

Success Program for Project Managers

3 levers make the difference between burnout and quality of life



Agenda

<https://bit.ly/FH-bfi-career>



1. Brief introduction
2. What is success?
3. 4 common recipes for success as a "Road to Hell"
4. Lever 1: Career strategy
5. Lever 2: Project management skills
6. Lever 3: Work-life balance
7. There's nothing good unless you do it



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- Author, Blogger, Speaker, Coach

What is success?



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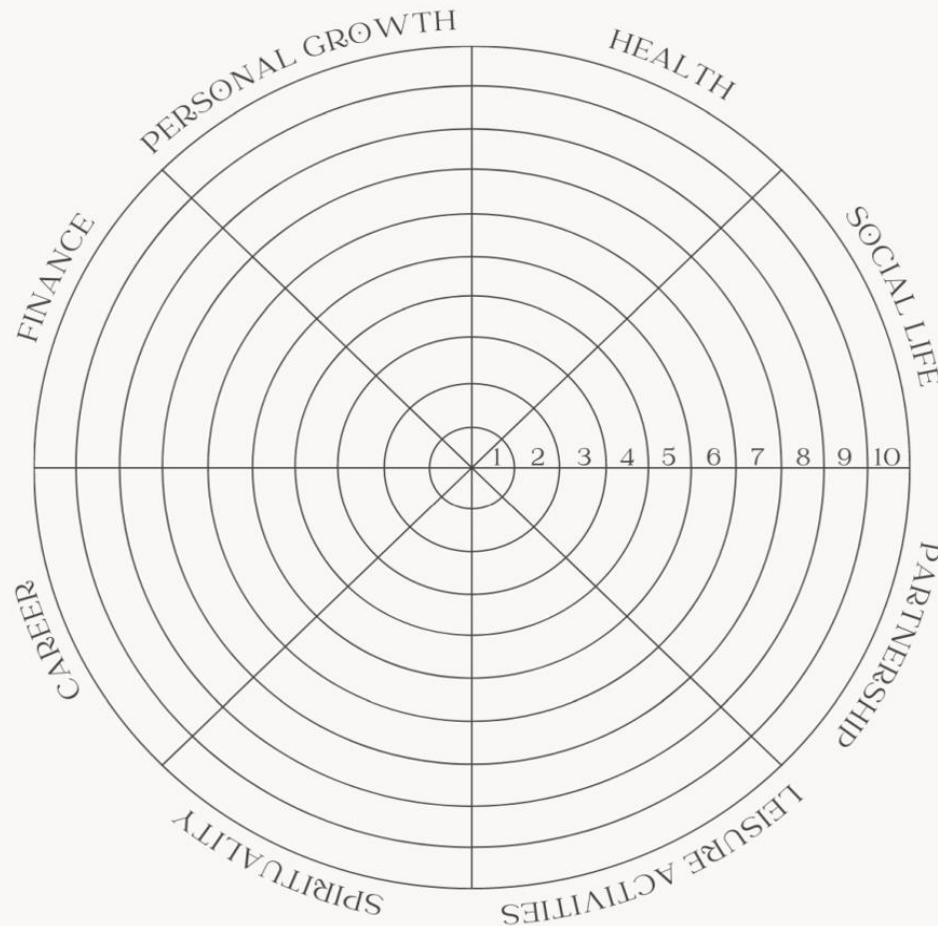
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WHEEL OF LIFE

THIS WHEEL HELPS YOU TO SEE WHAT AREAS OF YOUR LIFE ARE WORKING WELL AND WHICH AREAS YOU CAN DEVELOP. MARK EACH AREA OUT OF 1-10 WITH 1 BEING DISSATISFIED AND 10 BEING EXTREMELY SATISFIED.



Success (also) depends on your claim

Aristotle: All our striving is aimed at a happy life.

The weighting of the areas varies:

- Cultural influences play an important role.
- Subcultures have specific values.
- Individual characteristics can deviate.

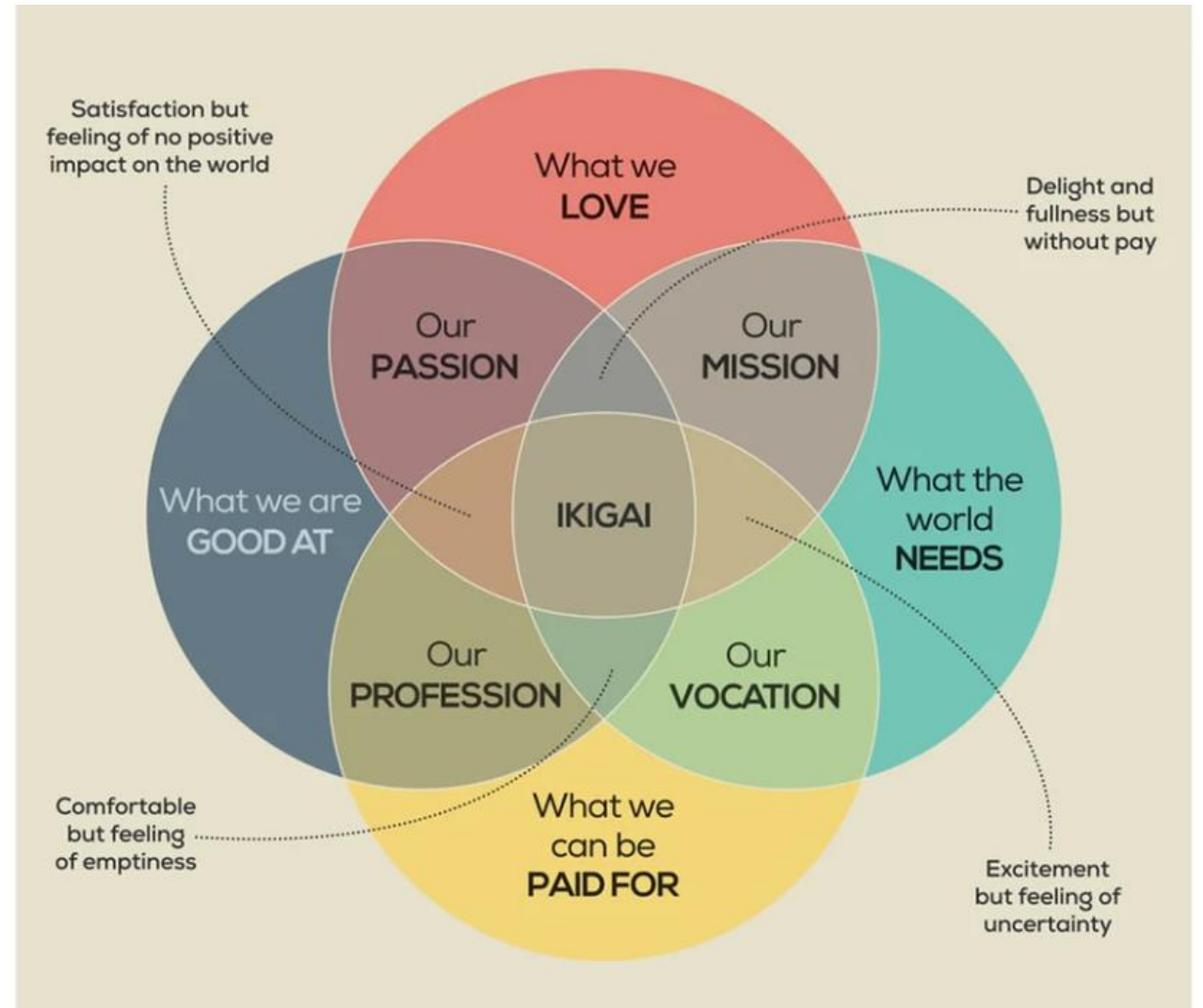
Søren Kierkegaard: Comparison is the end of happiness and the beginning of dissatisfaction.

Bernhard Ludwig (Austrian Comedian):

Dissatisfaction = Expected/Achieved

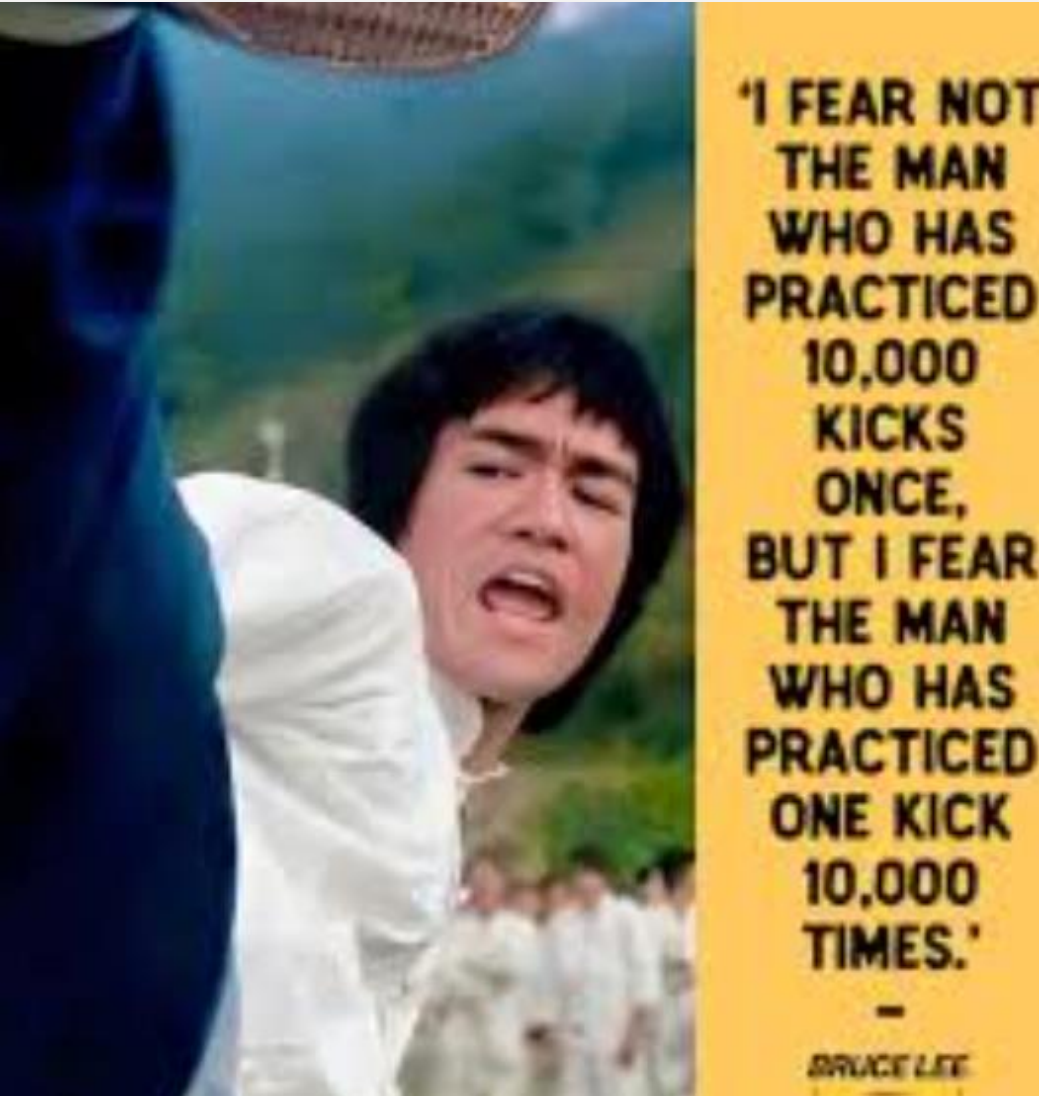
Professional success is a question of positioning

- "Follow your passion" is an advice that doesn't always lead to success.
- "Will" and "ability" must be in an appropriate relationship.
- Gainful employment is not always fun, but is sometimes exhausting, unpleasant and stressful.
- "The appetite comes with the food" also applies to the motivation to do a certain job.
- But of course, the sentence applies to all 3 factors: "If you ride a dead horse, get off!"



**Some
common recipes
for success
are a "Road to Hell"**





Recipe for success: "Generalist"

- Everyone thinks generalists are great, but the specialist gets the job!
- Versatility inevitably leads to overwhelm
- Versatility weakens the position on the labour market
- "Repetition is the mother of pedagogy" applies to all skills.
- Continuity beats talent!



Recipe for success "Certification"

- Certificates are mandatory, but success is the only way to success.
- Certifications are often a requirement in public tenders.
- Lack of certifications can be an obstacle to building trust in bidding situations.
- Certification forces you to learn the basic concepts of project management.
- Certifications are like spelling and grammar: you can't do without them, but other factors determine success (as an author).

Recipe for success "Methods and Tools"

„A fool with a tool is still a fool.“

But: „Only a fool works without a tool“.

- As an IT project manager, you can no longer survive in the market without knowledge of methods such as Scrum, Kanban, Extreme, etc.
- The intelligent use of tools is an indispensable part of project management.
- The use of tools is (almost) always predetermined in larger companies. The detailed work with the given tools can (almost) always be delegated or learned in a relatively short time.
- Mastery of methods and tools is a necessary, but not sufficient, prerequisite for success as an IT project manager.



Recipe for success "Full speed ahead"

The more I try, the more successful I will be.

- There are phases in every IT project in which you have to work with the highest level of energy and time. Those who are not willing or able to do so will have to look for another profession.
- If the fire brigade were always well utilised, it would never be allowed to burn. There must always be phases of lower occupancy.
- The performance of humans differs, but it is always finite.
- No single person can achieve as much as a well-functioning team.
- Hard work beats talent. But: Strategy and team beat both.



Misleading Recipes for Success

- **Generalist**
- **Certification**
- **Methods and tools**
- **Full speed ahead**

Lever 1: Career strategy





Best Practice No. 1: EKS Bottleneck-focused strategy

ProjektMagazin

Das Fachportal für Projektmanagement

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Specialize - but in what?

Strategic career planning with the EKS model

Project managers looking for an orientation framework for professional project management will find it in the generally known and recognized standards of PMI (PMBOK), IPMA (ICB) and AXELOS (PRINCE2). An abundance of specialized books supplements and varies the contents addressed there. Thus, it also quickly becomes clear which training courses one should complete in order to acquire the required knowledge.

However, project managers are largely left on their own when it comes to making specific career decisions on this basis in a way that offers the greatest chance of success.

This article presents an action model that can support such decision-making processes: the "bottleneck-focused strategy" (EKS), founded by Wolfgang Mewes.

Using the example of personal career planning, we want to show the potential of EKS for professional decision-making situations. In doing so, we address project managers who want to professionalize themselves in

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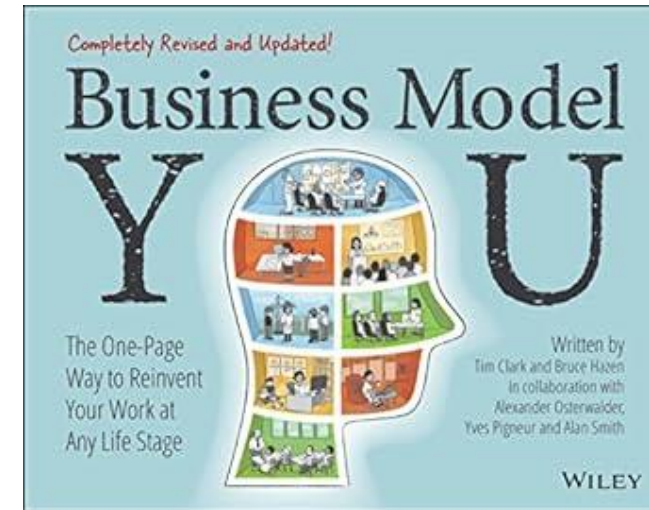
More information at:

projectmagazine.com/authors



Best Practice Nr. 2: Business Model Canvas

- Alexander Osterwalder et al. have developed a scheme for the presentation of business models that offers a standardised representation of the content of business models: the "Business Model Canvas".
- Tim Clark et al. have applied this approach to personal career strategy.
- Business Model YOU is best practice for the presentation of the career strategy.
- The EKS is best practice for the content orientation and development of the career strategy.





The 4 EKS principles

Principle 1: Concentration instead of dispersion

The prerequisite for any success is the concentration of forces on existing strengths. Tapering brings more penetration than width with the same amount of force. So no matter how big your talents and resources are, you can always achieve more impact with specialization than with diversification.

Principle 2: Minimum principle

You can achieve a great effect even with small forces if you aim at the right point ("David vs. Goliath"). You have to address "the most burning problem of your target group".

Principle 3: Immaterial before Material

Attraction counts more than capital, ideas more than possessions. With these immaterial goods, material resources can be procured. It rarely works the other way around.

Principle 4: Maximizing Benefit

A superior value proposition for a defined target group is the surest basis for long-term material success.



3 Types of Specialization

Primary specialization:

Classic form of specialization in certain products, materials, services, etc. Risk of substitution.

Examples: Certifications (PMP, Scrum Master, ...), Tools (MS Project Server, JIRA, ...), Platforms (Java, .NET, SAP, ...)

Problem specialization:

Widespread today. Car manufacturers and the railways are positioning themselves as specialists in mobility, telecommunications companies as specialists in communication, etc. Much more sustainable, but requires corresponding potential to actually provide the promised services.

Examples: Specialization in application development, testing, security, SAP modules, ...

Target group specialization:

The strategic goal of a EKS-compliant strategy is to become a "target group owner" ("platform economy", "community"). Requires knowledge and trust of a target group with a tailored problem specialization.

Further development through cooperation.

Examples: Specialization in industry solutions, functional areas of companies such as risk management, identity management, ...



The EKS phase model

The phases are run through several times ("spiral model"). There is an in-depth brainstorming session at each stage. Under no circumstances should the phases be understood in the sense of a waterfall model. It is an iterative and recursive approach.

Phase 1: Analysis of your current situation and special strengths

This starting point ensures that the outcome of the strategic planning is actionable and successful. However, the term "strength" is broadly defined.

Phase 2: Look for the most promising specialization

The identified strengths are then checked to see whether they could be suitable for a benefit offer to a target group.

Phase 3: Look for the most promising target group

The results of phases 1 and 2 are compared with all possible target groups. In the process, there are additions to strengths and possible areas of expertise.

Phase 4: Bottleneck analysis

The "pain points" of the target group are searched for and their urgency assessed. What is "the most burning problem of the target group" that I could solve with my range of services (see phase 2), which builds on my strengths (see phase 1)?

This is the **first version of the career strategy**. This is implemented, successes and failures are analysed and lead to refinements and adjustments.

There are **3 further phases to ensure long-term success**:

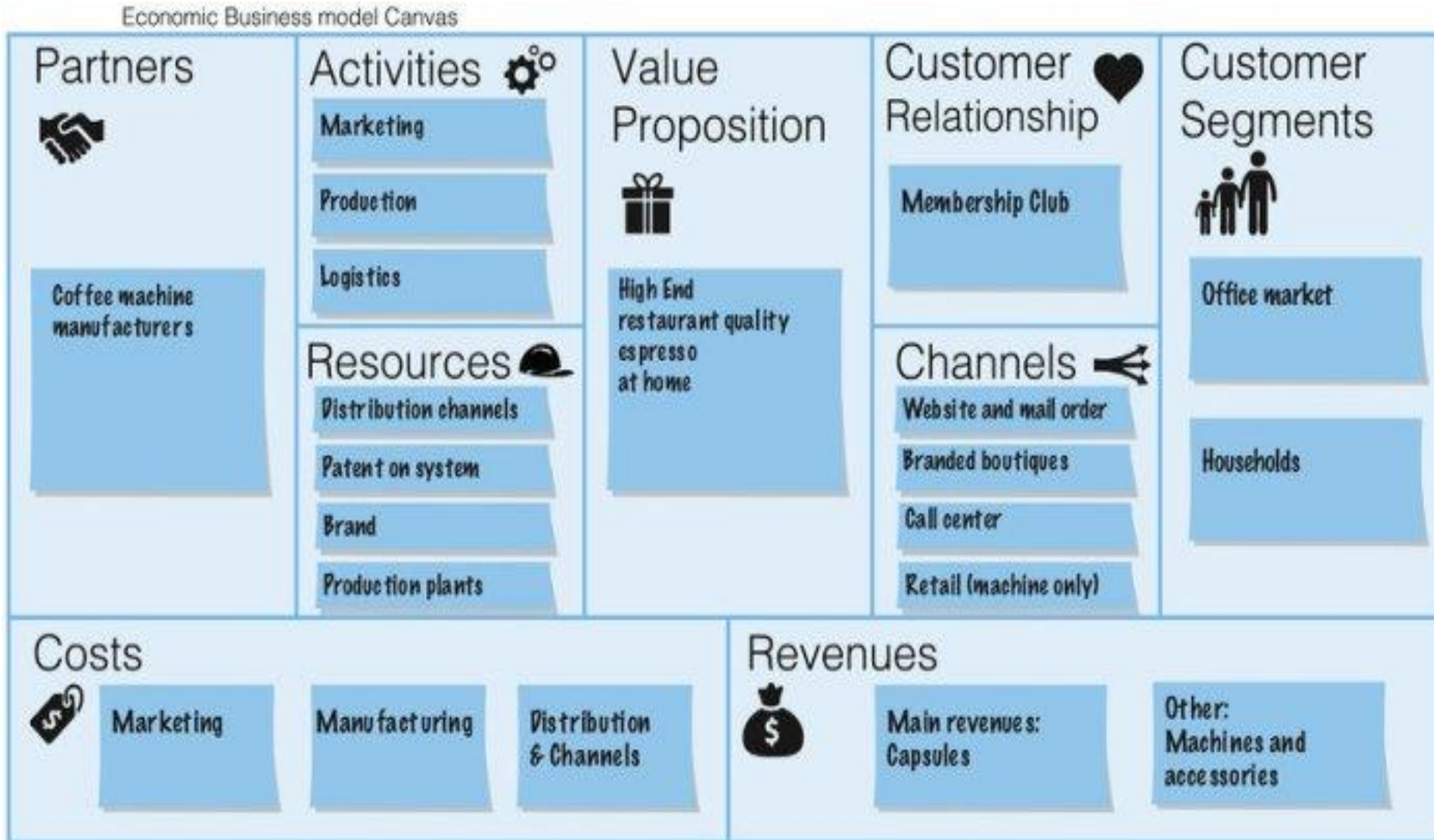
Phase 5: Innovation strategy

Phase 6: Cooperation strategy










Phase 7: The constant basic need

Business Model Canvas

Nespresso's business model as an example



Career strategy should be defined as a business model

<p>Who helps you (Key Partners) </p>	<p>What you do (Key Activities) </p>	<p>How you help (Value Provided) </p>	<p>How you interact (Customer Relationships) </p>	<p>Who you help (Customers) </p>
<p>What you give (Costs) </p>	<p>What you get (Revenue and Benefits) </p>	<p>Who you are & what you have (Key Resources) </p>	<p>How they know you & how you deliver (Channels) </p>	

Business Model You defines the contents of a complete and meaningful career strategy.

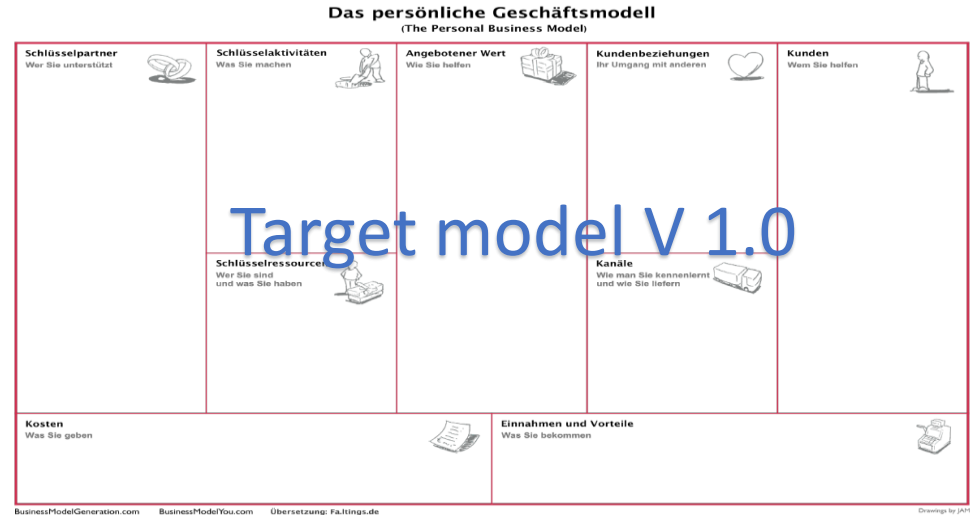
EKS offers general rules for the design of the career strategy (EKS principles) and a process model (EKS phase model).

Combined, this results in an unbeatable combination for your sustainable success.

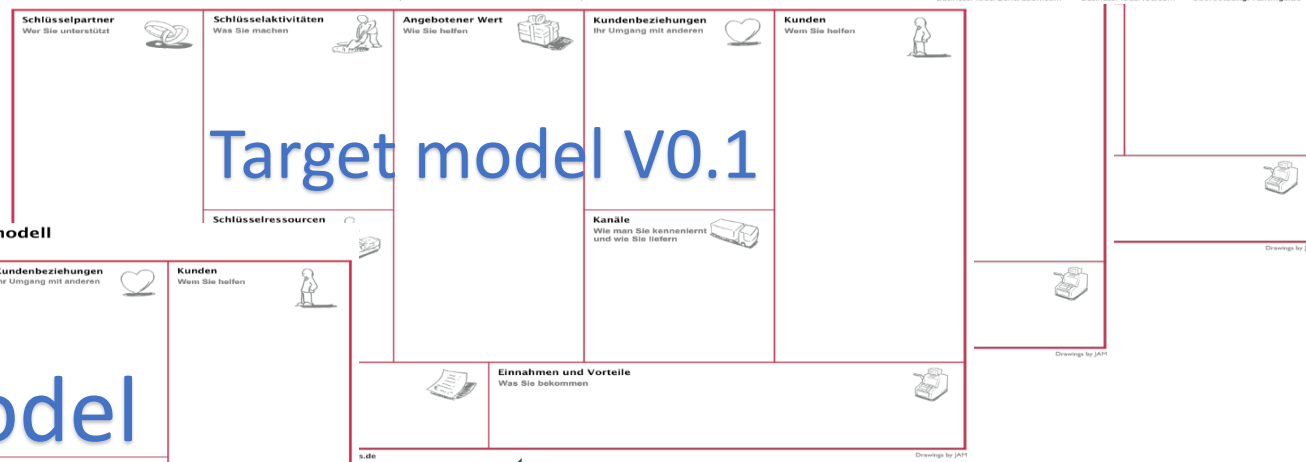


Career Strategy – An Iterative Approach

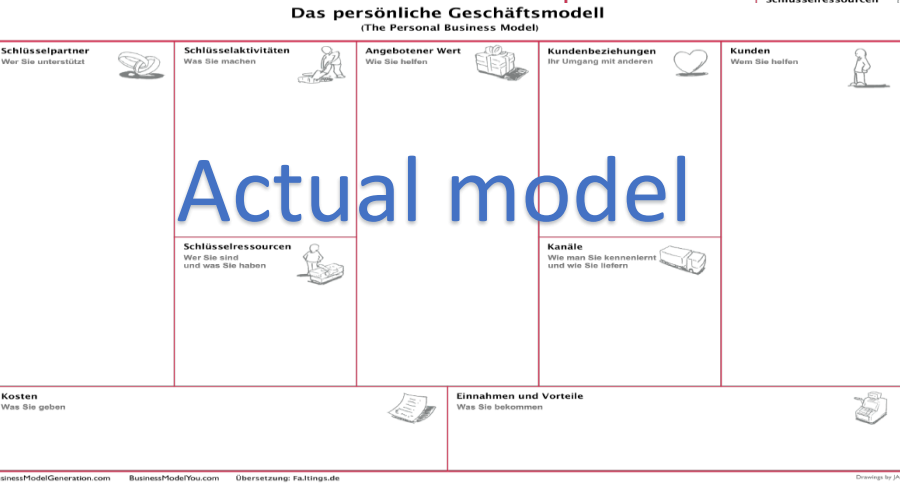
Development of the target model according to the phase model of the EKS
Repetition of the SWOT analysis



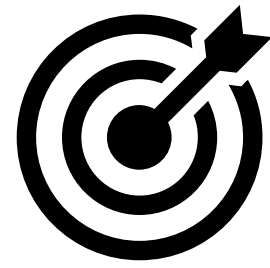
SWOT analysis of the as-is model according to the principles of EKS



Roadmap for implementation
Milestone planning
Identification of Action Items
Resources



Cooperation strategy
Innovation strategy
Constant basic need



Lever 2: Project Management Skills



Project management – what do you do?

What You Do

(Key Activities)

- List several critical activities you perform at work each day that distinguish your occupation from others.
- Which of these Key Activities does your Value Proposition require?
- Which activities do your Channels and Customer Relationships require?

Consider how your activities may be grouped in the following areas:

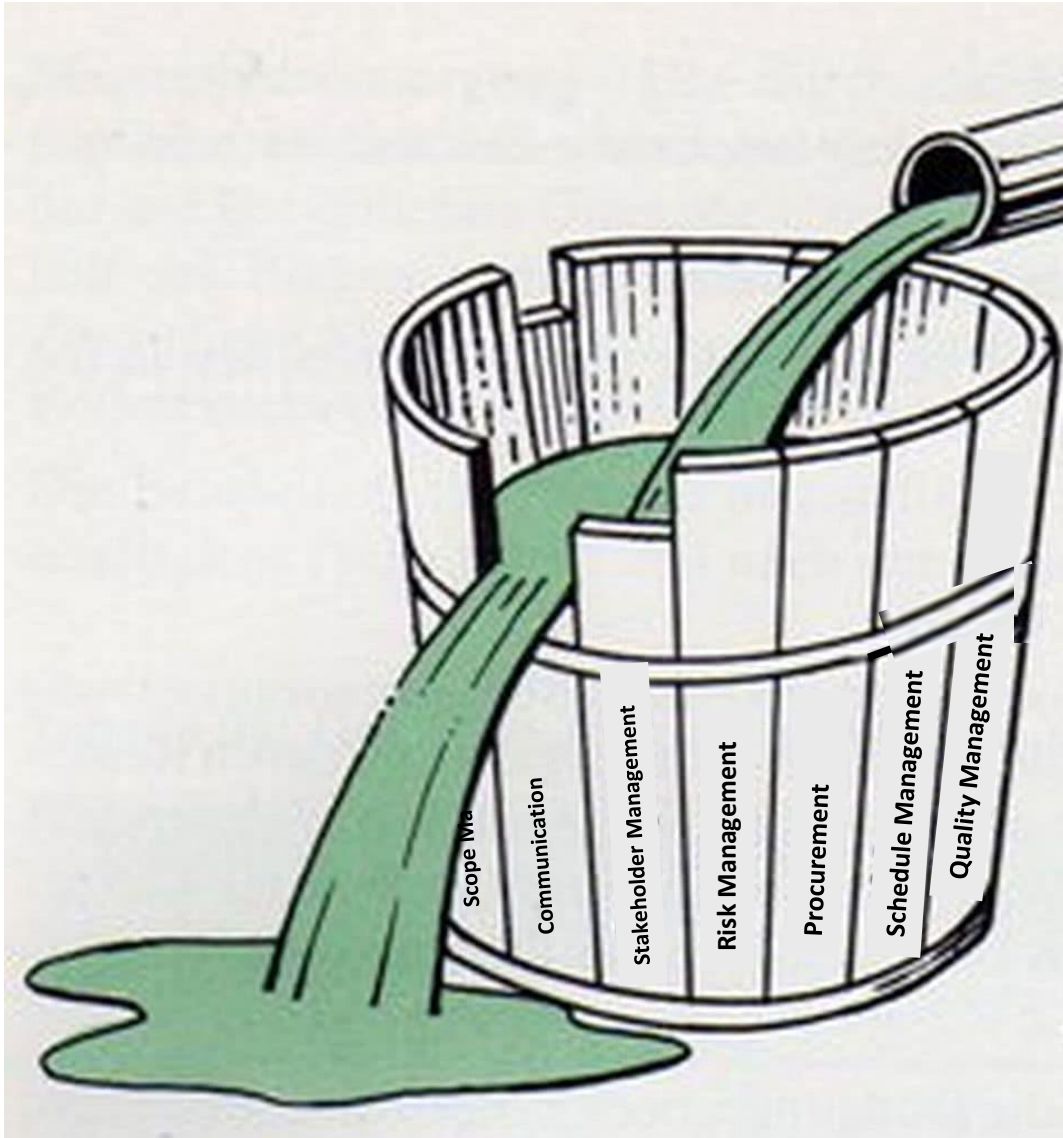
- Making (building, creating, solving, driving, etc.)
- Selling (informing, persuading, leading, etc.)
- Supporting (administering, calculating, organizing, etc.)



- PMI defines the key activities of a project manager in 5 process groups and 10 knowledge areas
- For each project, a selection and configuration of the processes appropriate to the project must be chosen.

Knowledge Areas	Initiating	Planning	Executing	Monitoring and Controlling	Closing
Integration Management	X	X	X	X	X
Scope Management		X		X	
Schedule Management		X		X	
Cost Management		X		X	
Quality Management		X	X	X	
Resource Management		X	X		
Communications Management		X	X	X	
Risk Management		X		X	
Procurement Management		X	X	X	X
Stakeholder Management	X	X	X	X	

Bottleneck Analysis: Project Management Skills



Personal Business Model Canvas

Name: _____

<p>Who Helps You (Key Partners)</p> <p>Who helps you provide Value to others? Who supports you in other ways, and how? Do any partners supply Key Resources or perform Key Activities on your behalf? Could they?</p> <p>Key Partners could include:</p> <ul style="list-style-type: none"> Family members Friends Business partners Customers Suppliers Professional associations members Network or community, etc. 	<p>What You Do (Key Activities)</p> <p>List several critical activities you perform at work each day that distinguish your occupation from others. Which of these Key Activities does your Value Proposition require? Which activities do your Channels and Customer Relationships require?</p> <p>Consider how your activities may be grouped in the following areas:</p> <ul style="list-style-type: none"> Using, buying, making, using, selling, etc. Using, buying, making, selling, etc. Nothing (administering, calculating, organizing, etc.) 	<p>How You Help Value Provided)</p> <p>What Value do you deliver to Customers? What problem do you solve or need to you satisfy? Describe specific benefits Customers enjoy as a result of your work.</p> <p>Consider whether the help you provide:</p> <ul style="list-style-type: none"> is essential is a convenience or a luxury is a complement to other products or services is a substitute for other products or services is a complement to other products or services 	<p>How You Interact (Customer Relationships)</p> <p>Channel Phase 5, Follow-up: How do you continue to support Customers and ensure they are satisfied? - What kinds of relationships do your Customers expect you to establish and maintain with them? - Describe the types of relationships you have in place now.</p> <p>Examples might include:</p> <ul style="list-style-type: none"> One-to-one personal attention Personalized communication (mail, chat, Skype, etc.) Co-creation Self-serve or automated services 	<p>Who You Help (Customers)</p> <p>- For whom do you create Value? - Who is your most important Customer? - Who depends on your work in order to get their own jobs done? - Who are your Customers' Customers?</p>
<p>Who You Are/What You Have (Key Resources)</p> <p>- What do you get most excited about at work? - Rank your preferences: Do you like doing primarily with 1) people, 2) information/ideas, or 3) physical objects/outdoor work? - Describe a couple of your abilities (things you do naturally without effort) and a few of your skills (things you have learned to do). - List some of your other resources: personal network, reputation, experience, physical capabilities, etc.</p>			<p>How They Know You/How You Deliver (Channels)</p> <p>- Through which Channels do your Customers want to be reached? - How are you reaching them now? - Which Channels work best?</p> <p>Channel Phase 1:</p> <ol style="list-style-type: none"> Assessments How do potential Customers find out about you? Validation: Are potential Customers aware of your Value? Feedback How do new Customers find you or buy your services? Delivery How do you deliver Value to Customers? 	
<p>What You Give (Costs)</p> <p>- What do you give to your work (time, energy, etc.)? - What do you give up in order to work (family or personal time, etc.)? - Which Key Activities are most "expensive" (training, stressful, etc.)?</p> <p>List all unit-level costs associated with your work:</p> <ul style="list-style-type: none"> Direct materials Cost of personal or professional growth opportunities Cost of equipment and other tools Cost of liability insurance, available opportunities <p>Indirect costs:</p> <ul style="list-style-type: none"> Excuse time or bank conflicts Interpersonal relationships or team dynamics Interpersonal friction, reputation, lost networks, or other costs 			<p>What You Get (Revenue and Benefits)</p> <p>- For what Value are your Customers truly willing to pay? - For what do they pay now? - How might they prefer to pay?</p> <p>Describe your Rewards:</p> <ul style="list-style-type: none"> Income Skills or professional fees Health and wellness benefits Personal growth Team spirit or group dynamics Team assistance, cooperation or mutual assistance, etc. <p>Self benefits might include:</p> <ul style="list-style-type: none"> Autonomy Personal development Respect Sense of purpose Good relationships Flexibility or mobility 	

Business Model Generation - The Personal Business Model Canvas is a derivative work from BusinessModelGeneration.com, and is licensed under Creative Commons CC BY-SA. To view a copy of this license, visit <https://creativecommons.org/licenses/by-sa/4.0/>.

Personal bottleneck analysis in relation to career strategy:

- Where is the most effective lever to increase my success?
- What can I do to address this effectively?
- Feasibility analysis
- Personal action plan
- Schedule
- Budget (time and money)
- Implementation

Lever 3: Work-Life-Balance





Key Resource: I

"Health is not everything, but without health everything is nothing"

What is health (WHO definition):

Health is a state of perfect physical, mental and social well-being and not only the absence of disease and infirmity.

Physical fitness:

- Endurance
- Strength
- Mobility and coordination

Mental fitness:

- Cognitive performance
- Emotional stability
- Stress resistance
- Resilience.










Supporting factors:

- Genetic disposition
- Addiction avoidance (smoking, drugs, alcohol)
- Healthy eating (eating habits, food pyramid)
- Sports (endurance, strength, flexibility, coordination, relaxation)
- "Social Support" (positive private and professional environment)
- Meaningfulness of what you do

**There is nothing good.
Except: You do it.**



What is the bottleneck – search grid for your own career strategy

Who helps you (Key Partners) 	What you do (Key Activities) 	How you help (Value Provided) 	How you interact (Customer Relationships) 	Who you help (Customers) 
Who you are & what you have (Key Resources) 		How they know you & how you deliver (Channels) 		
What you give (Costs) 		What you get (Revenue and Benefits) 		

Specific "diagnostic questions":

- Who are your most important customers?
- What is the most burning problem of your customers?
- Does your offered value address customers' most pressing problems in their language?
- How could you expand your customer relationships into long-term partnerships?
- How could you improve your service provision for yourself and for your customers (win-win)?
- How could you gain a regular income, and not always just trade "time for money"?
- Which key activity suits you the most, which the least?
- What if you yourself fail as a key resource (accident, illness, ...)?
- Is my lifestyle such that you can stay productive and healthy in the long term?
- Are there any market competitors that you could win as partners? What benefit would they have from it and what would you do?
- Which customers and which activities bring you the most financially? Which are good for your quality of life and which are more damaging to it?
- What burdens you on the cost side? Financially, in terms of time or mentally?...

Global "diagnostic questions":

- Where are your pain points in the current model?
- Where is the greatest risk? What is your biggest concern?
- How long can you be successful with this model, achieve your goals and stay healthy?
- Do you want to get away from something or develop into something?....