





Hire for attitude. Train for skills.
Human Resource Management in Projekten.

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HENDLING
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Themen.

- Human Resource Management in Projekten.
- Die ideale Projektmanagerin.
- Grow.
- Leadership.
- Change Management.
- Conflict Management.
- Human Resource Management und Projektmanagement-Standards.

A man with a beard and bald head, wearing a white dress shirt and a dark tie, stands in front of a modern, light-colored building. The background is slightly blurred, showing architectural lines and a bright sky. A blue rectangular box is overlaid on the left side of the image, containing text.

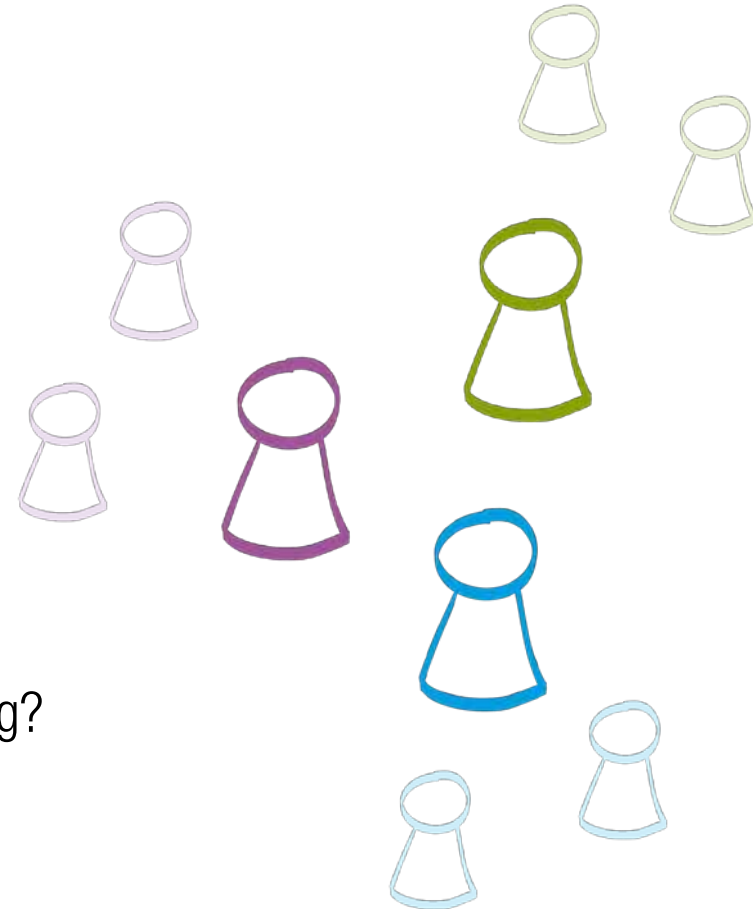
Daniel Hendling.

Projektmanagement
Change Management
Sustainable Development
Soziale Projekte & Initiativen
PMI® Austria Chapter

Human Resource Management.

Was bedeutet das in meinem Projekt?

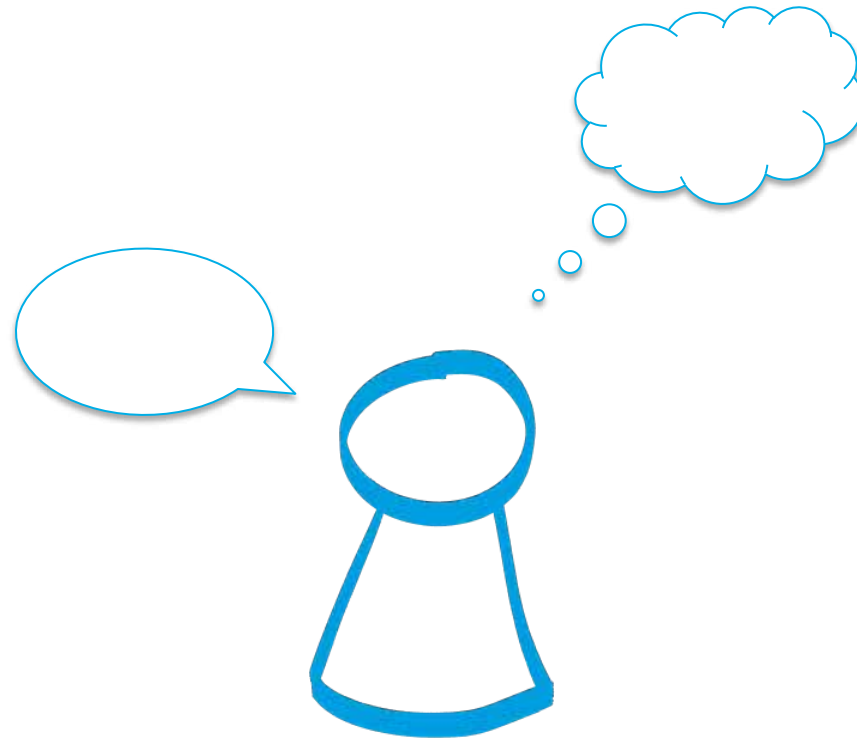
- Was verstehe ich darunter?
- Was verstehen meine Kollegen darunter?
- Was denken MitarbeiterInnen im Projekt?
- Welche Aufgaben habe ich?
- Welche Aufgaben haben andere?
- Wer sind „die anderen“?
- Was sagen die Leute in der Personalabteilung?



Die ideale Projektmanagerin.

Wie schaut die aus?

- Welches Mindset sollte sie haben?
- Welche Skills sollte sie haben?
- Wie sollte sie sich verhalten?
- Und wie nicht?

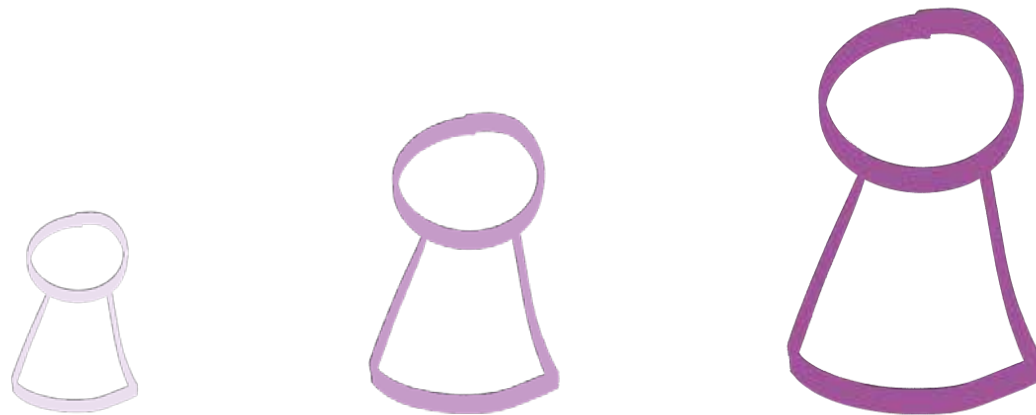


Wer ist in einem Projekt für Human Resource Management verantwortlich?

Grow.

Human Resource Development.

- HR Development von ProjektmanagerInnen: Mindset & Skills.
- Entwicklungsmodelle: Eigene oder auf Basis von PM Standards.
- PM-Zertifizierungen.



Grow.

Human Resource Development.

PM Zertifizierungen für Anwender.

- PMI: CAPM, PMP, PgMP, ACP, RMP, SP
www.pmi.org & www.pmi-austria.org



- IPMA/PMA: IPMA Level D - C - B - A, PMA basic
www.ipma.ch & www.p-m-a.at



- Cabinet Office Prince2 Foundation, Practitioner, Professional
www.prince-officialsite.com



- Scrum Alliance: CSD, CSM, CSPO, CSP
www.scrumalliance.org



Leadership.

Die Projektmanagerin als Führungskraft.

Management vs. Leadership.

- Was macht ein Koordinator?
- Was macht ein Manager?
- Was macht ein Leader?
- Wie wird man zum Leader?

Vertrauen.

- Was schafft Vertrauen?
- Was zerstört Vertrauen?

TABLE OF TRUST.



BE OPEN.

Say what you think.
Show how you feel.
Be transparent.
Reveal. Uncover.

BE RELIABLE.

Say what you are
planning to do.
And stick to that.
Stick to your promises.
Promise what you
can deliver.
Learn from mistakes.

BE HONEST.

Stick to the truth.
See and say things
like they are.
Be accurate.
Stay factual.

CHOOSE TO TRUST.

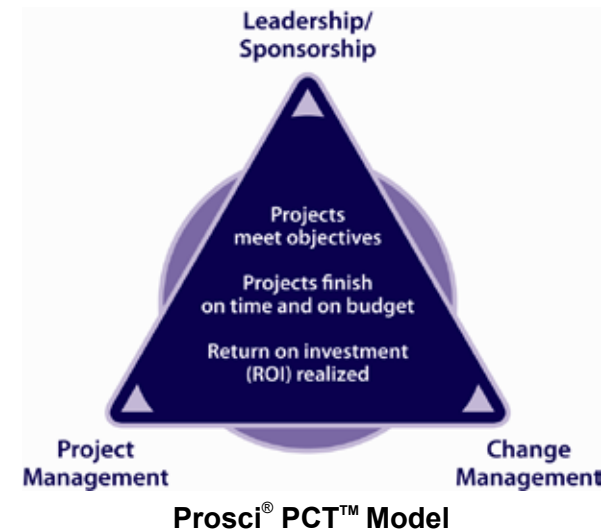
You have a choice.
It will determine your
quality of relationships
and, therefore, in
many ways, the quality
of your life.

Change Management.

Ermöglichen von Veränderungen und Übergängen.

- Wie verhält sich Projektmanagement zu Change Management?
- Wer kümmert sich um Change Management?
- Prosci's ADKAR Modell

www.prosci.com



Change Management.

Ermöglichen von Veränderungen und Übergängen.

ADKAR Elements	Factors Influencing Success
Awareness of the need for change	<ul style="list-style-type: none"> • A person's view of the current state • How a person perceives problems • Credibility of the sender of awareness messages • Circulation of misinformation or rumors • Contestability of the reasons for change
Desire to support and participate in the change	<ul style="list-style-type: none"> • The nature of the change (what change is and how it will impact each person) • The organizational or environmental context for the change (his or her perception of the organization or environment that is subject for change) • Each individual person's situation • What motivates a person (those intrinsic motivators that are unique to an individual)
Knowledge of how to change	<ul style="list-style-type: none"> • The current knowledge base of an individual • The capability of this person to gain additional knowledge • Resources available for education and training • Access to or existence of the required knowledge
Ability to implement required skills and behavior	<ul style="list-style-type: none"> • Psychological blocks • Physical capabilities • Intellectual capability • The time available to develop the needed skills • The availability of resources to support the development of new abilities
Reinforcement to sustain the change	<ul style="list-style-type: none"> • The degree to which reinforcement is meaningful and specific to the person impacted by the change • The association of the reinforcement with actual demonstrated progress or accomplishment • The absence of negative consequences • An accountability system that creates an ongoing mechanism to reinforce the change

Conflict Management.

Ich bin OK und du bist sicher nicht OK.

- Management von Konflikten: Wer löst sie, und wie?
- Marshall Rosenberg's Modell der gewaltfreien Kommunikation

www.gewaltfrei.at



Conflict Management.

Ich bin OK und du bist sicher nicht OK.



„Wenn ich **A** sehe oder höre,
fühle ich **B**,
denn ich brauche **C**.
Bitte gib mir **D**.“

Conflict Management.

Ich bin OK und du bist sicher nicht OK.

Wohlbefinden

Verbindung

Selbsta Ausdruck

- Lebensunterhalt
- Sicherheit
- Ordnung
- Fürsorge & Achtsamkeit
- Empathie
- Gemeinschaft
- Freiheit
- Ehrlichkeit
- Sinn

HR Management und PM Standards.

Was sagen PMI, IPMA, Cabinet Office und ISO?

- PMI's PMBOK & Competency Development Framework
- IPMA's ICB & PMA's PM Baseline
- Cabinet Office's Prince2
- ISO 21500 Guidance on project management



HR Management und PM Standards.

Was sagen PMI, IPMA, Cabinet Office und ISO?

PMI's PMBOK & Competency Development Framework.

- **PMBOK Skills:** Knowledge, Performance & Personal: Leadership, Team Building, Motivation, Communication, Influencing, Decision Making, Political & Cultural Awareness, Negotiation, Trust Building, Conflict Management, Coaching
- **PMBOK Knowledge Area „HR Management“:** Plan HR Management, Acquire Project Team, Develop Project Team, Manage Project Team
- **CDF Skills:** Communicating, Leading, Managing, Cognitive Ability, Effectiveness, Professionalism
- **CDF Competence Assessment & Development**

HR Management und PM Standards.

Was sagen PMI, IPMA, Cabinet Office und ISO?

IPMA's ICB & PMA's PM Baseline.

- **ICB:** Personalmanagement, Führung, Engagement & Motivation, Selbstkontrolle, Durchsetzungskraft, Entspannung & Stressbewältigung, Offenheit, Kreativität, Ergebnisorientierung, Effizienz, Beratung, Verhandlungen, Konflikte und Krisen, Verlässlichkeit, Wertschätzung, Ethik
- **PM Baseline:** Rollen, Teamarbeit, Kommunikation, Kultur, Führen, Soziales Controlling, Soziale Kompetenz, Teamkompetenzen, Interventionsmethoden, Feedback, Reflexion, Emotionen und Diversity, Konfliktmanagement, Moderation, Präsentation, Kreativitätsmethoden, Entscheidungsmethoden, Gesprächsführung & Verhandlung

HR Management und PM Standards.

Was sagen PMI, IPMA, Cabinet Office und ISO?

Cabinet Office's Prince2.

- **Responsibilities für jedes Prince2 Theme:** Business Case, Organization, Quality, Plans, Risk, Change, Progress
- **Competencies of a Project Manager:** Planning, Time Management, People Management, Problem Solving, Attention to detail, Communication, Negotiation, Conflict Management

HR Management und PM Standards.

Was sagen PMI, IPMA, Cabinet Office und ISO?

ISO's Guidance on project management.

- **Competencies of project personnel:** Hinweis auf technical, behavioural & contextual competencies (vgl. ICB)
- **Subject group „Resource“:** Establish project team, Define project organization, Develop project team, Manage project team

