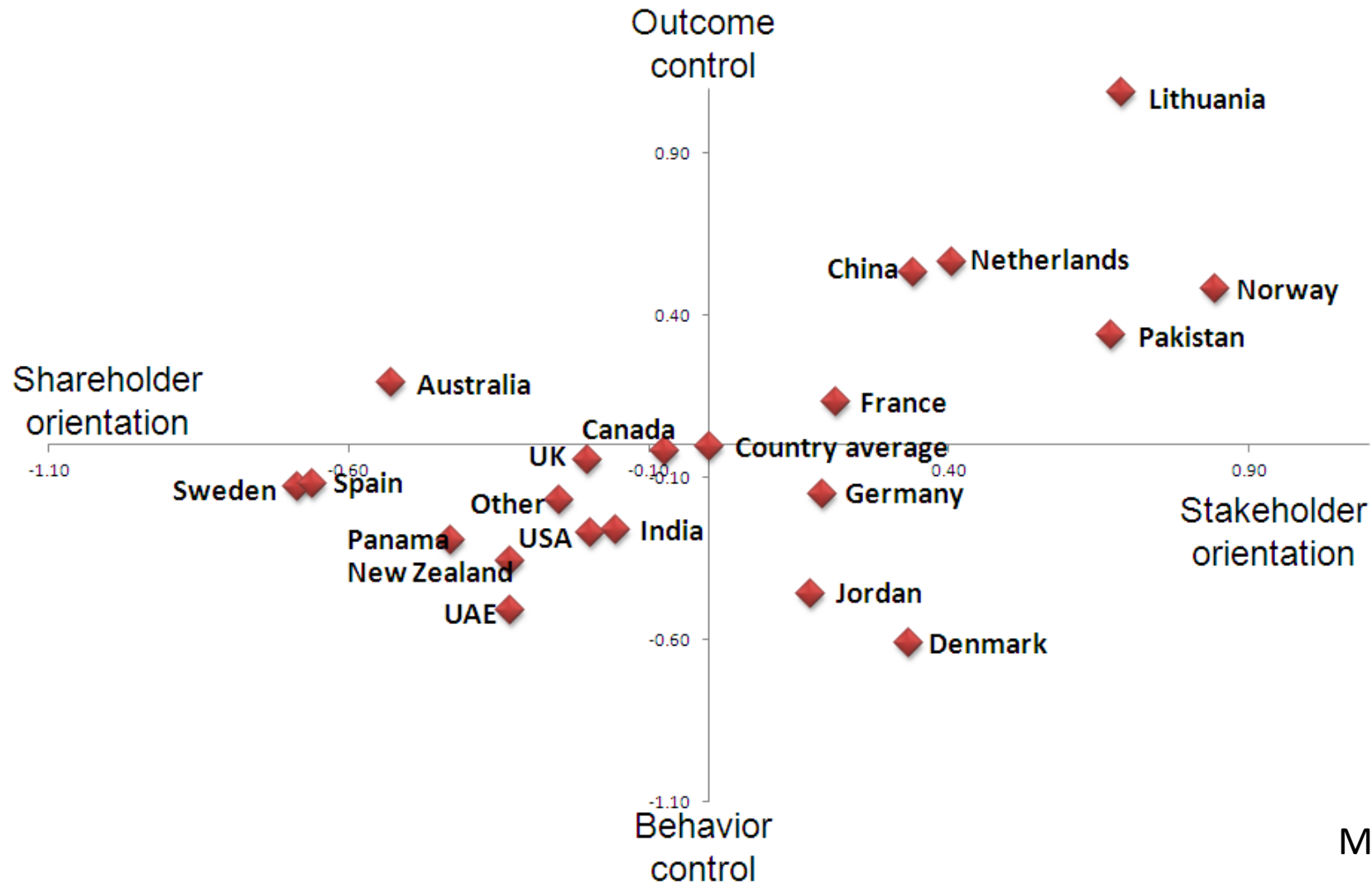
- The purpose of the firm is to create wealth and value for its different stakeholder groups, of which the shareholders are only one of many.
- Organizations objectives should balance the conflicting interests of the different stakeholders

Behavior control

Managers are expected to follow an existing process or comply otherwise with expected behaviors

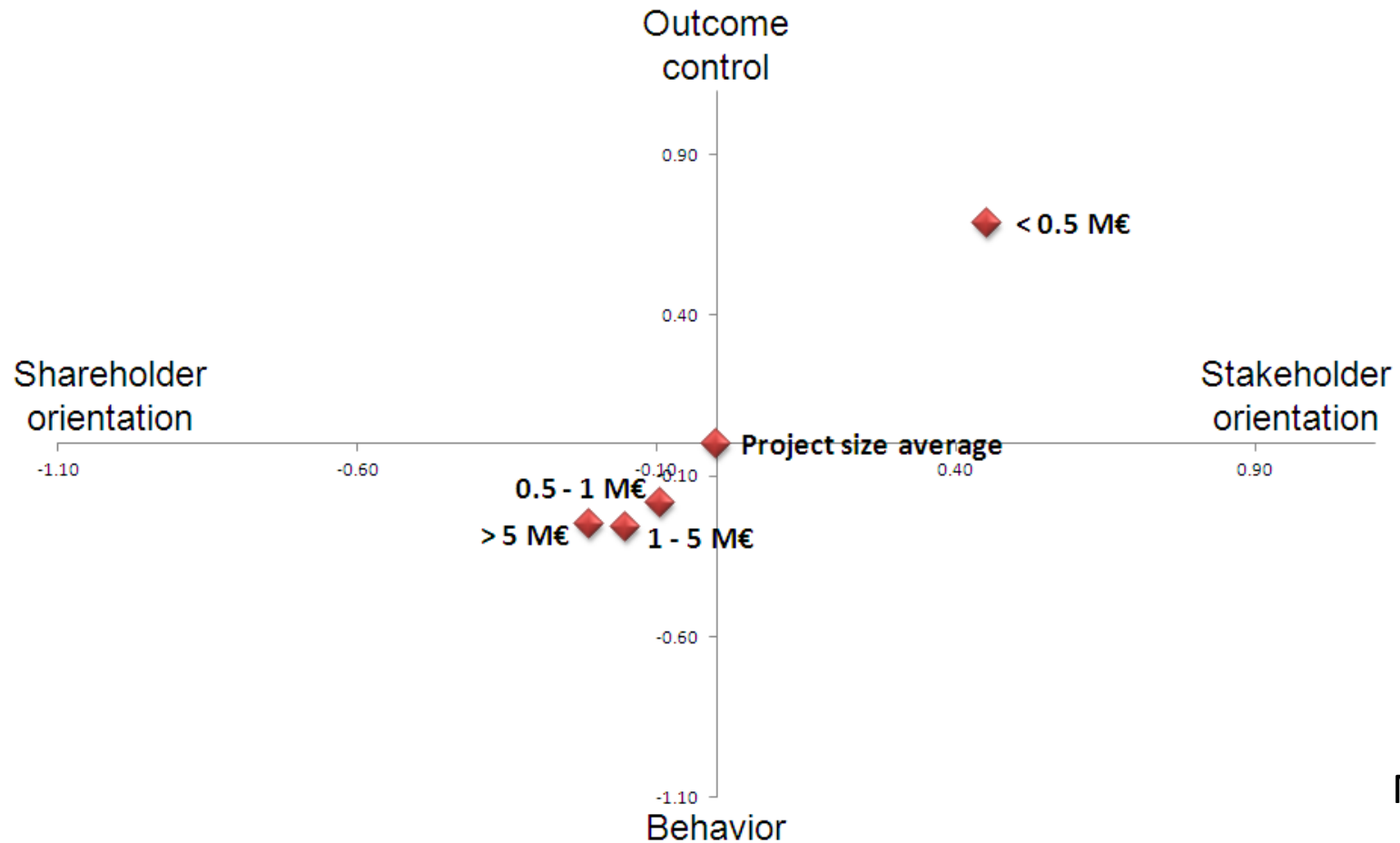
Müller, 2009

Predominant governance paradigms by country



Müller & Lecoevre, 2014

Average paradigm by project size



Müller & Lecoevre, 2014

Governance approaches and theories



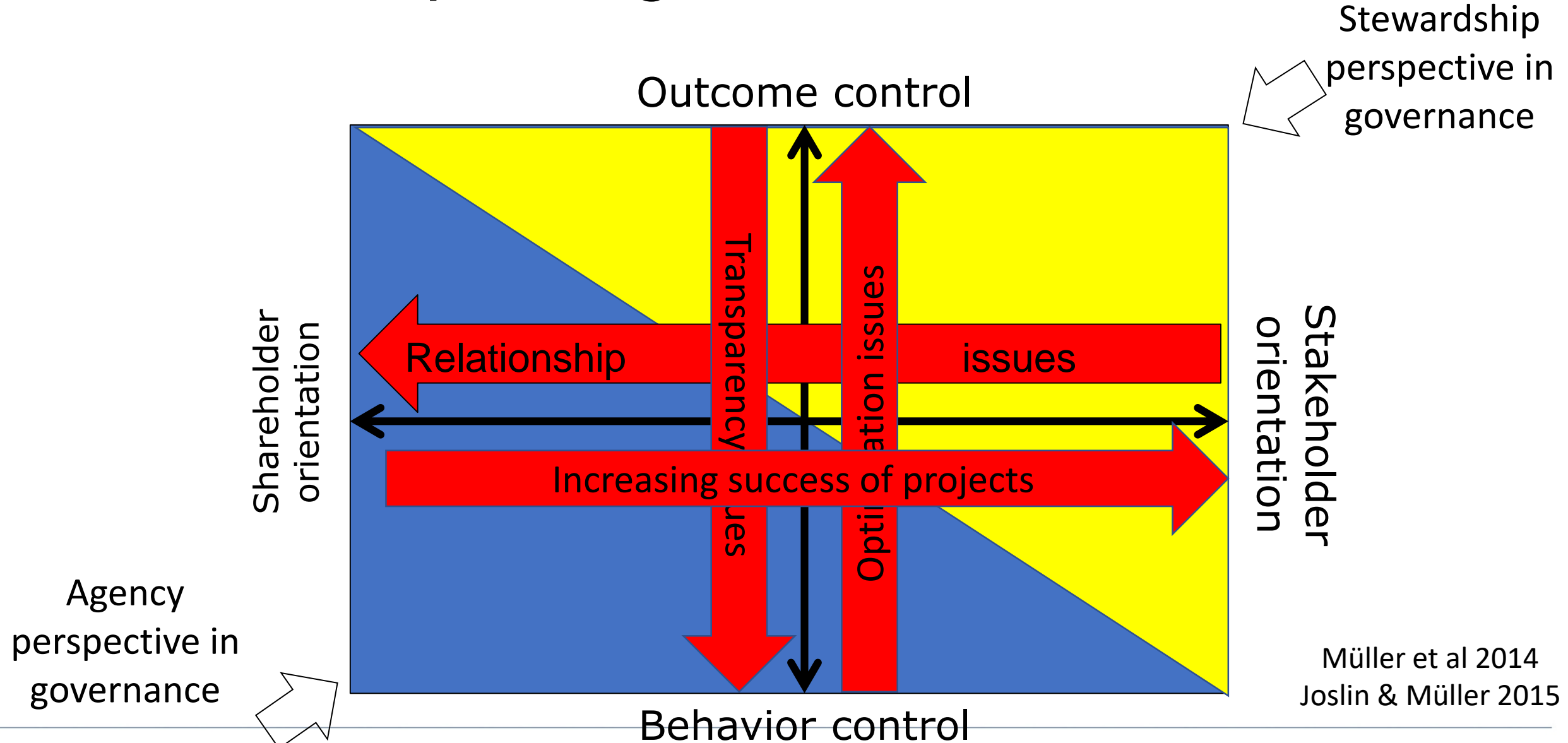
Müller et al 2014

Types of ethical issues found in 97% of all projects

<i>Type</i>	<i>Issue (example)</i>
<i>Transparency issues</i>	PM reluctant to report project performance issues
<i>Relationship issues</i>	Inappropriate interpersonal relationships
<i>Optimization issues</i>	Inappropriate distribution of risk and benefits

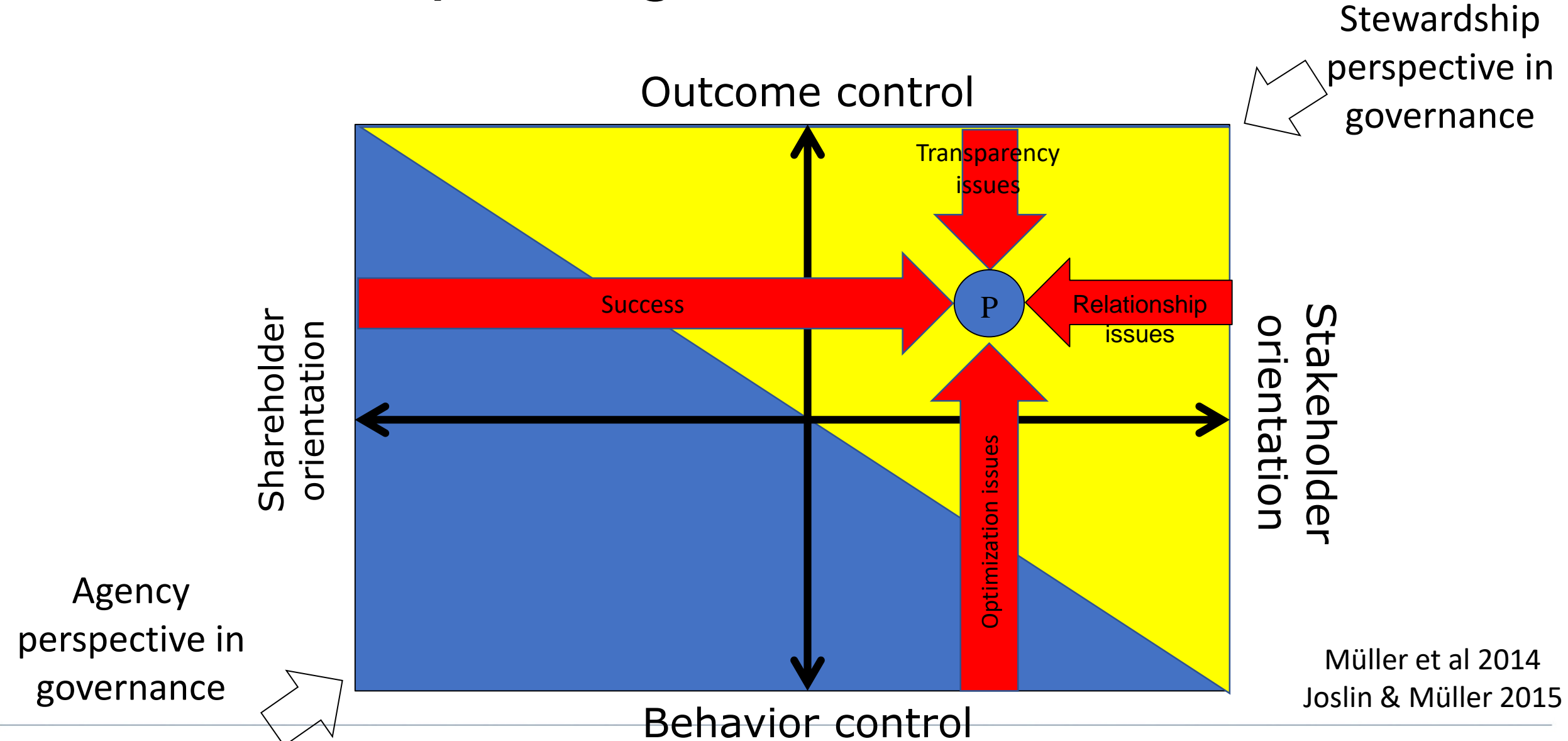
Müller et al 2014

Governance paradigms and ethical issues

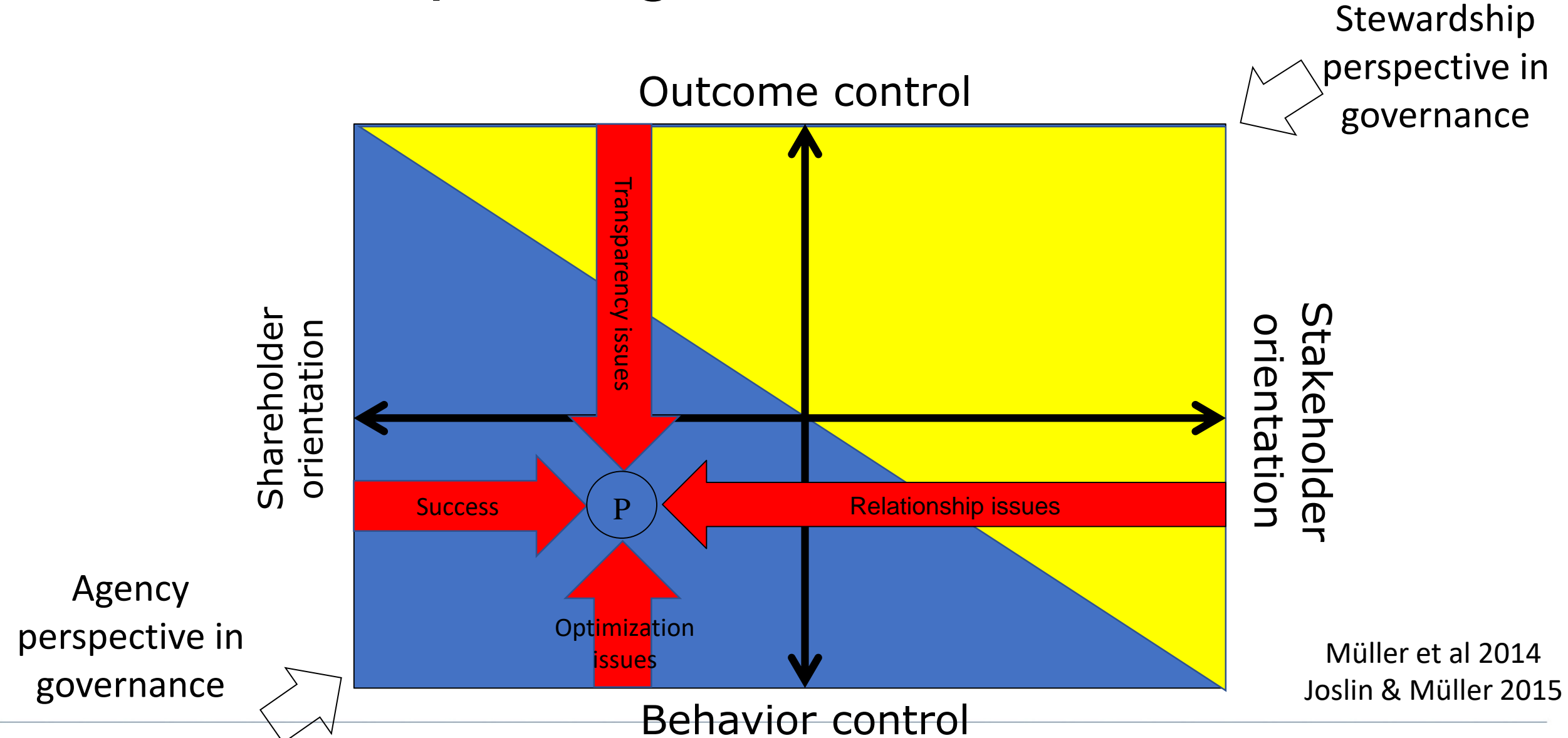


Müller et al 2014
Joslin & Müller 2015

Governance paradigms and ethical issues



Governance paradigms and ethical issues



Key points

1. Control-based governance at the outset locks the project into the iron cage of bureaucracy



Therefore...

Assessing your organization

- Goto www.pm-concepts.com/tools
- Click on *Governance Paradigm Questionnaire*
- Answer the 10 questions, submit your questionnaire and download a pdf that shows your paradigm, explains it and outlines the issues to be expected
- Example...

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Governmentality

The mentalities, rationalities, and ways of interaction, chosen by those in governance roles to implement, maintain, and change the governance structure

- **Authoritarian governmentality** enforces process compliance and rigid governance structures, such as in major public investment projects
- **Liberal governmentality**, emphasizes outcome control within clearly defined, but when needed flexible governance structures, such as in customer delivery projects
- **Neo-liberal governmentality**, aims for team members' congruency of values and ideologies with that of the project in order to foster self-control within rudimentary governance structures, such as in community-governed open source development projects

Dean 2010

Governmentality precept

The terms of reference governors (such as steering committees) use when steering projects.

- Organizational values precept: e.g. steering committees prioritize the accomplishment of core organizational values over short-term profit gains.
- Process precept: e.g. when governors refer mainly to the organizational processes, i.e. when trust in the process is higher than trust in the individuals' own ways of doing their work.
- Project precept: e.g. governors mainly refer to the project and its viability, the success of its deliverables, and the importance of the project outcome for the organization.

Müller, Zhai & Wang, 2017

Agenda

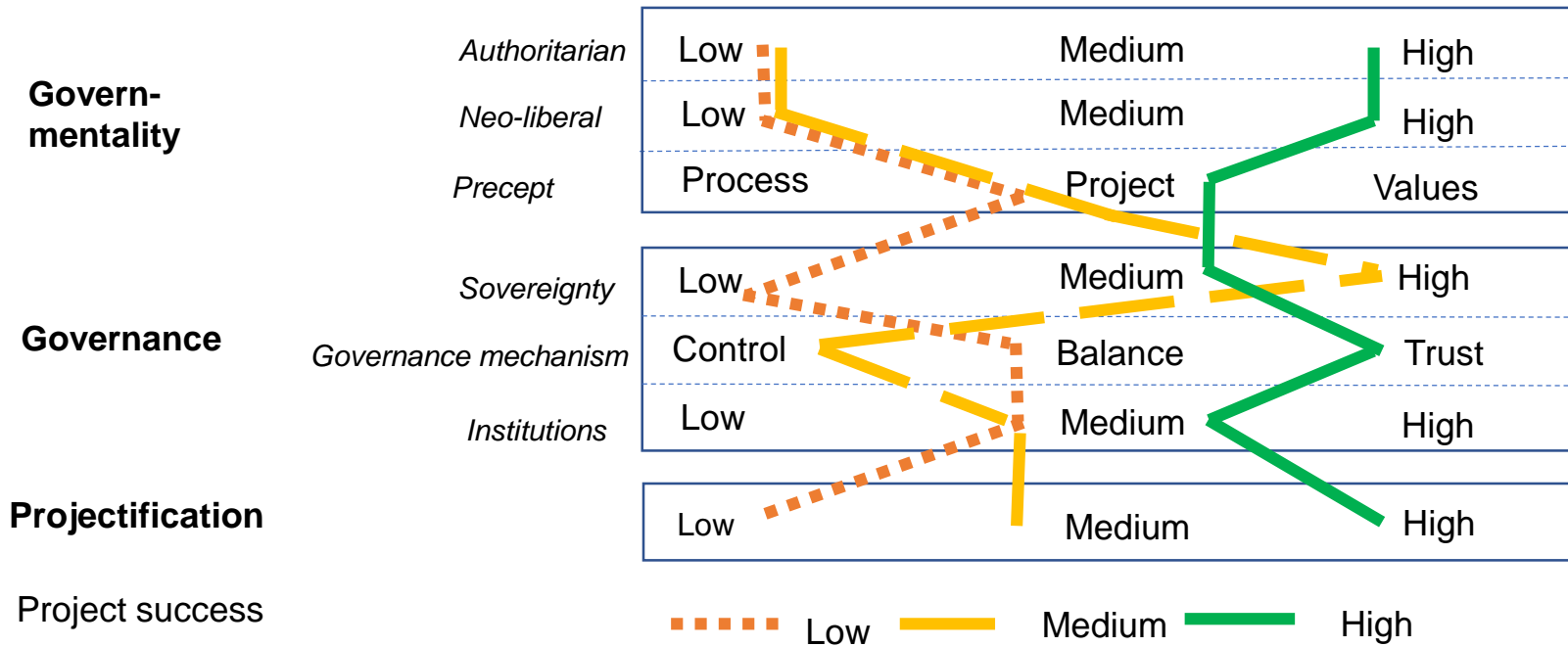
- Positioning of terms
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Governance from an organization theory perspective

- **Sovereignty:** the right (of e.g. project managers) to rule in and over individual projects as temporary organizations. This includes mutual recognition and respect for projects (and their managers) within the organization
- **Governance mechanisms:** trust, control or mixes of it
- **Governance institutions:** Steering Group, PMO, Compliance advisor groups etc.
- **Projectification:** the extent to which projects are seen as a business principle, that is, as a way to conduct business and execute daily work in the organization.

Müller, Zhai & Wang, 2017

Governance profiles of organizations at three levels of project success



Müller, Zhai & Wang, 2017

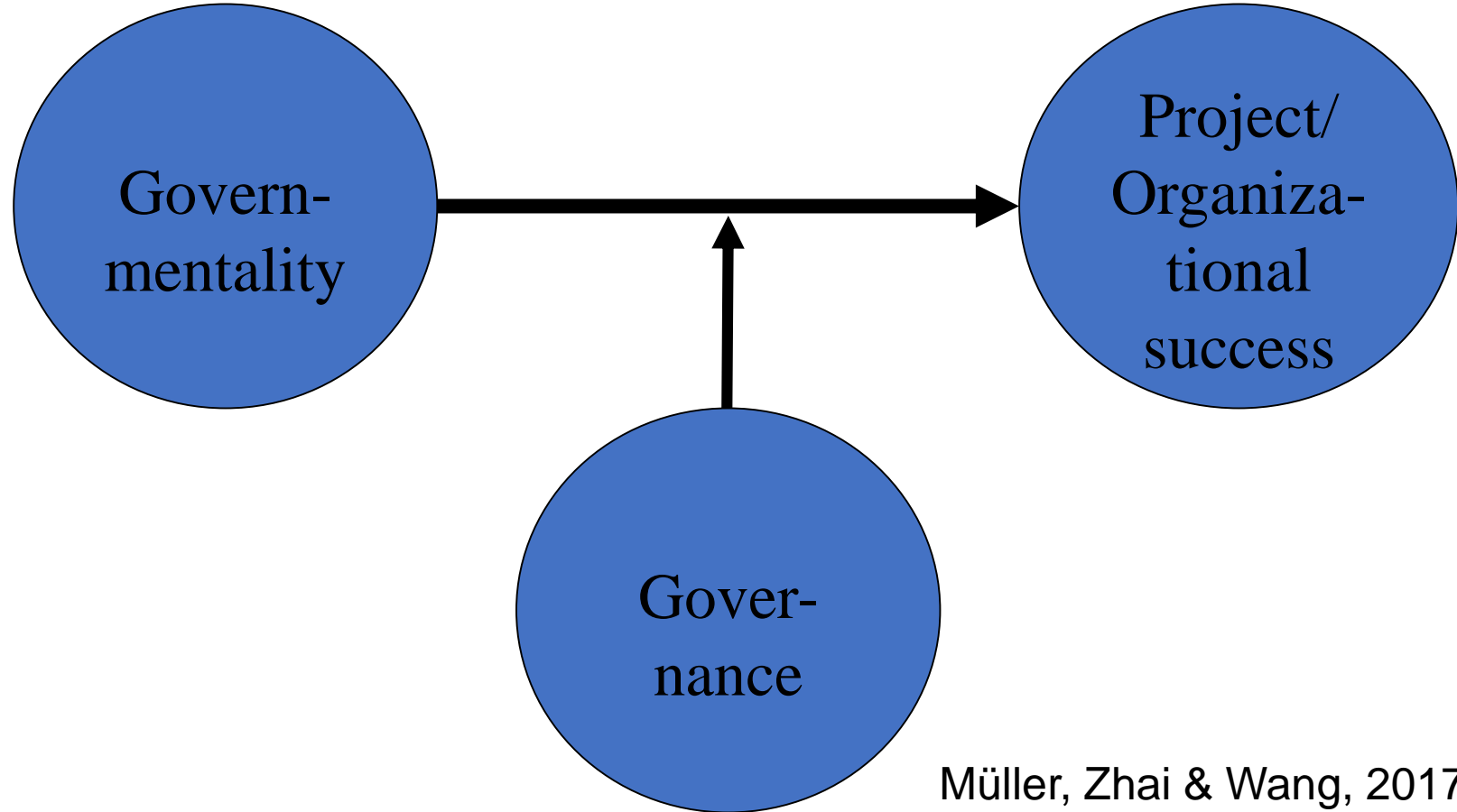
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Relationship between governance, governmentality and success

All governmentality measures are significantly correlated with success.

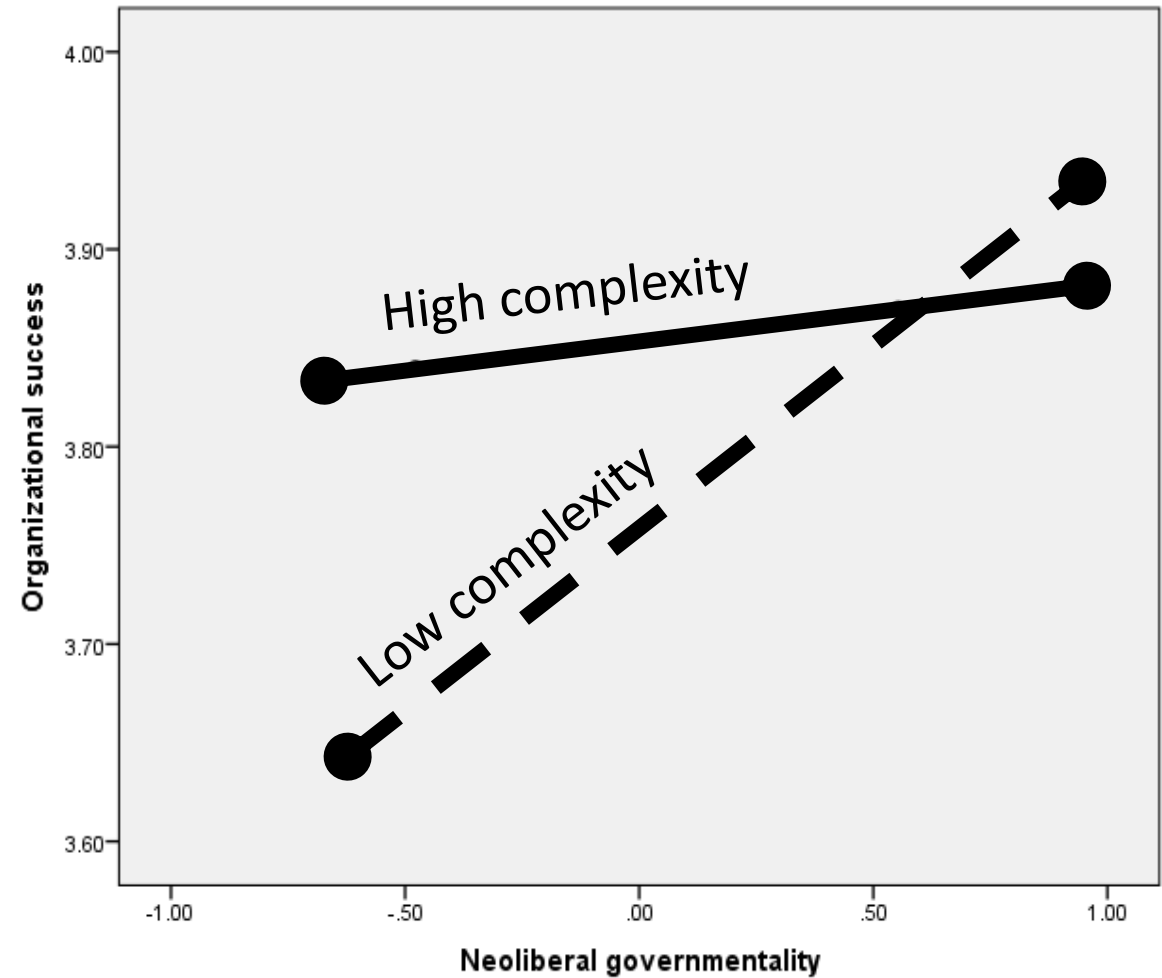
Trust (as a governance mechanism) strengthens the relationship between governmentality and project success



Müller, Zhai & Wang, 2017

Moderation by governance complexity

In low complexity governance settings, neoliberal governmentality and organizational success are in a linear positive relationship. In high complexity settings this relationship is marginal. Low complexity settings with high levels of neoliberalism can outperform organizations with a large number of governance institutions



Müller, Zhai & Wang, 2017

Key points

1. Control-based governance at the outset locks the project into the iron cage of bureaucracy
2. Governmentality has a stronger impact on project and organizational results than governance



Therefore...

Balanced leadership

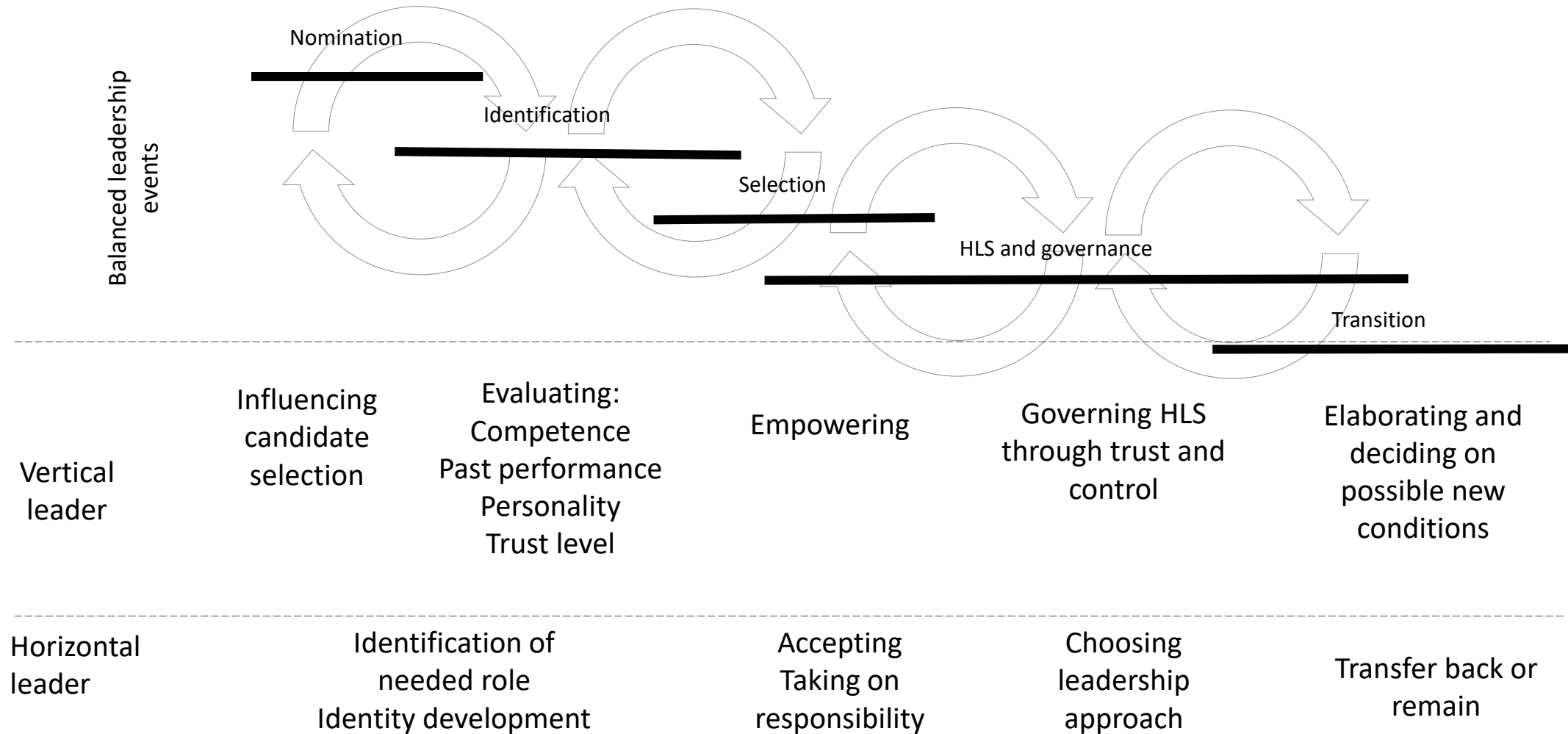
- Studies on leadership have either focused on the personality/style of the leader (i.e. vertical leadership) or the leadership processes emerging from the team (shared/distributed leadership)
- Both types of leadership appear in projects. They alternate and interact frequently
- Leadership balances between horizontal and vertical leadership in a dynamic way over the project's lifecycle

Müller, Packendorff & Sankaran, 2017

Four types of leadership

<i>Type of leadership</i>	<i>Definition</i>	<i>Source</i>
Vertical	Appointed or formal leader	Pearce & Sims (2002, p. 172)
Shared/distributed	A group process in which leadership is distributed among, and stems from, team members	
Horizontal	Executed by a team member upon nomination by the project manager (vertical leader), and governed by the vertical leader for the time of the nomination.	Pretorius et al, 2017
Balanced	Emerges from the dynamic, temporary and alternating transitions between vertical and horizontal leadership for the accomplishment of desired states in, for example, a task outcome, or the entire project	Müller et al, 2018

Balanced leadership



Key points

1. Control-based governance at the outset locks the project into the iron cage of bureaucracy
2. Governmentality has a stronger impact on project and organizational results than governance
3. Leadership in projects is not static, but alternates between project manager and team members



Therefore...

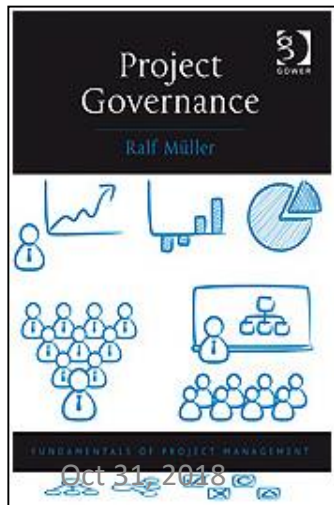
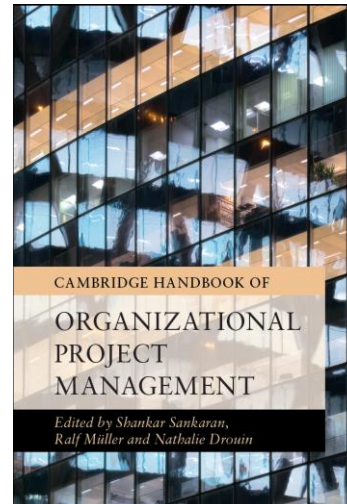
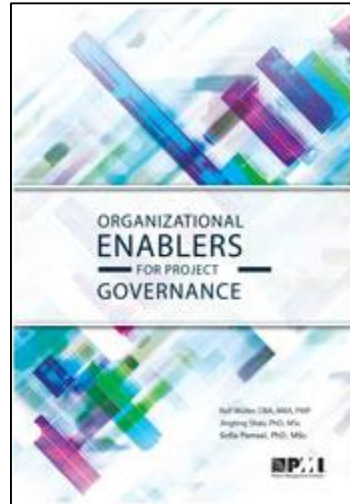
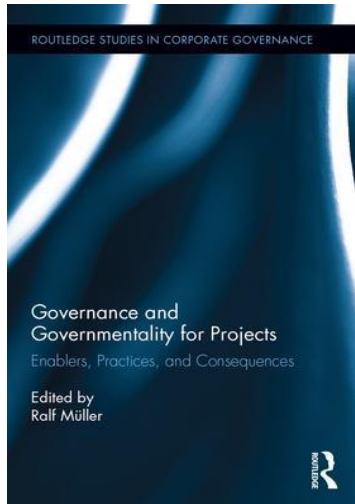
Vision of future governance and leadership

1. Control-based governance at the outset locks the project into the iron cage of bureaucracy
2. Governmentality has a stronger impact on project and organizational results than governance
3. Leadership in projects is not static, but alternates between project manager and team members



- 1. More trust and less control through shared responsibilities and accountabilities – relationships based on trust**
- 2. More sensitivity for the interaction with those that are governed. Clear, but non-dictatorial direction and value systems on how projects shall be managed**
- 3. More project managers who actively empower team members for the benefit of the projects and the development of individuals**

That's All Folks



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VEITINGAR OG VEIGAR



17:00 – 18:00

TAKK FYRIR