Situational Project Management

The *Dynamics* of Success and Failure

Oliver F. Lehmann
Contents

Dedication v
Contents vii
Foreword xi
Preface xvii
Acknowledgments xxi
About the Author xxiii

Chapter 1 The Situational View on Project Management 1
1.1 Introductory Questions 1
1.2 The Purpose of This Book 3
1.3 A Primer on Project Management 5
1.4 Project Management Today 8
  1.4.1 Speed of Change 8
  1.4.2 Open Skill Versus Closed Skill 9
  1.4.3 Staged Deliveries and Multiple Deadlines 10
  1.4.4 The Growing Significance of Stakeholder Orientation 11
  1.4.5 Availability of Resources as a Core Uncertainty 12
  1.4.6 New Requirements on Procurement in Complex Multi-Tier Supply Networks 15
  1.4.7 New Approaches Continue to Emerge 17
1.5 How We Are Seen by Others 17
1.6 The Complex Dynamics of Success and Failure 20
1.7 Standardization and Certification in Project Management 21
1.8 Terminology Traps 22
1.9 Navigating between Monsters 28
# Chapter 2 Digging Deeper

## 2.1 Introductory Questions

## 2.2 A Major Distinction

### 2.2.1 Internal Projects

### 2.2.2 Customer Projects

### 2.2.3 Capital Projects

### 2.2.4 "Razor-and-Blade" Projects (or Freebie Projects)

### 2.2.5 The Same Methods for Different Types of Projects?

### 2.2.6 Conclusion

## 2.3 What Is the Matrix?

## 2.4 The Economics of Attention

## 2.5 How Project Managers Learn

## 2.6 Game Theory for Project Managers—A Brief Introduction

### 2.6.1 Players' Games

### 2.6.2 Multi-Players' Games 1: The Tragedy of the Commons

### 2.6.2 Multi-Players' Games 2: The Dilemma of the Concurrent Investments

### 2.6.3 Hope for Our Projects

# Chapter 3 A Typology of Projects

## 3.1 Introductory Questions

## 3.2 Best Practice Approaches vs. SitPM

## 3.3 A Research Project

### 3.3.1 The First Objective: Develop a Typology

## 3.4 Mark 1 Projects and Mark n Projects

## 3.5 Greenfield Projects and Brownfield Projects

## 3.6 Siloed Projects and Solid Projects

## 3.7 Blurred Projects and Focused Projects

## 3.8 High-Impact Projects and Low-Impact Projects

## 3.9 Customer Projects and Internal Projects

## 3.10 Stand-Alone Projects and Satellite Projects

## 3.11 Predictable Projects and Exploratory Projects

### 3.11.1 Predictable Projects

### 3.11.2 Exploratory Projects

### 3.11.3 Projects with Frequently Changing Requirements

## 3.12 Composed Projects and Decomposed Projects

## 3.13 Further Types of Projects

### 3.13.1 Engineers' Projects and Gardeners' Projects

### 3.13.2 Discretionary Projects and Mandatory Projects

### 3.13.3 Single Handover Projects and Multiple Handover Projects

### 3.13.4 No Deadline Projects, Single Deadline Projects, and Multiple Deadline Projects

### 3.13.5 One-Shot Projects vs. Multi-Shot Projects
# Chapter 4 Practices for SitPM

4.1 Introductory Questions 141  
4.2 Lifecycle Approaches 142  
4.3 Agile Approaches 142  
4.4 Waterfall Approaches 145  
4.5 Rolling Wave Approaches 149  
4.6 Connective Leadership and Achieving Styles 157  
   4.6.1 The Lipman-Blumen Achieving Styles Model 157  
   4.6.2 Application of the Lipman-Blumen Achieving Styles 161  
   4.6.3 Real-Life Examples and Application in Project Management 163  
4.7 Favorable and Detrimental Practices 164  
   4.7.1 How Can the Following Information Be Used Best? 164  

# Chapter 5 Some Basic Tools for SitPM

5.1 Introductory Questions 173  
5.2 Stakeholder Force-Field Analysis (StaFFA) 174  
5.3 Benefit Engineering 176  
5.4 Pressure-Free Estimating 183  
5.5 Protective Change Request Management Process 190  
5.6 Registers 194  
   5.6.1 The Assumptions Register 195  
   5.6.2 The Constraints Register 198  
   5.6.3 Requirements Register 199  
5.7 Meetings 201  
5.8 Scrum 204  
5.9 PDM Network Diagramming 208  
5.10 Situational Project Scheduling 213  
5.11 Staged Response Diagram (SRD) 214  
5.12 The Stakeholder Attitudes Influence Chart 216  
5.13 Turturism, Private Settings and Leadership 217  

# Chapter 6 Leadership and the Dynamics of Success and Failure

6.1 So, What Is Leadership? 220  
6.2 As Project Leaders, What Should We Do? 224  

Appendix A Answers to Introductory Questions 231  
Appendix B Traps in Terminology 235  
Appendix C What the Practitioners and Experts Say 239  
Appendix D: Twelve Suggestions for Situational Project Managers 245  
Glossary 247  
References 257  
Index 263