

Brücken bauen im Projekt

Der Online Praxis-Austausch mit Antje Lehmann-Benz und Chris Schiebel



Antje Lehmann-Benz
TRAINING
Agile Methoden + Projektmanagement



DIE
PROJEKT
MANAGEMENT
BOTSCHAFT

mit
Eugen Oetringer
als Special Guest



Arti Ahluwalia
Support Act

Tausch dich mit uns aus und lass dich inspirieren,
wie sich Bewährtes aus der Projektwelt mit
Agilität und New Work verbinden lässt.

Meetup Brückentag 23.11.2022 | 18.00 – 20:00

Checkliste: Bist du bereit?

- ✓ Webcam läuft
 - ✓ Mikro und Tastatur funktionieren
 - ✓ „Stilles Örtchen“ gesucht
 - ✓ Internet stabil
 - ✓ Getränk am Start
 - ✓ Zettel und Stift in der Nähe
 - ✓ Bereit dich einzubringen
 - ✓ Lust auf einen offenen Austausch
 - ✓ Spaß am Experimentieren
 - ✓ Für 2h resistent ggü. etwaigem Chaos
 - ✓ Name bei Zoom im Klartext
- ... dann kann er losgehen, unser Brückentag

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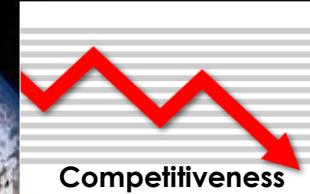
Arti Ahluwalia
Support Act

Brücken bauen zw. Alt und Neu

- ✓ enhanced Goal Oriented Project Planning (eGOPP)
- ✓ Law of nature manifesto (lineare Prozesse vs. agile Arbeitsweise anhand von Naturgesetzen)

A Game-Changing Policy for Decision Makers

Climate
change



Bureaucracy/
complexity
Project failure
rates

Hate,
violence,
crime



Burnout
ADHD,
Autism,
Dyslexia

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Arti Ahluwalia

India

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New
poverty

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 - Exercise
 - From #FlattenTheCurve to the policy
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violence,
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New
poverty



Accelerated roll-out

- ✓ Co-created
- ✓ V1.1 published
- Draft of V1.2
- Integration into V2

The Law of Nature Manifesto: Sol x +

lawofnaturemanifesto.org

Law of Nature Manifesto

Home Extensions Starting with Impact Solution Possibilities About

1. Why the Manifesto?

To solve the problems organizations, societies, and the planet face, we need to let go of the thinking that created them and adopt a new way of thinking

Applying Einstein

Urgency

Climate change, Bureaucracy/complexity, Project failure rates, Hate, violence, crime, Dyslexia, ADHD, Autism, Burnout, New poverty

1.1 The decision-maker's dilemma

Today, nobody knows what the new thinking should be. This leaves decision-makers with problems that are seemingly impossible to solve.

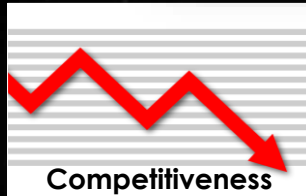
Yet, many decision-makers, from team leaders to CEOs and politicians, are expected to solve

Climate
change



Bureaucracy/
complexity

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ADHD,
Autism,
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New
poverty



Breakout 1:

- Brief intro of yourself
- What is your motivation for joining today?
- 6 minutes

Exercise

- Just select what makes sense right away
- There is no wrong answer

**Which Practices have Become Preferred Practices
During the Previous Decade?**

<input type="radio"/> <i>Split complex challenges into parts. Work from the parts.</i>	<input type="radio"/> When the challenge is complex, apply self-organization.
<input type="radio"/> <i>Use linear processes (step by step; if the situation is X then do Y).</i>	<input type="radio"/> Create natural process flows (like roundabouts on the road have replaced rigid traffic lights).
<input type="radio"/> <i>Management and experts provide the decisions to make (command and control; integrated in processes, IT applications, standards, and regulations).</i>	<input type="radio"/> The boundaries and supporting information are provided to make decisions for the situation at hand.

Please paste the totals of your selections into the chat as follows

May be
generalized

Perspective 1 (large organization or a system)

→ P1: Left: #, Right: #, name of the organization

Perspective 2 (yourself or a team)

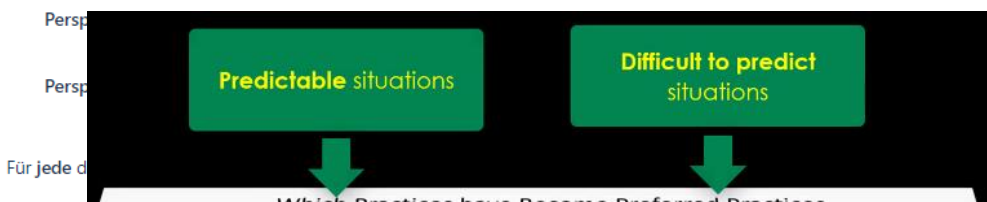
→ P2: Left: #, Right: #

Übung: Arbeitsweisen



Welche Arbeitsweisen wurden die bevorzugten Arbeitsweisen der letzten 10 Jahre?

Bitte die Frage nacheinander für zwei Perspektiven beantworten:



Eine Antwort pro Zeile

- | | |
|---|---|
| <input type="radio"/> Komplexe Herausforderungen werden in Teilgebiete aufgeteilt. | <input type="radio"/> Bei komplexen Herausforderungen wird Selbstorganisation angewendet. |
| <input type="radio"/> Prozesse funktionieren linear (Schritt für Schritt; wenn [dies] die Situation ist, dann muss [dies] getan werden). | <input type="radio"/> Prozesse funktionieren über natürliche Prozessabläufe (ähnlich wie der Kreisverkehr, der im Straßenverkehr die Ampeln ersetzt hat). |
| <input type="radio"/> Management und Experten geben an, welche Entscheidungen zu treffen sind (über Anweisungen, Regeln, Standards, Prozesse und IT-Applikationen). | <input type="radio"/> Die Mitarbeiter haben die Freiheit, Entscheidungen für die jeweilige Situation zu treffen. |
| <input type="radio"/> Baue auf dem auf, was du hast. | <input type="radio"/> Stopp mit dem was nicht (mehr) funktioniert. |
| <input type="radio"/> Definiere erst was Du meinst. | <input type="radio"/> Benutze Muster: Jeder kann eine etwas andere Sichtweise haben. |
| <input type="radio"/> Wenn Probleme auftreten: Zeige kurzfristiges Handeln. | <input type="radio"/> Löse wiederholt auftretende Probleme bei deren Grundursache(n). |
| <input type="radio"/> Wenn man sich unzureichend an die Vorgaben hält (Anweisungen, Regeln, usw.): Setze die Einhaltung der Vorgaben durch. | <input type="radio"/> Gib den Mitarbeitern die Freiheit das zu tun, was sinnvoll ist. |

To reduce complexity, where do we have to intervene to achieve the highest impact?



Project owners and experts

The method worked before. Our proof of concept has worked. We must have done something wrong. Let's restart the project and double our efforts.

Workshop floor experts by experience

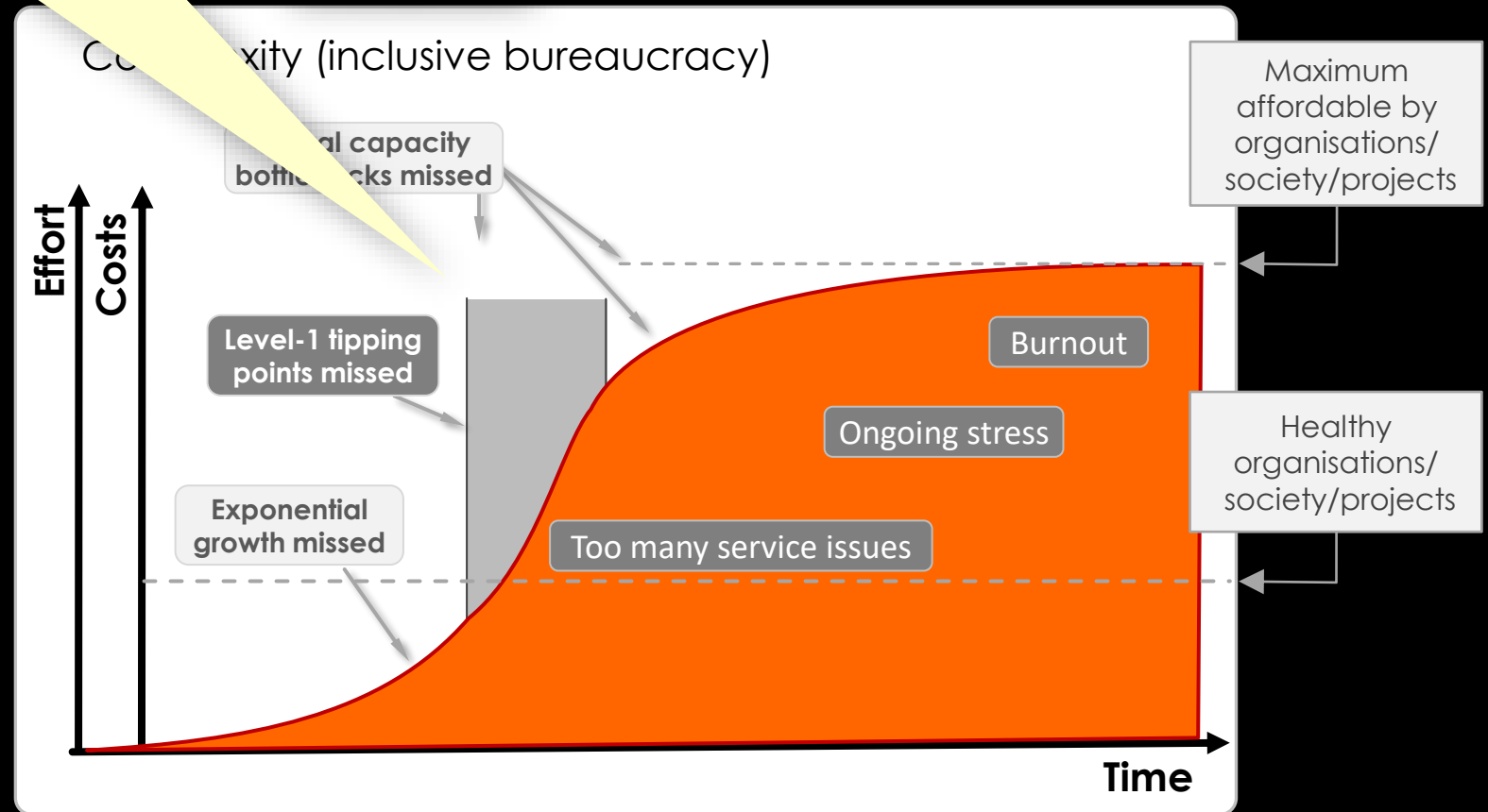
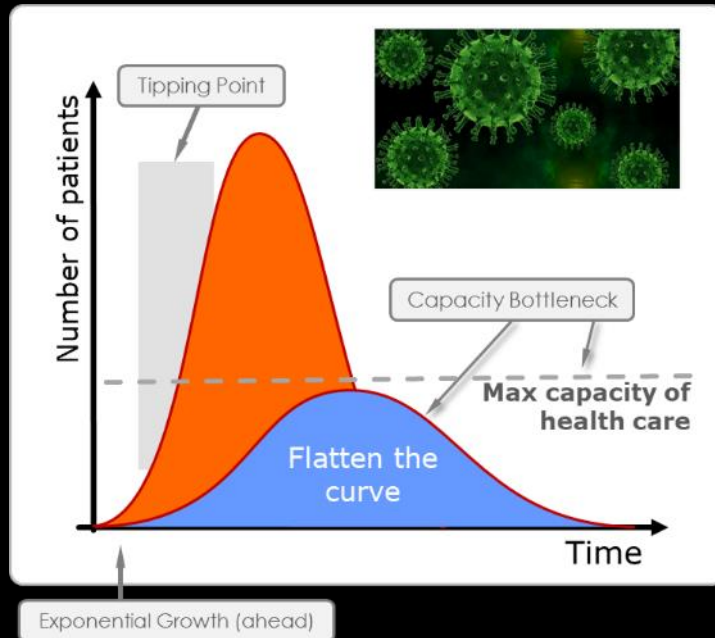
At the 3rd attempt: I believe it when I see it
At the 5th attempt: Won't work either

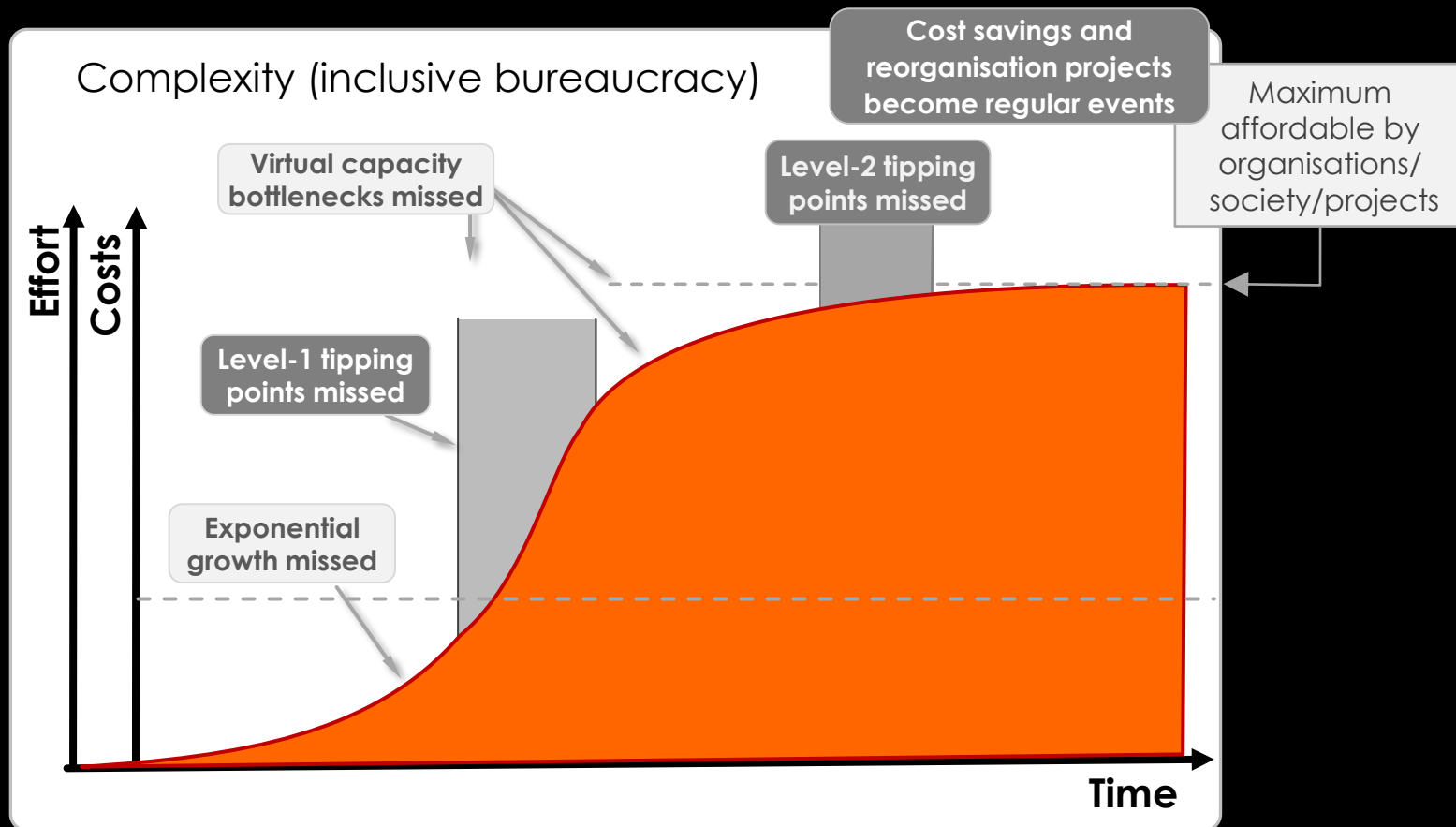
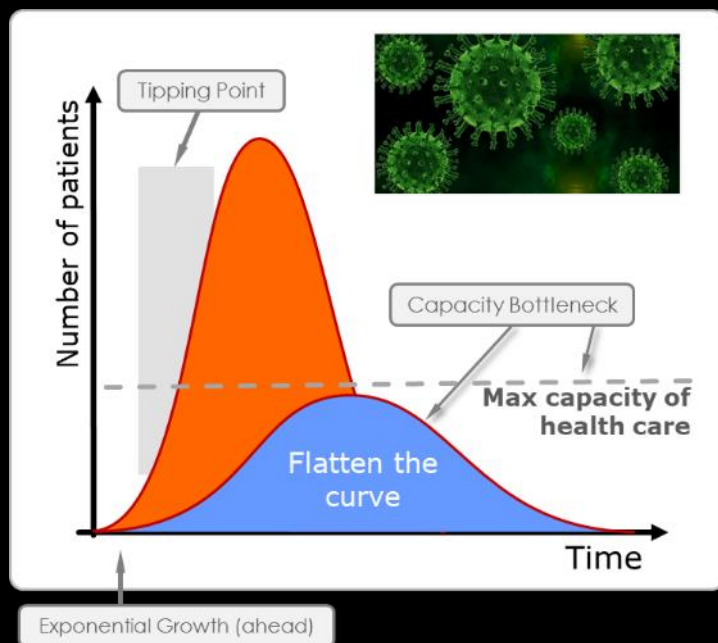
Most damaging root cause

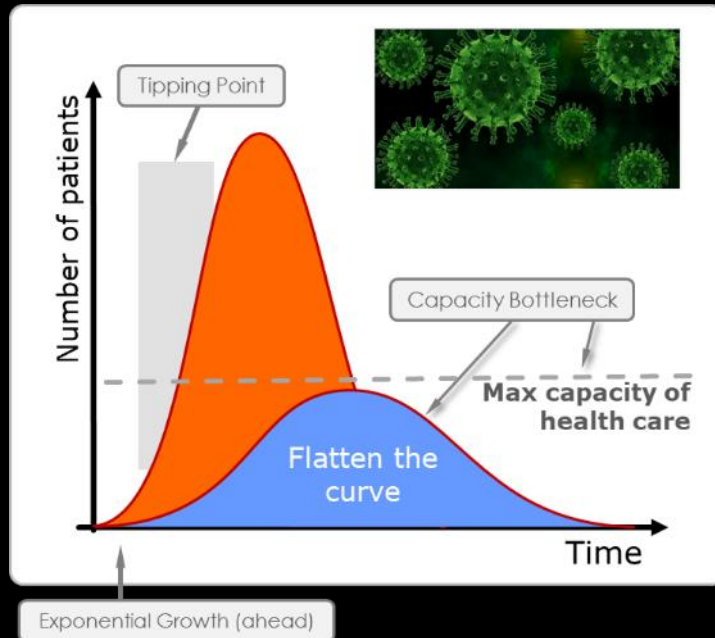
Changeable

A pattern

A pattern







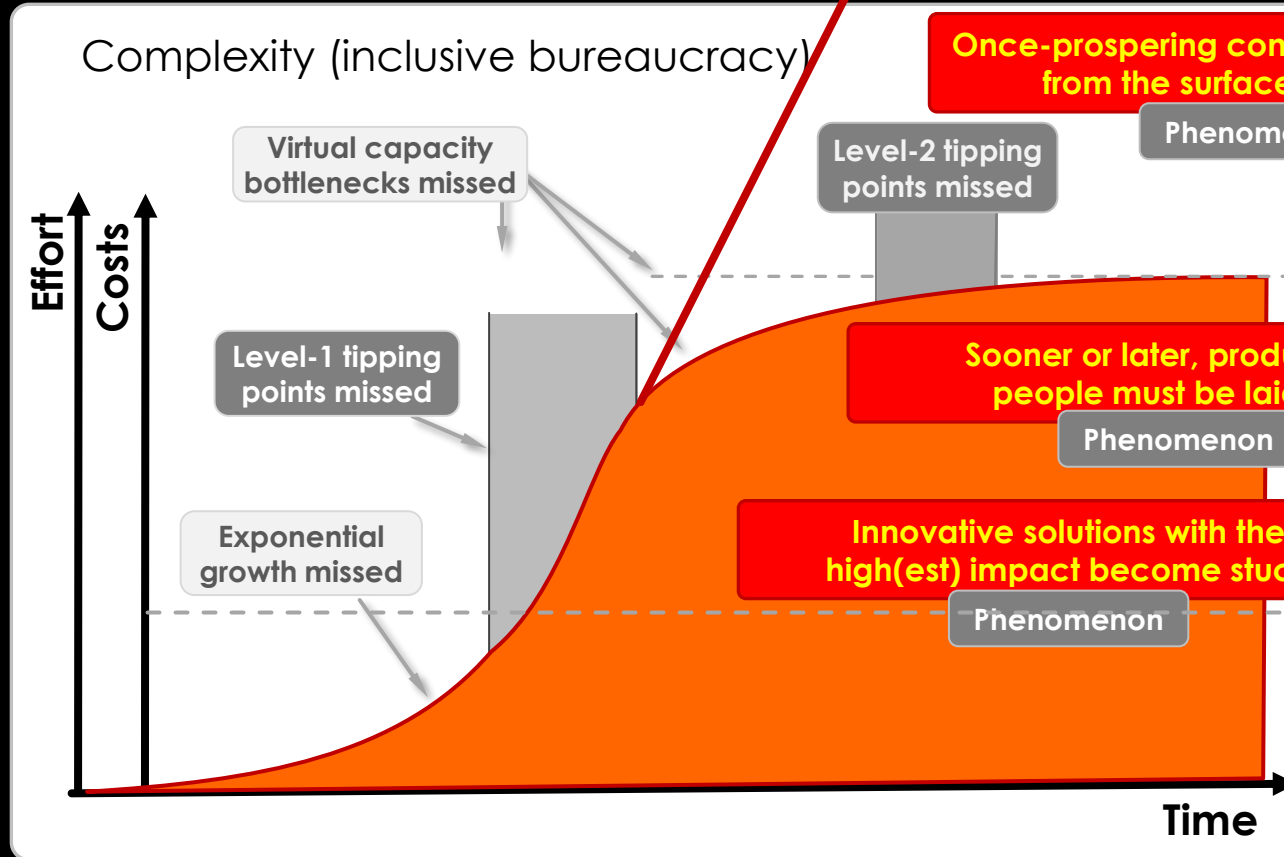
Unnecessary complexity and bureaucracy costs throughout the Netherlands: €90 billion/year¹ (€5.2b per 1 million residents)

Phenomenon

Collapse €

The system offloads unsolved problems to the weakest people in the system

Phenomenon



Once-prospering companies disappear from the surface of the Earth

Phenomenon

Sooner or later, productive people must be laid off

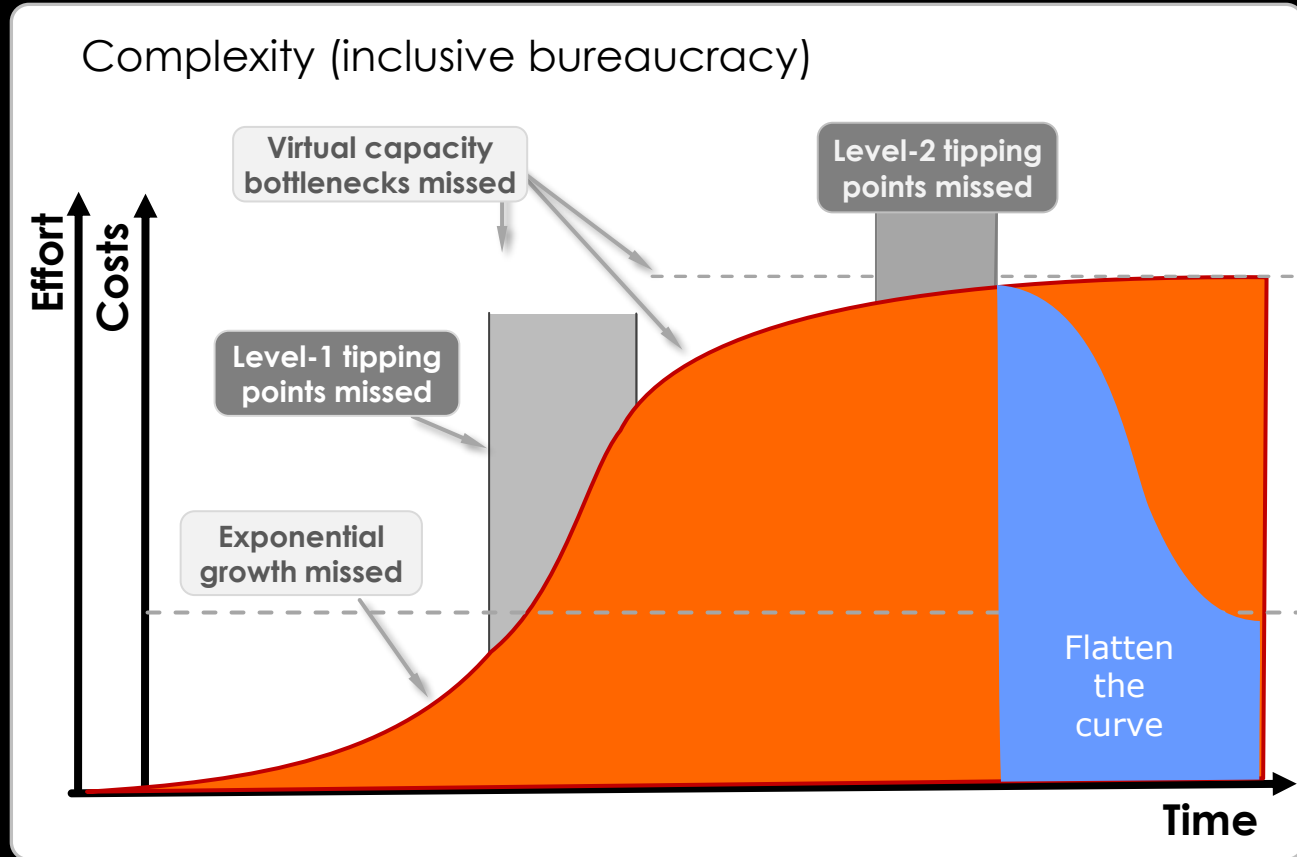
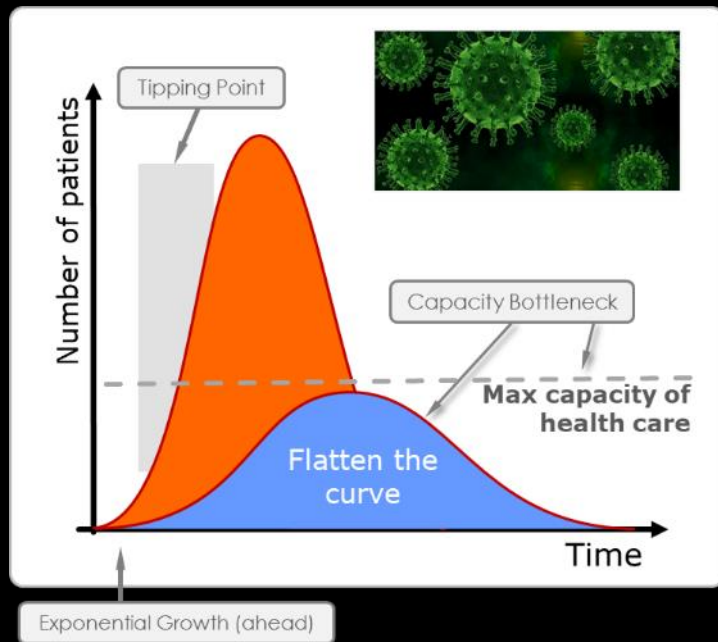
Phenomenon

Innovative solutions with the high(est) impact become stuck

Phenomenon

¹ Verdienmodel of dienmodel? André Nijssen. 2013. Netwerk Politieke Innovatie. Download May10th, 2018 from <https://npi.pleio.nl/cms/view/57a95da9-9621-42e4-9313-8b368a77a73f/eenvoud/f1669000-804f-4ffa-99a4-3caa63394e33>

The Law of Nature Hiding Behind Flatten the Curve



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New
poverty



A Game-Changing Policy for Decision Makers

Agenda

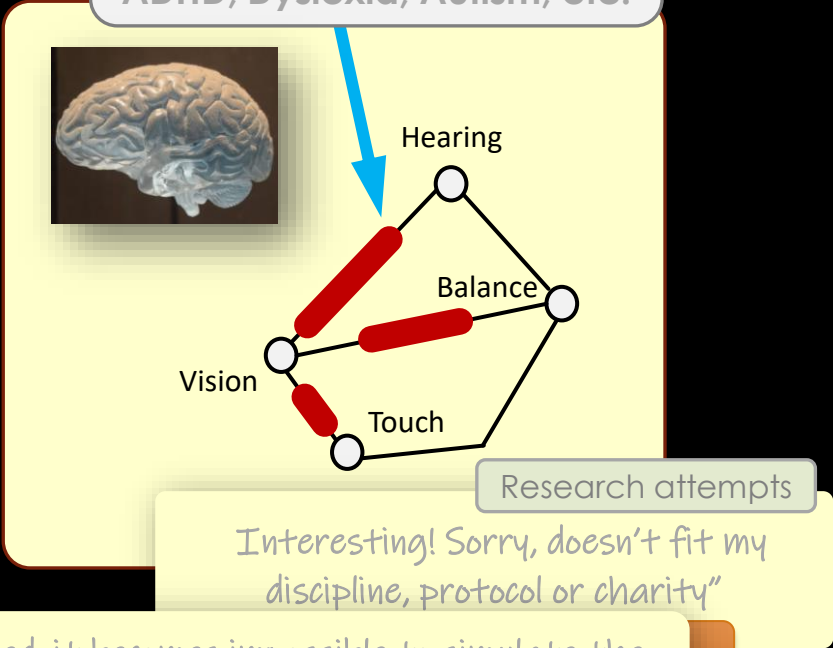
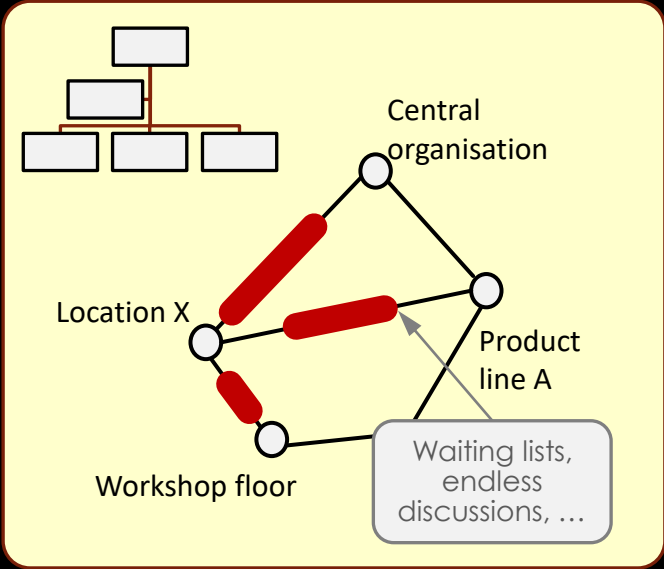
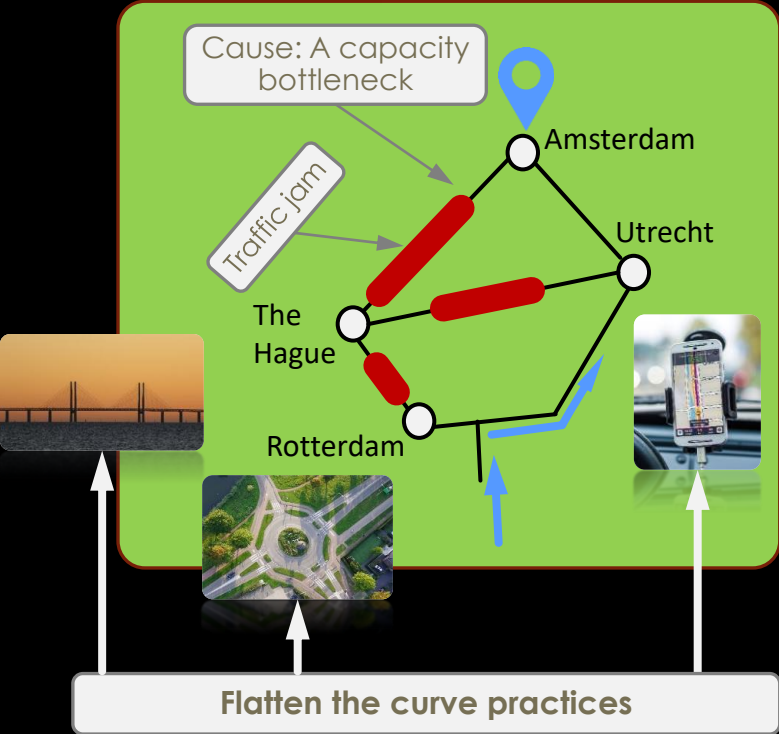
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The Capacity-Bottleneck Law of Nature

When the demand for a resource exceeds its capacity, a tipping point is crossed. Queues build up.

Missing link between reported causes and symptoms of ADHD, Dyslexia, Autism, etc.



Once a tipping point of complexity is exceeded, it becomes impossible to simulate the ways in which methods, processes, laws and people interact. For those situations, we have lost the ability to recognise phenomena and apply the laws of nature they demand

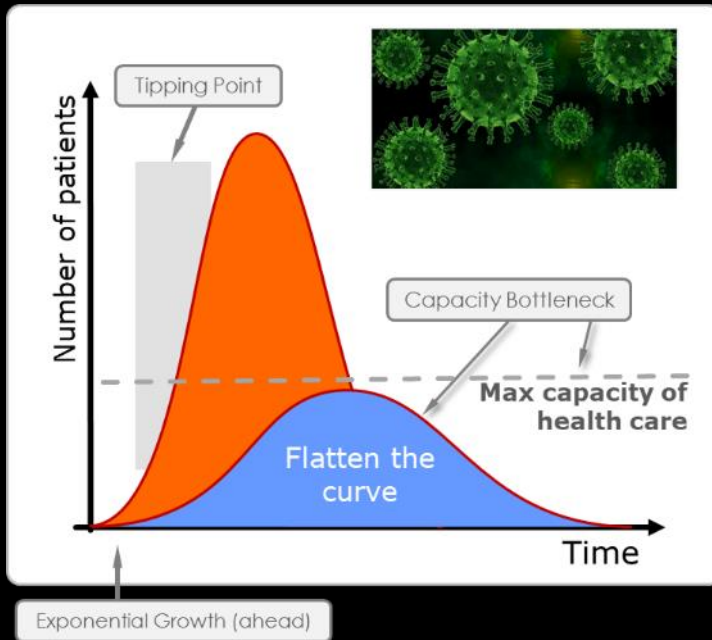
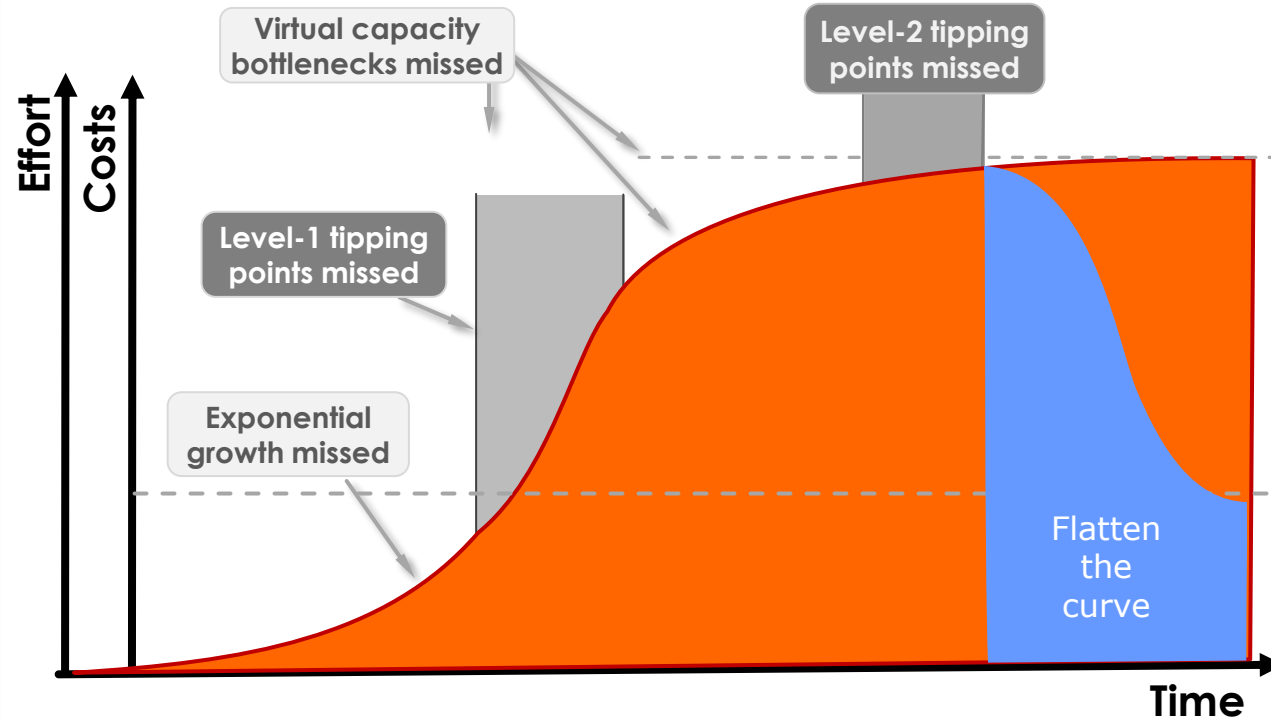
Most damaging root cause

Changeable

- ✓ **Mathematics-based**
 - Definable
 - Measurable or simulation



Complexity (inclusive bureaucracy)



To achieve the needed learning effects:

Please do NOT tell the solution until:

1. The exercise has been done
2. The coaching has taken place

Predictable situations

Difficult to predict situations

Which Practices have Become Preferred Practices During the Previous Decade?

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● When the challenge is complex, apply self-organization.

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Policy

Use the exact or linear practices when situations are predictable

Use these practices when situations are difficult to predict

Which Practices have Become Preferred Practices During the Previous Decade?

● Split complex challenges into parts. Work from the parts.

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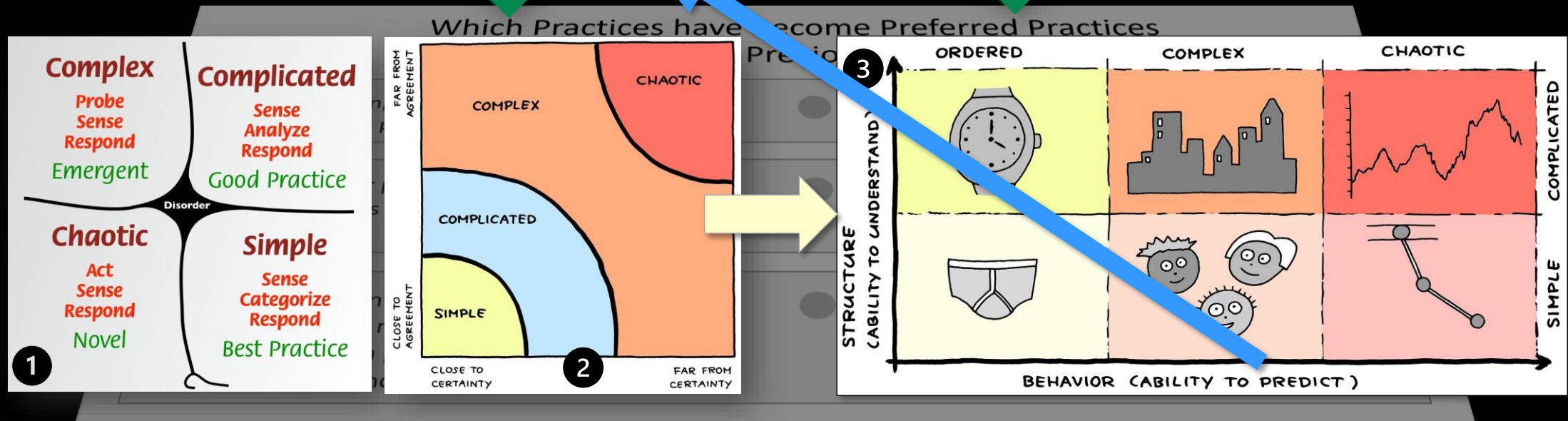
● Management and experts provide the decisions to make (command and control; integrated in processes, IT applications, standards, and regulations).

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Alignment with Popular Models

Use the exact or linear practices when situations are predictable

Use these practices when situations are difficult to predict



¹ Dave Snowden, no changes made, [Creative Commons Attribution 3.0](#).

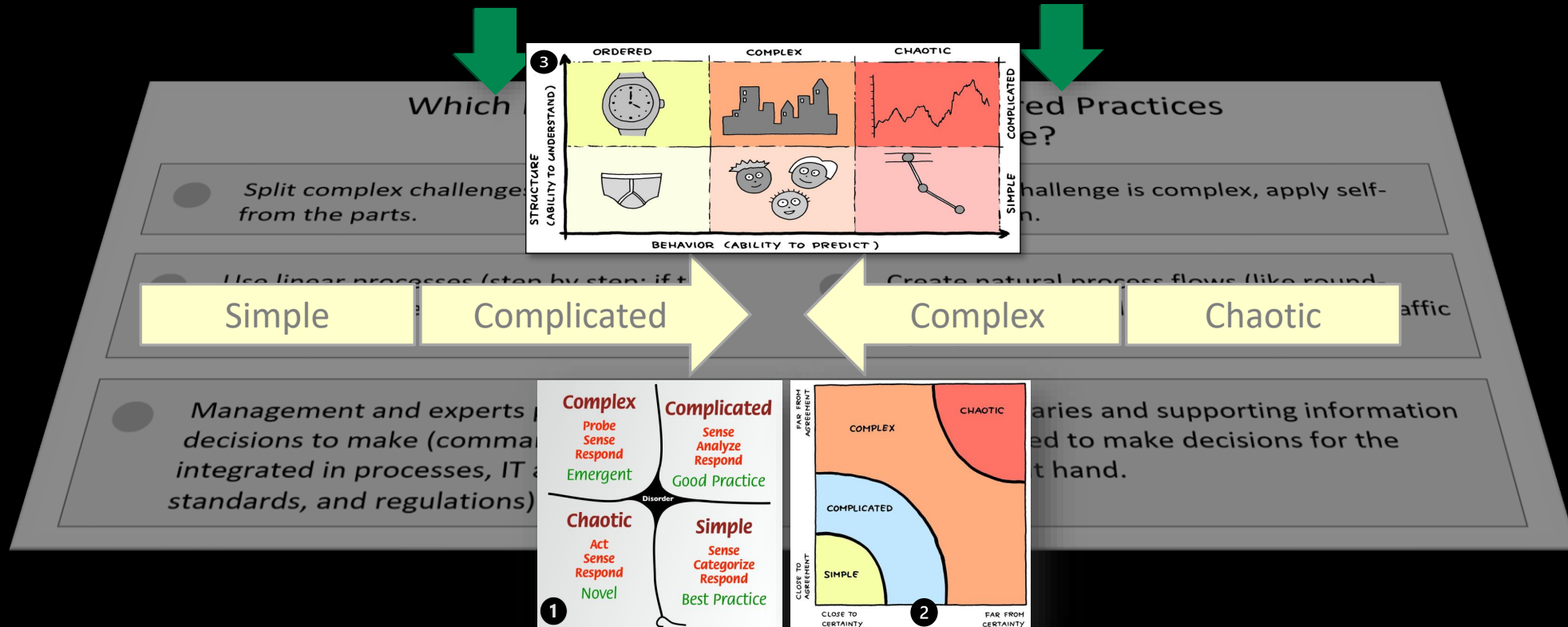
² Agreement and Certainty model, no changes made, [Creative Commons Attribution-Share Alike 4.0](#)

³ Jurgen Appelo, Structure Behavior Model, no changes made, [Attribution 2.0 Generic \(CC BY 2.0\)](#)
Management 3.0. Jurgen Appelo. Pearson Education. 2011

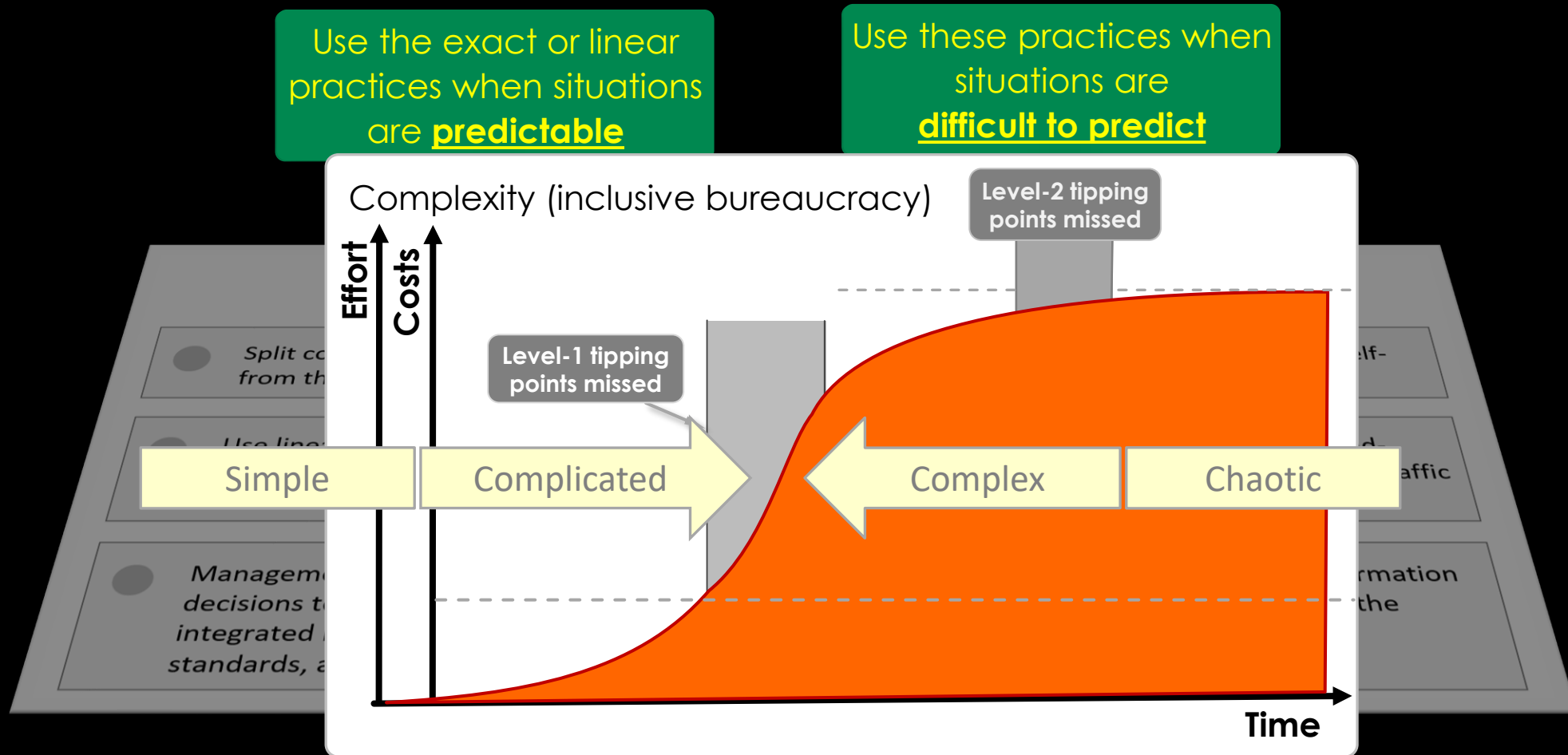
Alignment with Popular Models

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Alignment with Popular Models

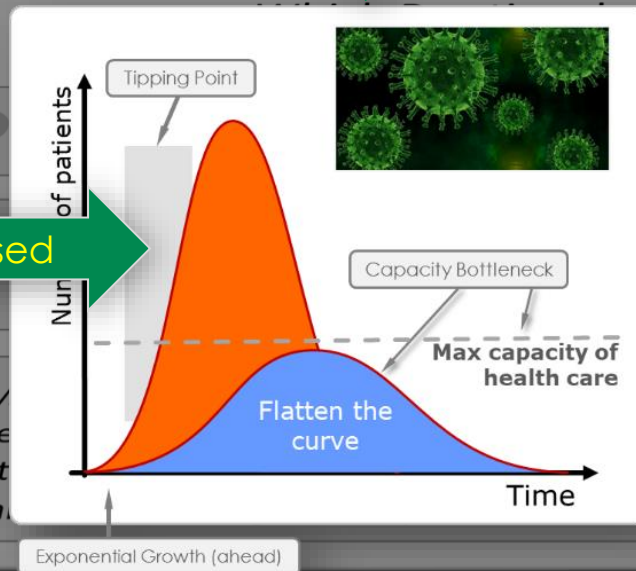


#FlattenTheCurve

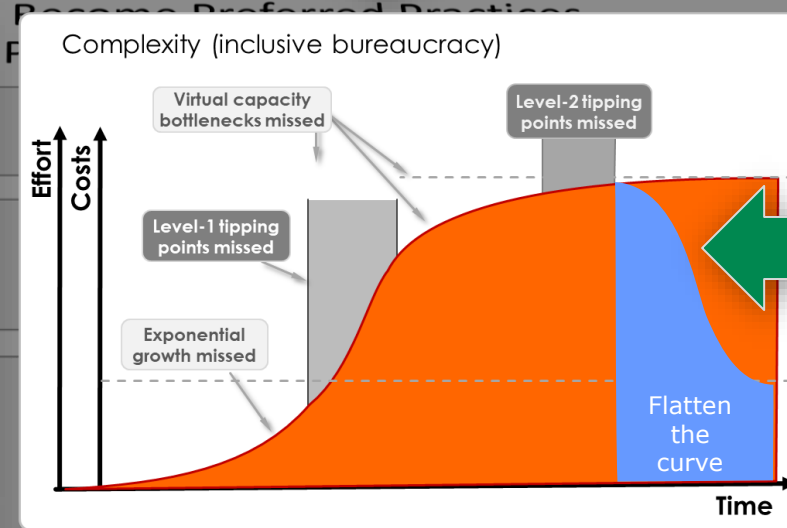
Use the exact or linear practices when situations are predictable

Use these practices when situations are difficult to predict

Mathematics based



Pattern based



Mathematics- and pattern-based approaches **complementing each other**

Climate
change



Bureaucracy/
complexity

Project failure
rates



Burnout

ADHD,
Autism,
Dyslexia



Hate,
violence,
crime



New
poverty



A Game-Changing Policy for Decision Makers

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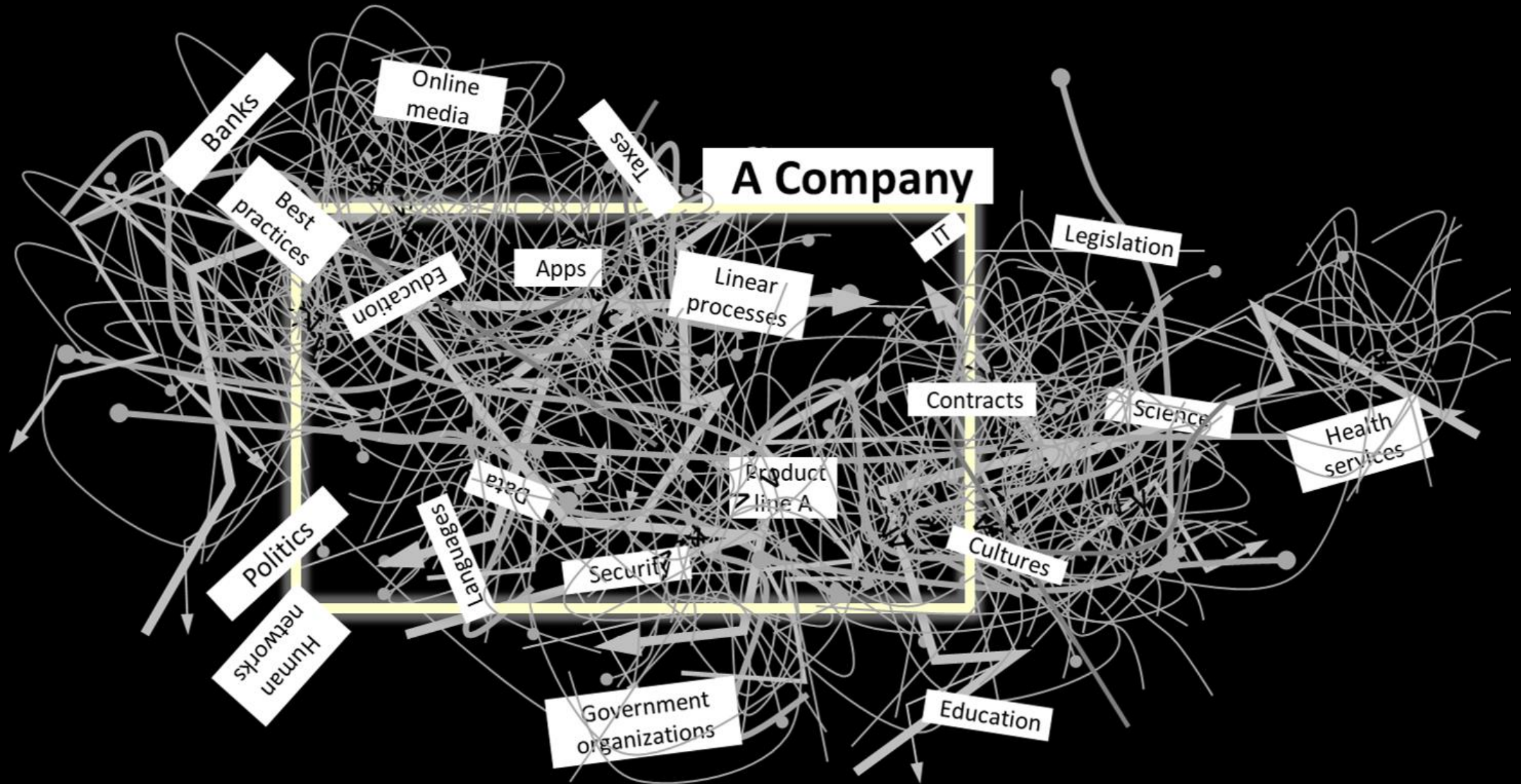


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Getting Started



Level 3: Solutioning

Management and expert coaching

To make transformations practical, executable and durable

Synchronizing top-down and bottom-up projects

Coaching the internal coaches

Add-on
training

Third-party
contributions
welcome

Level 2: Essentials

Executive, management and expert coaching

Listening beyond the surface

Going to the level at which the difference can be made

Focusing on the highest impact with the lowest costs, and risks

What root causes of
the high(est)
damage could hide
behind the surface?

Are the decision makers and their
advisors educated in

1. Common root causes of the highest
damage?

2. Available solutions to the root causes?

Level 1: Getting started

Guiding questions: When decisions are to be made

Do phenomena occur?
Do laws of nature apply?
Are their practices applied?

Are the decision makers and
their advisors educated in
recognising relevant laws of
nature and phenomena?

Does the team have people trained in
applying laws of nature and phenomena?

Do they have the skills to navigate to
simple yet integral solutions?

Will the decision improve
or worsen *core values*?

www.LawOfNatureManifesto.org

Common
Foundation:

Law of Nature
Manifesto

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Law of Nature Manifesto: Resources

www.lawofnaturemanifesto.org

info@lawofnaturemanifesto.org



- Law of Nature Manifesto group

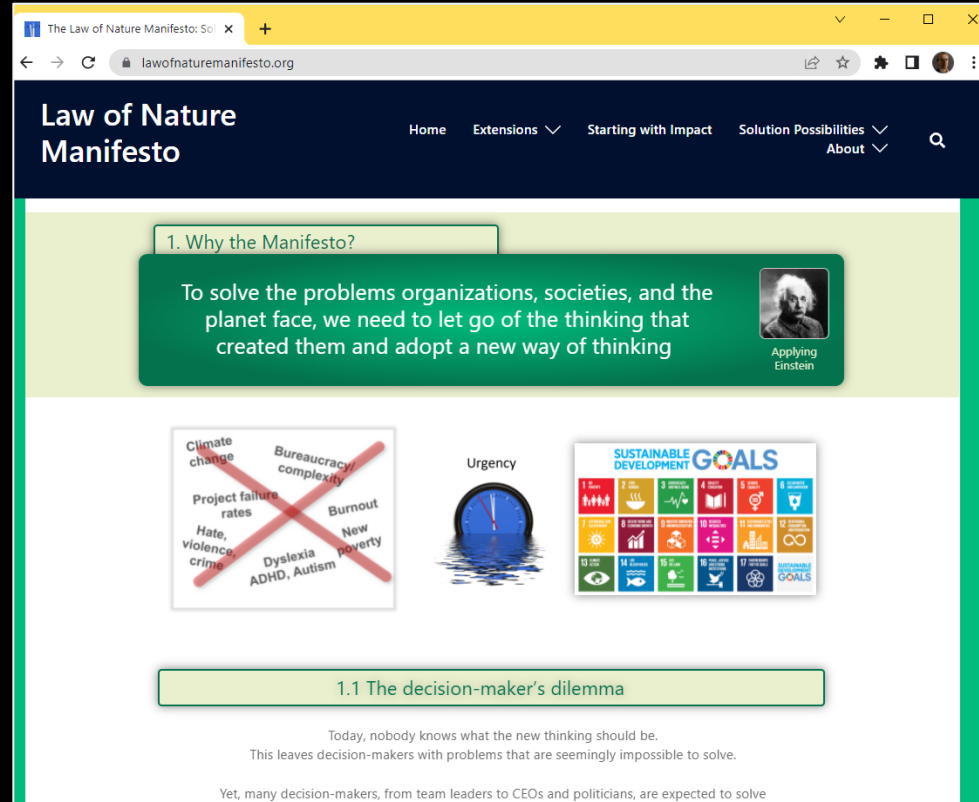
<https://www.linkedin.com/groups/2841999>

- Networking
- Feel free to connect

#LawOfNatureManifesto

#TippingPointLoN

#FlattenTheCurve



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This is an initiative by individuals driven to listen beyond the surface and to where the highest impact can be made with the lowest effort, costs and risks.

Special thanks to all those who contributed information, experiences, and suggested improvements over three decades.

Idea and author:

Contributing Co-creators: Eugen Oetringer, John Scholtz, Serene Seng, Marion van den Eijnden

See also:

Eugen Oetringer

John Scholtz, Serene Seng, Marion van den Eijnden

<https://youtu.be/cqr9lmgk9cg>

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See <https://youtu.be/cqr9lmgk9cg> or <https://lawofnaturemanifesto.org/>

Enhanced Goal Oriented Project Planning (eGOPP)

Eugen Oetringer



Nov 2022

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Enhanced Goal-Oriented Project Planning (eGOPP)

- 1a. What are the expectations, complaints and problems?
- 1b. Who are the actors?
- 1c. Which internal and/or external (experience) experts increase the chances of success?

2. Identify the changeable situations, problems or root causes hiding behind expectations, complaints and problems

3. Transform the changeable situations and problems into specific goals

4. Identify the executable solution framework from:
What solution framework provides the highest impact at the lowest possible effort and risks for all of the identified goals?

5. Verify executability by
 - Brainstorming obstacles and blockades
 - The workshop participant decide on whether the framework is executable



Enhanced Goal-Oriented Project Planning (eGOPP)

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 - The workshop participant decide on whether the framework is executable

To prevent the project from failing for known reasons

Focus on **changeable** situations and **high-impact**
Prevents endless debates, analysis paralysis and the practice of 'ongoing improvement' becoming the root cause of failure

Drastically reduced project/innovation costs and risks

One to a few workshops + a few interviews

The desired future situation to work towards

Those with the best knowledge decide

The solution framework for the transition and durability

Guided Self-Organisation™



Eugen Oetringer

User Stories

What we need

Simple structures for making quick yet reliable decisions at all levels

High-speed access to reliable guidance and directives

Proactive translation of the lessons learned, needs and the high-impact knowledge into guidance and directives



What we experience

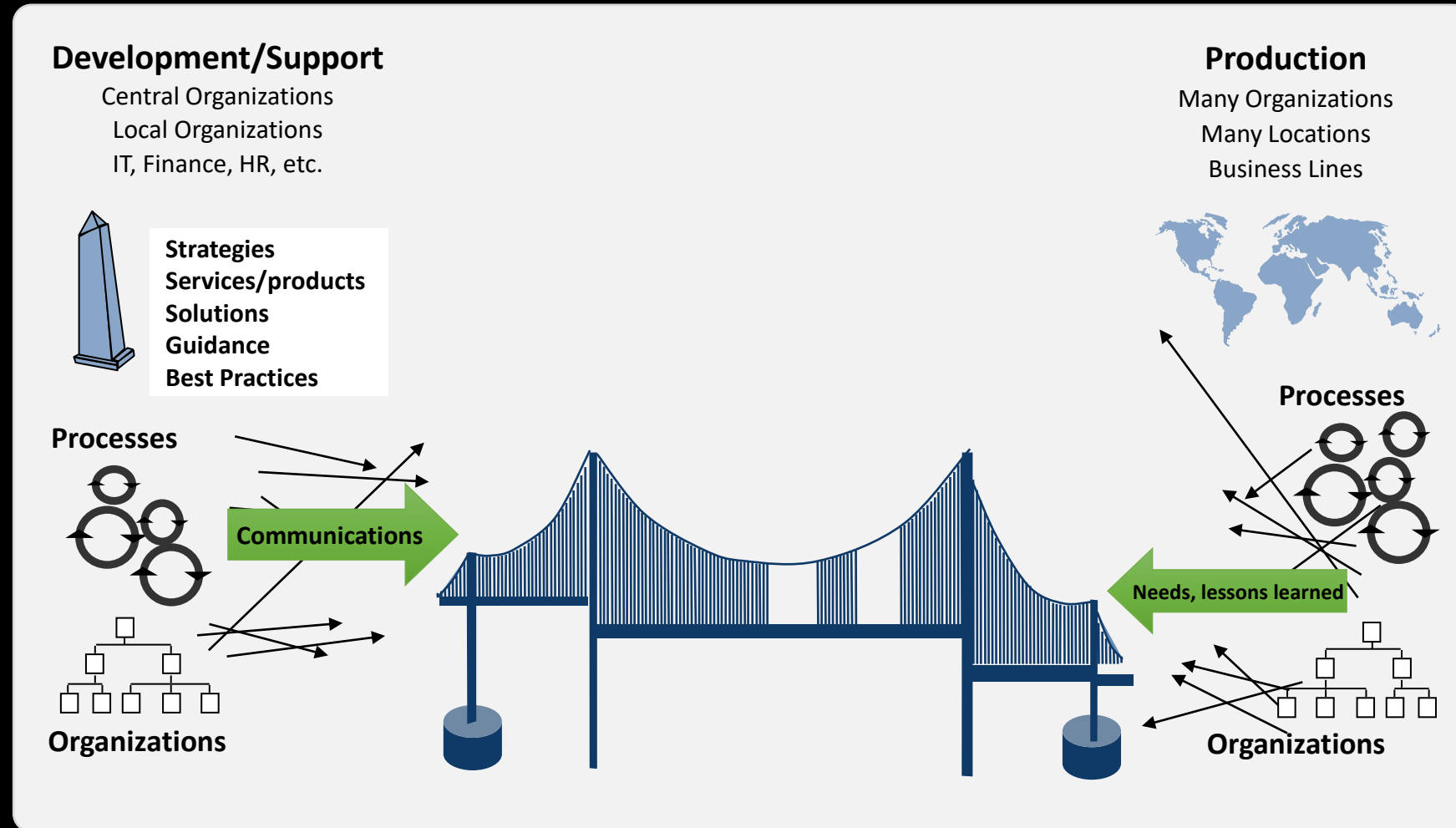
A crippling bureaucracy and an overwhelming complexity

Intranet search delivering 5, 10 and more hits. Which one can I trust?

When I find something, it's outdated, conflicts with other information or misses important information too often

The environment changing faster than the documentation can be updated

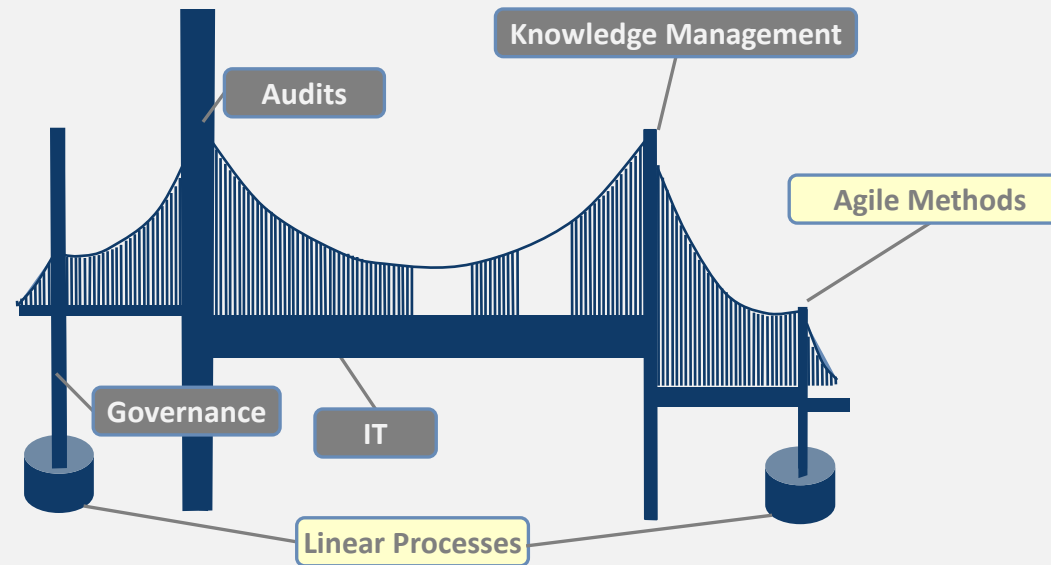
A Common Gap/Root Cause of Highest-Impact in Larger Organizations



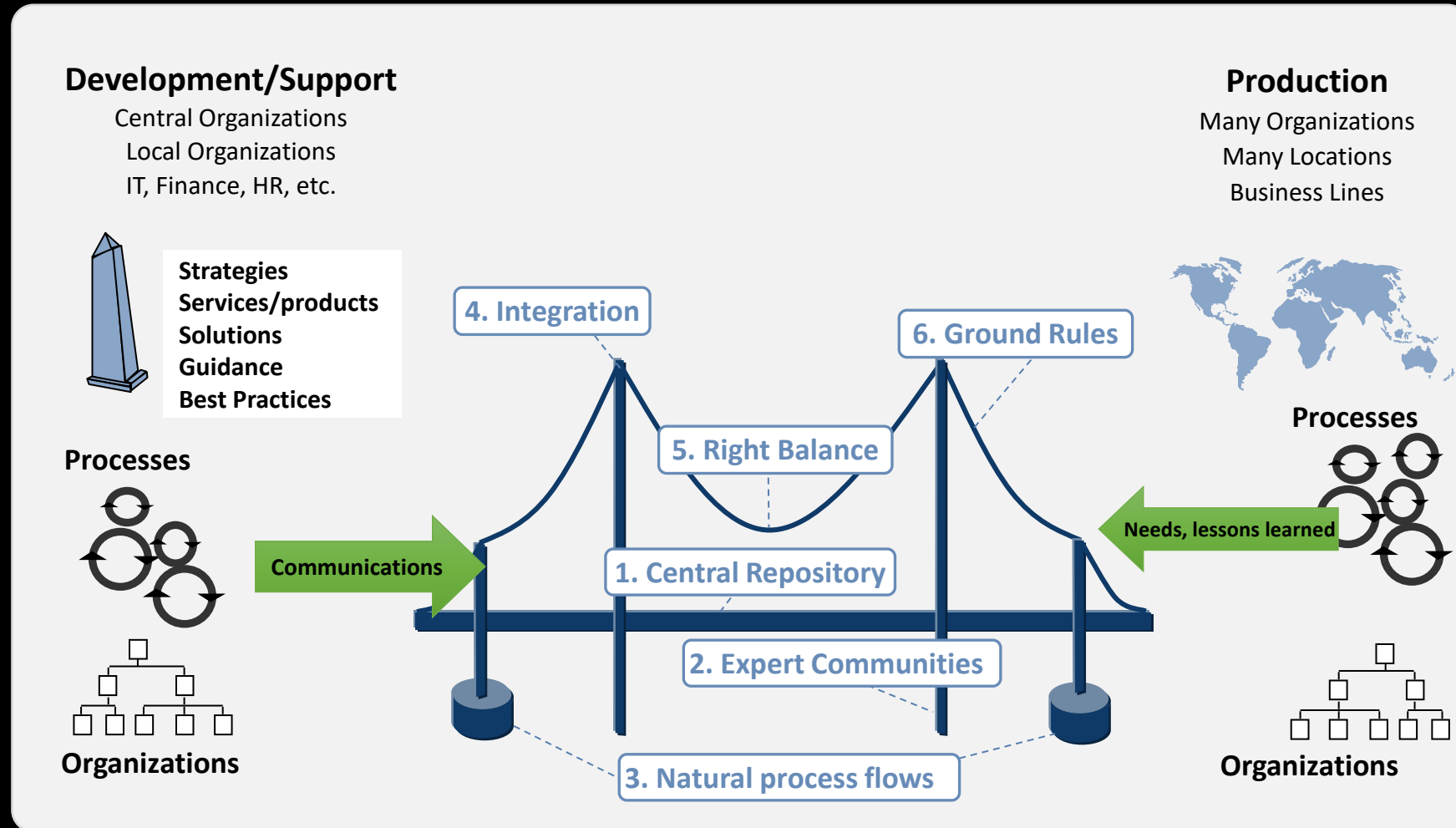
How This was Addressed

Somehow, we have lost the ability of listening to what employees and managers need to do their job

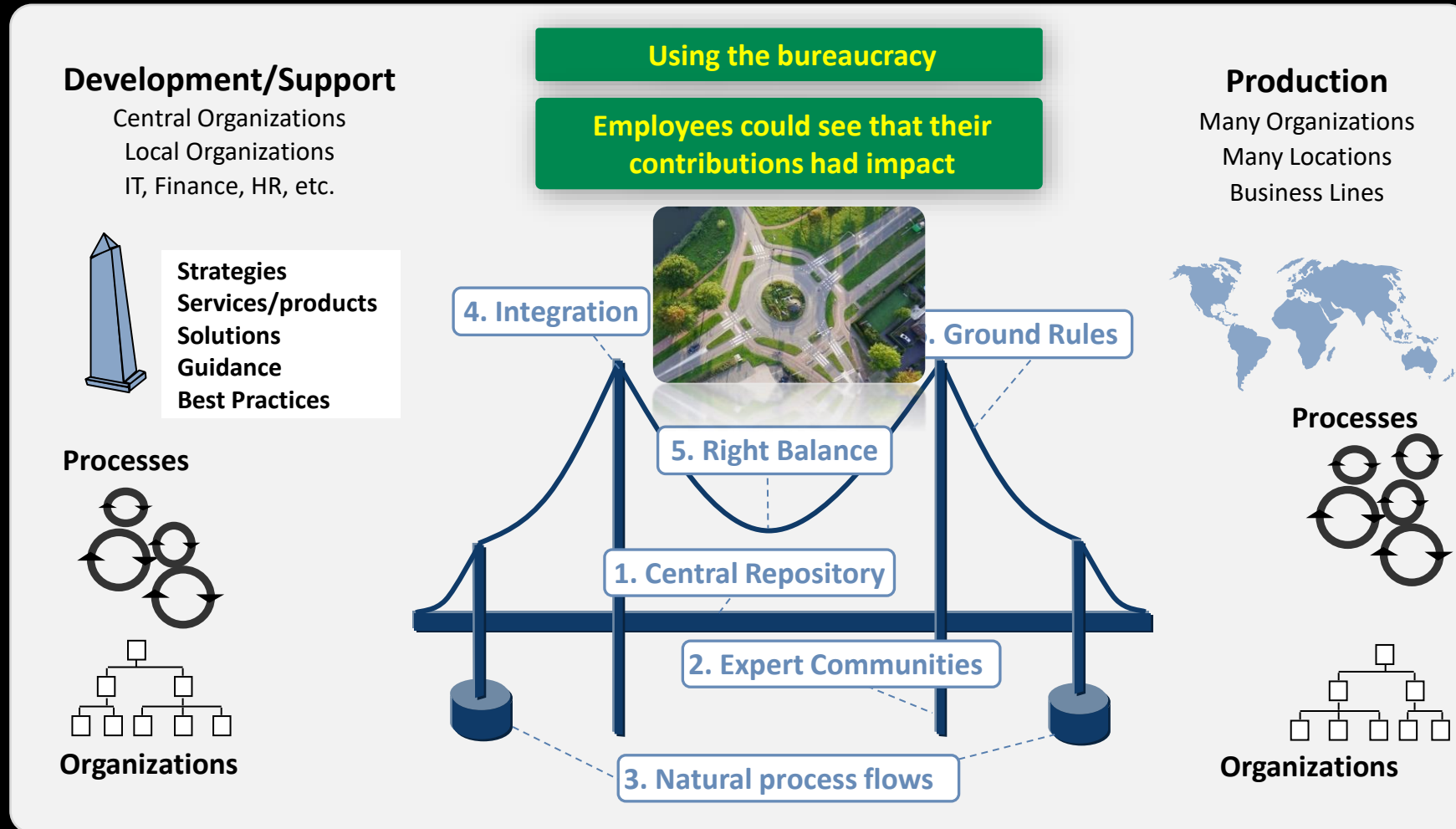
**Highest-impact
root cause**



From Listening to Employees/Managers, Phenomena and What had Worked Well



Highest-Impact Features Making The Difference



Repository: One Documentation Structure for the Enterprise

THE REPOS*i*TORY™

Tier 1: Policy Layer

Policies	General
General (4)	General (0)
Infrastructure (1)	Infrastructure (0)
Applications (1)	Applications (0)
Security (1)	Security (0)
Other (0)	Other (0)

Compliance ExpectedCompliance Desirable

Tier 2: Knowledge Layer

Fundamental Guidance	Architecture	Processes and Methods	Other	Technical Documents	Best Practice	Other
General (0)	General (0)	General (0)	General (0)	General (0)	General (0)	General (0)
Infrastructure (3)	Infrastructure (1)	Infrastructure (0)	Infrastructure (0)	Infrastructure (0)	Infrastructure (5)	Infrastructure (0)
Applications (1)	Applications (0)	Applications (0)	Applications (0)	Applications (0)	Applications (0)	Applications (0)
Security (0)	Security (0)	Security (0)	Security (0)	Security (0)	Security (0)	Security (0)
Other (0)	Other (0)	Other (0)	Other (0)	Other (0)	Other (0)	Other (0)

Compliance ExpectedCompliance Desirable

Tier 3: Implementation Layer

Manuals	Evaluations	Alerts	Processes and Methods	Other	Best Practices	Other
General (0)	General (0)	General (0)	General (0)	General (0)	General (0)	General (0)
Infrastructure (6)	Infrastructure (0)	Infrastructure (0)	Infrastructure (0)	Infrastructure (0)	Infrastructure (0)	Infrastructure (0)
Applications (0)	Applications (0)	Applications (0)	Applications (0)	Applications (0)	Applications (0)	Applications (0)
Security (0)	Security (0)	Security (0)	Security (0)	Security (0)	Security (0)	Security (0)
Other (0)	Other (0)	Other (0)	Other (0)	Other (0)	Other (0)	Other (0)

Compliance ExpectedCompliance Desirable

Repository entry page

IT-Services Company Example

Repository: Search Result

THE REPOS*i*TORY™










Search Results

Document Set	Document Title, Description	Owner	Version, Status, Date	Tier, Ground Rule (GR)	Applicability: Dimension/Audience	Document Location	Compliance	Confidentiality	Approval Status	Document Status		
										Owner	Age	Com'ty
 HP9000 - System Documentation	HP9000 ARCHITECTURE Outlines how to architect HP9000 server	Eugen Oetringer 	V1.1 Current 06-11-10	2	All of IT Global	Architecture Infrastructure/Main Infrastructure Areas UNIX	Compliance Expected	Internal	Draft			

Repository: Search Result

THE REPOS*i*TORY™

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										Owner	Age	Com'ty
 HP9000 - System Documentation	HP9000 ARCHITECTURE Outlines how to architect HP9000 server	Eugen Oetringer 	V1.1 Current 06-11-10	2	All of IT Global	Architecture Infrastructure/Main Infrastructure Areas UNIX	Compliance Expected	Internal	Draft			
	HP9000 Implementation Guide This document outlines how to implement an HP9000	John Page 	1.0 Current 01-11-10	3	All of IT Global	Manuals Infrastructure/Main Infrastructure Areas UNIX	Compliance Expected	Internal	Approved			
	HP9000 Operations Guide This document outlines how to operate an HP9000	John Page 	1.0 Current 01-11-10	3	All of IT Global	Manuals Infrastructure/Main Infrastructure Areas UNIX	Compliance Expected	Internal	Pending Approval			

A Single Guidance/Directive Format

x. Subject

x.1. Introduction

[One to five sentences]

x.2. Guidance/Directive Table

The importance



Tier 2 Guideline [Policy, Strategy, Direction, Tier-3 Guideline, Rule, etc.]

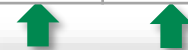
Situation/ Element	Area	Current Status	Avoid	Use	Emerging

The guidance/directives
and answers to high-
impact questions



#	Exceptions

The compliance
expectations



x.3. Background Information

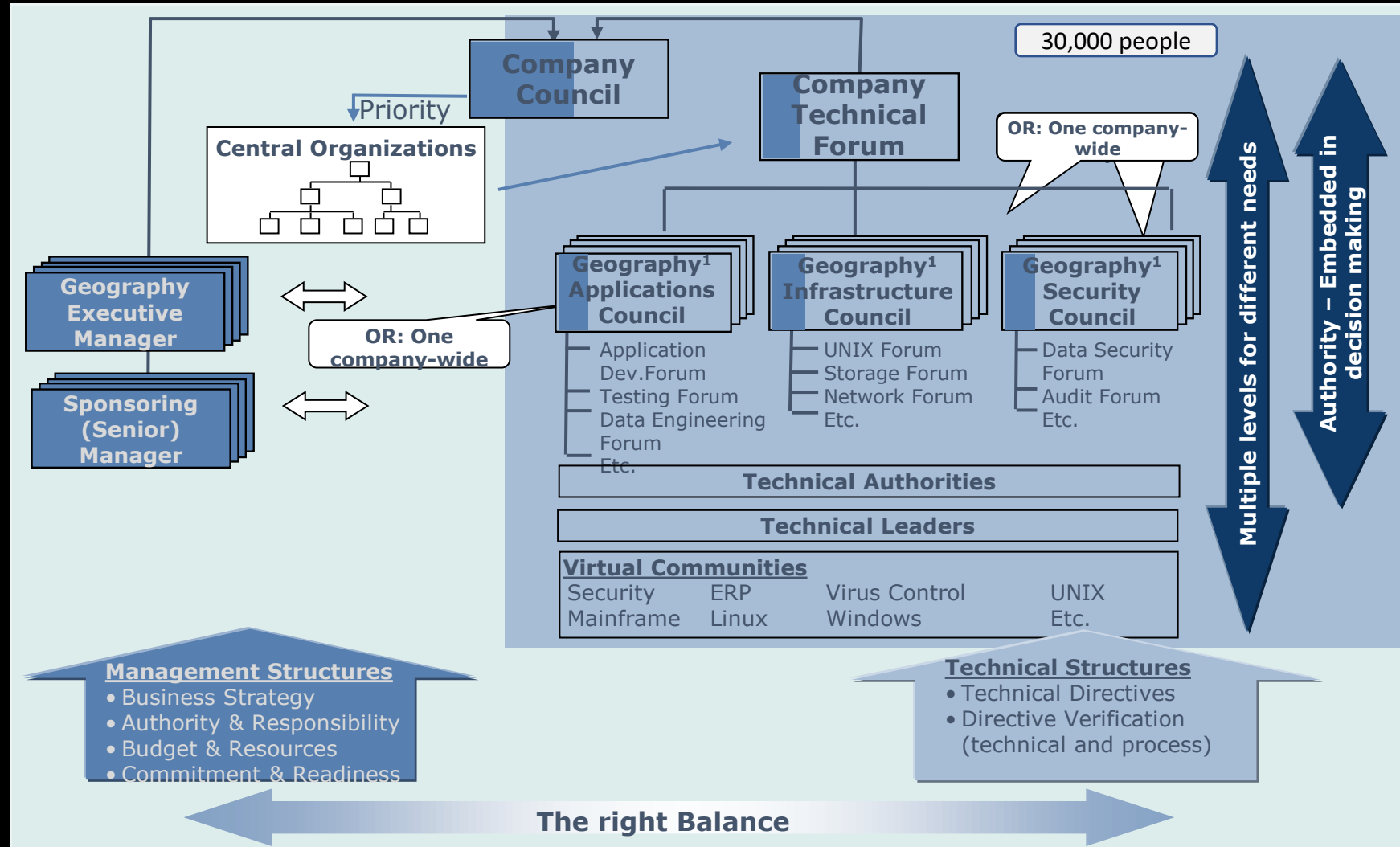
[Expert level information]



[Optional: information for readers less familiar with the subject]

A Single Guidance/Directive Format: Importance





¹ Geography: America, Europe, Asia, Australia, Africa

Guided Self-Organisation



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With extracts from 'The (IT) Strategy Management Process. E Oetringer. Van Haren Publishing. 2004.'

Idea and author: Eugen Oetringer
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Special thanks to all who contributed pieces of information, experiences and improvement suggestions over a period of three decades.

Benchmark Proposal for True Agility

Within a few mouse clicks, employees can find the guiding information they need to make *agile yet reliable decisions*.

That is information

- Employees can expect to be readily available
- Can be created and kept up-to-date with a modest amount of effort

This information is provided with simple structures and rules for making decisions at the optimum levels.

Of course, this includes the policy to select the well-working practices for the situation at hand.

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Brücken bauen im Projekt

Der Online Praxis-Austausch mit Antje Lehmann-Benz und Chris Schiebel

Tausch dich mit uns aus und lass dich inspirieren,
wie sich Bewährtes aus der Projektwelt mit
Agilität und New Work verbinden lässt.



Antje Lehmann
TRAINING
Agile Methoden + Projektmanagement



DIE
PROJEKT
MANAGEMENT
BOTSCHAFT

mit
Ralf Kruse
als Special Guest



Vorschau

Donnerstag 02.02.2023

Projekte und Agilität kombinieren – Chancen, Fallstricke und
Herausforderungen
mit Ralf Kruse