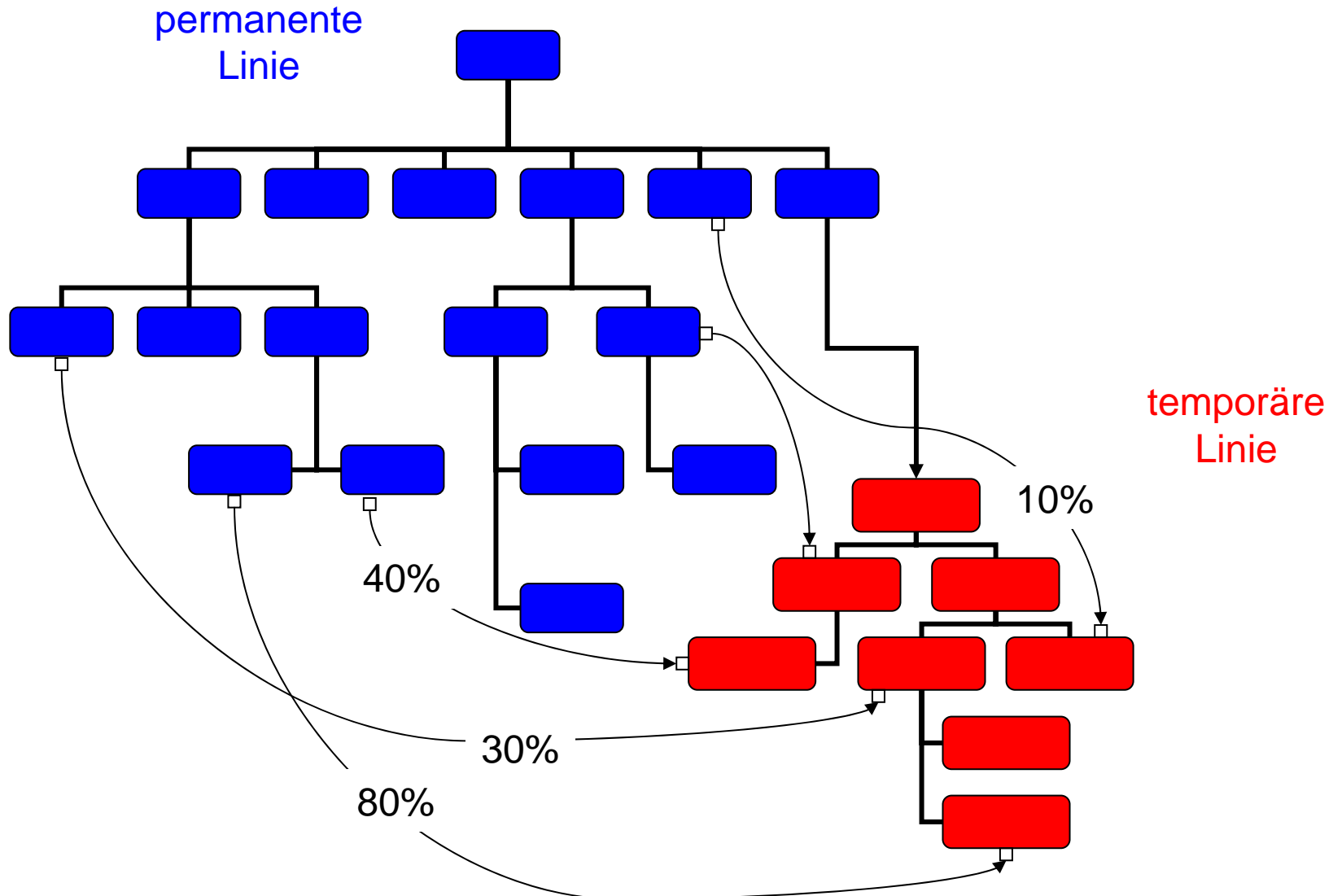


# Die „Temporär modifizier Linie“ ist eine dynamik-empfindliche Projektstruktur

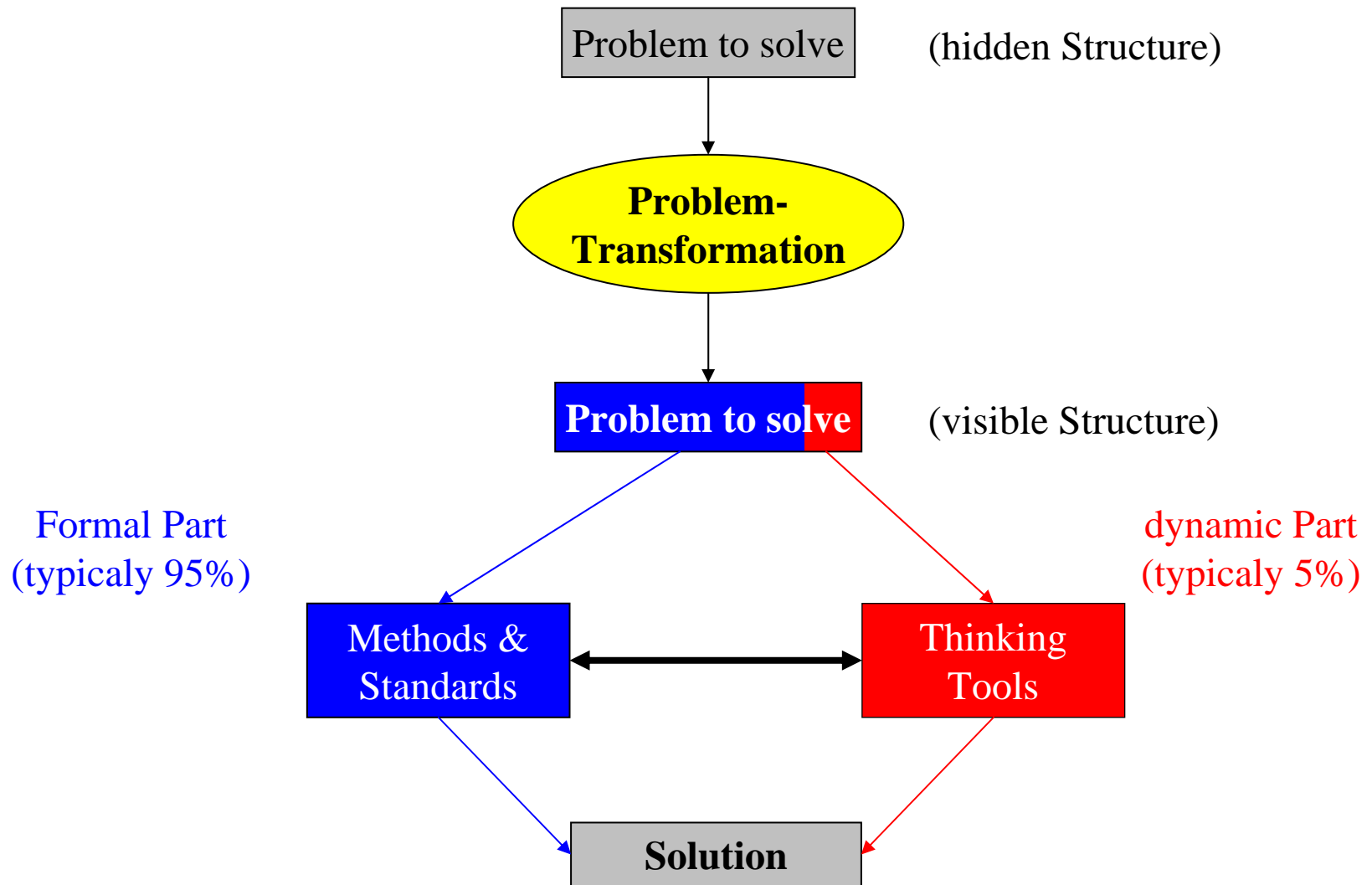


# Dualität oder „rot“ und „blau“

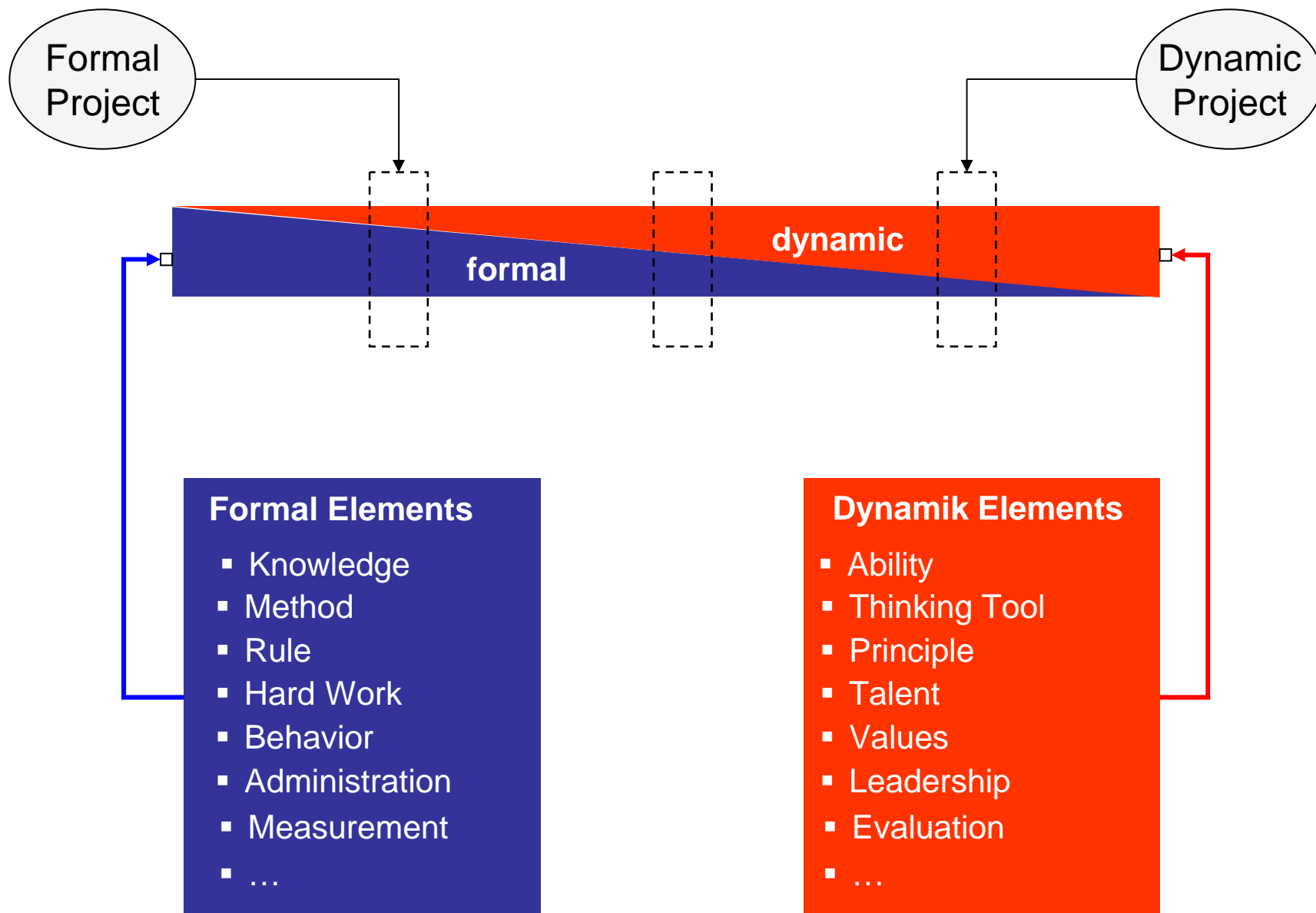
**Die Einheit der Unterscheidung**

<b>Kompliziert formal tot</b>	<b>„Welt“</b>	<b>komplex dynamisch lebendig</b>
Steuerung (Verwaltung)	<b>Management</b>	Führung (Störung)
Wissen (Skill-Profil)	<b>Kompetenz</b>	Können (Talent)
Lernen (vom Lehrer durch Fleiß)	<b>Qualifizierung</b>	Üben (Provokation durch Meister)
Methode (Handeln)	<b>Mittel</b>	Idee, Theorie (Denken)
Verhalten (nach Norm und Regel)	<b>Kultur</b>	Gedächtnis aus Stil und Werten
Daten (Mitteilung)	<b>Kommunikation</b>	Information (Verstehen)
Motivierung (von außen)	<b>Motiv</b>	Motivation (von Innen)
Regel (fremde Verantwortung)	<b>Prozess</b>	Prinzip (eigene Verantwortung)
Macht (intern)	<b>Referenz</b>	Markt (extern)
Messen	<b>Leistung</b>	Beurteilen
Auswahl aus großer Vielfalt	<b>Flexibilität</b>	Reaktion auf Überraschung

**Problem Transformation – the Structure of the Problem becomes visible  
one of the Thinking Tools for beginning Projects**



# Typical Projects are a volatile mixture of formal and dynamic elements



## Some Elements of the resistant Nest

- In the context of high dynamics most problems are solved by changing the task (Problem Transformation). For this purpose the **principal** must be the person who owns the problem.
- In a top performance project numerous ideas are developed. It is important that these are kept in harmony. This is the function of the **project leader**.
- The **project core team** consists of people that have been selected by the project leader. They represent no external interests.
- The **steering committee** (decision makers) connects the line institutions with the project. It only comes together when decisions have to be taken.
- **Sub-projects**, are short term project-internal structures. It is not a project in its own right, it has no external principal.
- The **consensus chamber** is a fine sensor of non-communicated conflicts. Because a project can act on consensus, it cannot create it. The recipients of the projects results check publicly accepted project results with an anonymous voting process. One vote against a result is sufficient for it to be rejected.

## Destructive Secure Environments

- **Theatrical Communication** is for example: the project leader distorts the figures and the controller pretends that he hasn't noticed – a vast waste of resources.
- **Hard work** to implement ideas is positive, hard work to substitute them is not.
- **Hectic behavior** is a form of lost control. Many company cultures allow hustle and bustle to go through **as a status symbol**.
- Limiting something to **quantification** is limiting it to trivialities. In the dynamic context many important things are not trivial and thus not quantifiable.
- **Democracy** delegates responsibility to a internal majority. Top performance requires external references i.e. the verdicts of the customer and the competition.
- Motivation through **Incentives** reduces performance to average. Top performance is only achieved through the opportunity to use and develop individual talents.
- **Obesity** is the tendency to solve supplier problems with „Do-it-yourself“ solutions. The responsibilities of a project are then extended until the overview is lost.
- Communication between affected organizational is difficult and arduous. The Integration of **representatives** makes it easier. But communication then collapses, as it requires separation to function.

