

Moving forward



The impact of projectification on society

Reinhard Wagner

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- » > 30 years of experience in project-based leadership, in many different sectors (private, public and NGOs)
- » Honorary Chairman of German Project Management Association (GPM); Past President and Chairman of the Council of the International Project Management Association (IPMA); Managing Director of Tiba
- » Convenor for the development of ISO 21500 Project Management & ISO 21503 Programme Management
- » Author and Editor of 33 books and hundreds of articles and blogposts
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Early years of projects and projectors

Daniel Defoe,
An Essay Upon Projects, 1697:

*„A mere **projector**, is a contemptible thing, **driven by his own desperate fortune** to such a strait that he must be **delivered by a miracle**, or starve; and when he has beat his brains for some such miracle in vain, he finds no remedy but to paint up some bauble or other, as players make puppets talk big, to show like a strange thing ...*

*... the honest **projector is he who, having by fair and principles of (common) sense, honesty and ingenuity** brought any contrivance to a suitable perfection, makes out what he pretends to, picks nobody's pocket, puts his project in execution, and contents himself with the real produce as the profit of his invention.”*



Management of projects emerged ...

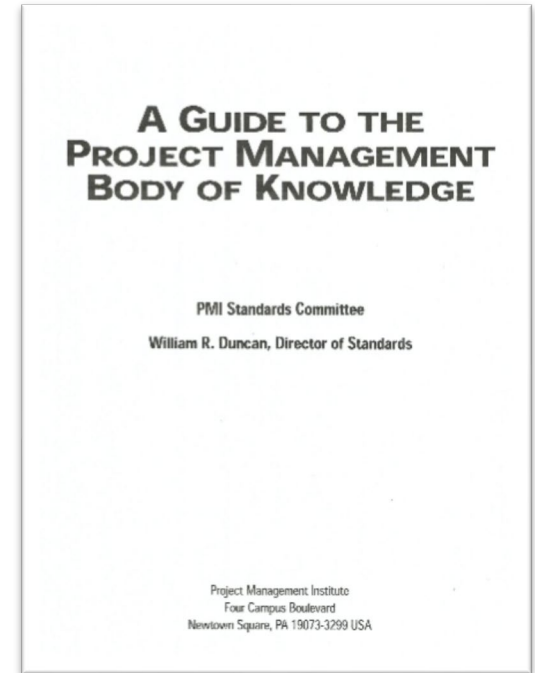
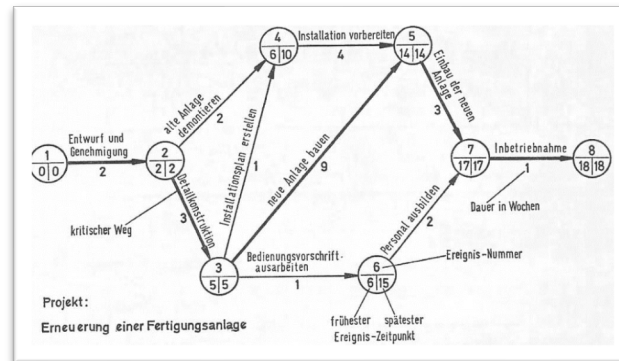


During the 50s in the USA programme and project management emerged in the Military



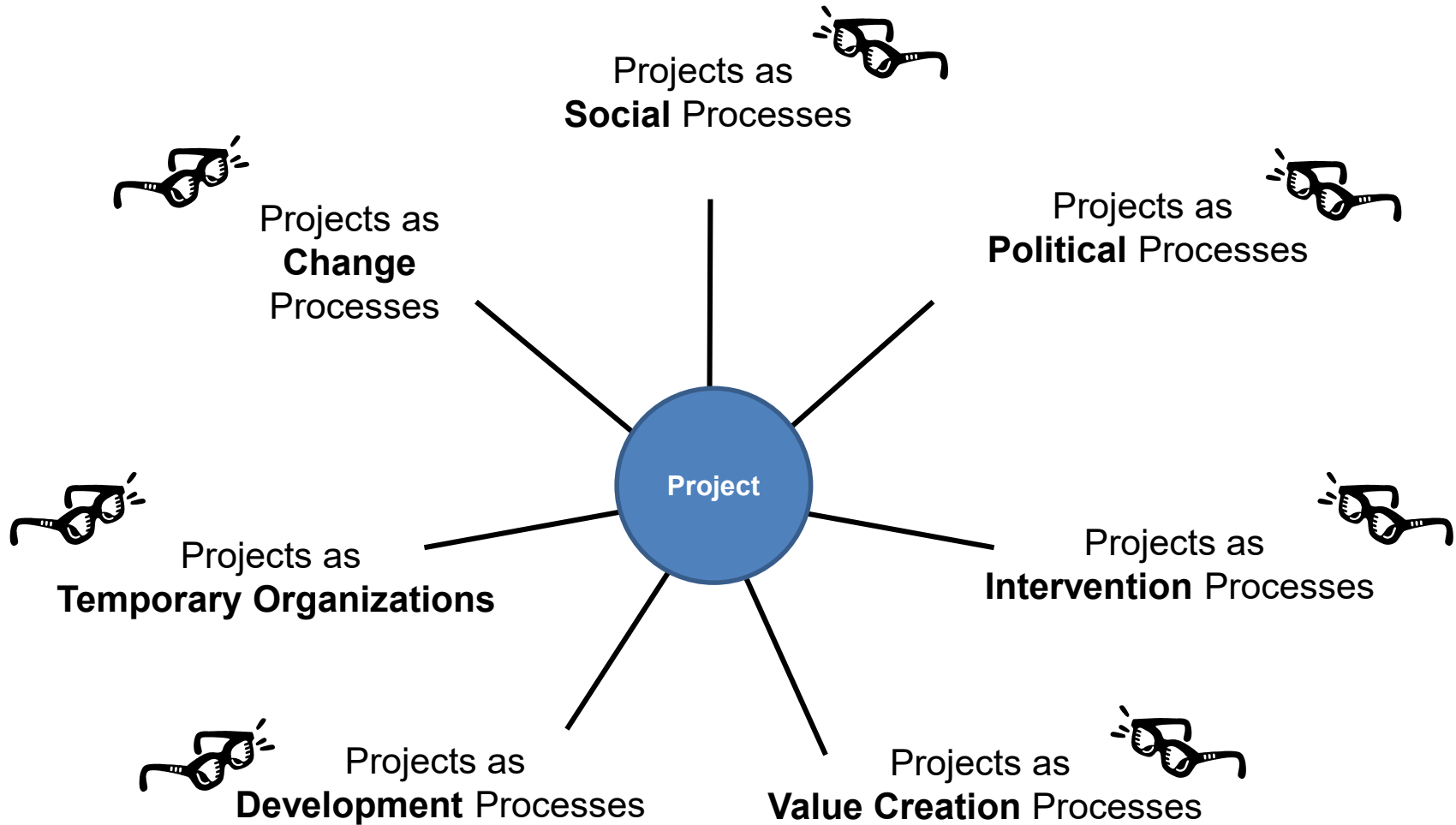
People were not considered as a key successfactor

Operations research and Network Planning Techniques were perceived as most important, e.g. Planning, PERT, GANTT, CPM and Control



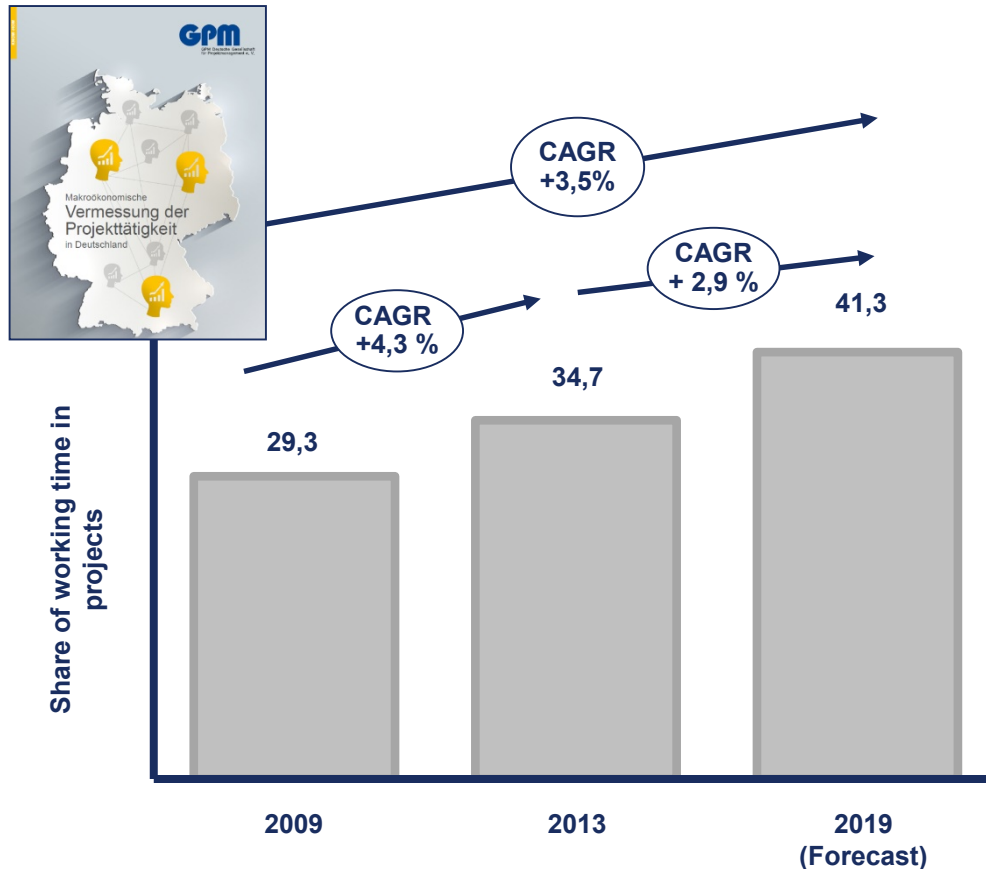
A White Paper about the PMBOK Guide emerged in the 80s and was published as 1st Edition in 1996

... management of projects nowadays



Source: Winter, M.; Szczepanek, T.: Images of Projects, Gower, 2009

The growing importance of projects in projectized economies like Germany (1)



Data in %

CAGR = Compound annual growth rate (= annual growth rate)

The amount of **projectification** in **Germany** grew from 2009 to 2013 by **4,3%** per year.

For the next years a **further increase of projectification** is expected.

The growth rate will be with **2,9%** **annually smaller than in the previous years.**

Source: Schoper et al: „Projectification of Western societies“ – IRNOP, Boston, June 12, 2017

The growing importance of projects in projectized economies like Germany (2)



[Statements in %]

	Internal projects					External Projects
	Organisation/ HR projects	IT Projects	R&D/new product development projects	Marketing/ Sales projects	Infrastructure Projects	Customer Projects
Production industry	12	14	22	14	12	25
Finance and insurance services	18	25	9	24	13	12
Public admin / Education / Health	20	24	10	15	19	12
Other service providers	20	18	11	33	10	9
Trade, traffic, hospitality industry	18	16	12	22	15	17
Information and Communication	12	23	13	21	11	20
Overall	17	20	13	20	14	16
84 %					16 %	

Source: Schoper et al: „Projectification of Western societies“ – IRNOP, Boston, June 12, 2017

The growing importance of projects in projectized economies like Germany (3)

Economic sectors	Share on GDP	Share of working time by projects			Increase	
		2009	2013	2019 F	2009 to 2013	2013 to 2019
Producing industry (without construction)	26,1	35,7	41,9	47,3	17,2	12,9
Public Admin, Education, Health	18,1	11,6	17,8	21,4	54,3	19,9
Trade, traffic, hospitality	15,6	29,8	42,0	58,6	41,2	39,6
Real estate*	11,1	2,0	2,0	2,0	0,0	0,0
Corporate service providers*	10,7	60,0	60,0	60,0	0,0	0,0
Construction industry*	4,6	80,0	80,0	80,0	0,0	0,0
Other service providers	4,1	16,6	23,0	28,7	38,6	24,6
Finance and Insurance providers	4,1	17,9	23,0	26,7	28,5	15,8
Information & Communication	4,7	30,8	37,7	45,8	22,4	21,5
Agriculture, Forest, Fishing*	0,9	4,0	4,0	4,0	0,0	0,0
Germany Overall	100,0	29,3	34,7	41,3	18,4	19,0

[* Estimations]

Date in %;

The overall values were weighted corresponding to the share of the economic sector on the gross domestic product;

F = Forecast

- › **Construction** (80 %) has the highest share of project work followed by Corporate service providers (60 %).
- › Even supposedly „project distant“ sectors as **Public Administration** show a share of nearly 20 %.
- › The **Public Sector** shows the highest increase in projectification over the last years (54,3 %).

Source: Schoper et al: „Projectification of Western societies“ – IRNOP, Boston, June 12, 2017

The growing importance of projects in projectized economies like Germany (4)

NACE Code	Sector	Germany		Norway		Iceland	
		Share of project work 2013	Share on GVA 2013*	Share of project work 2014	Share on GVA 2014**	Share of project work 2014	Share on GVA 2014**
A	Agriculture, forestry and fishing	4.0 %	0.9 %	28.6 %	1.7 %	4.0 %	7.0 %
B-E	Manufacturing industry (excluding construction)	41.9 %	26.1 %	47.2 %	32.6 %	3.4%	8.9 %
	of which manufacturing	-	-	37.6 %	8.8 %	-	-
	oil and gas activity	-	-	50.7 %	23.9 %	-	-
F	Construction	80.0 %	4.6 %	-	-	80.0 %	6.3 %
G-I	Retail / transport / hospitality / tourism	42.0 %	15.6 %	13.4 %	13.9 %	18.2%	20.3 %
J	Information and communication	37.7 %	4.7 %	48.0 %	3.8 %	47.8%	5.3 %
K	Financial services & insurance	23.0 %	4.1 %	21.4 %	5.1 %	34.2%	8.8 %
L	Real estate	2.0 %	11.1 %	-	-	2 %	11.1 %
M-N	Corporate service providers	60.0 %	10.7 %	-	-	60 %	5.3 %
O-Q	Public sector, education, health	17.8 %	18.1 %	14.2 %	22.0 %	33.3%	22.1 %
S	Other service providers	23.0 %	4.1 %	-	42.7 %	42.7%	4.9 %
S + F + L + M-N	Other service providers + construction + real estate + corporate service providers	-	-	40.5 %	20.9 %	-	-
	Total ***	34.7 %	100.00 %	32,6%	100.00 %	27.7 %	100.00 %

Source: Schoper et al: „Projectification of Western societies“ – IRNOP, Boston, June 12, 2017

Definitions

Projectification, the amalgam of “**project**” and “**organisational transformation**”, describes the diffusion of projects as a form of business organisation (Midler, 1995).

The **global trend** of projectification, comprising all areas of professional and private life, is ubiquitous (Gemünden, 2014) and as a consequence, Lundin speaks about the “**Project Society**” (Lundin, 2015).

Projectified society means that more and more organizational members are redefined as **project workers and project managers** (Cicmil and Hodgson, 2006), which has an effect on their identity.

Projectification of societies can be defined as **the degree of diffusion of projects and project management in all sectors of the societies** (Midler 1995; Lundin & Midler 1998; Packendorff & Lindgren 2014).

Source: Schoper, Y.: „Light and shadows of projectification Desiderata for the development towards a healthy project society “ – IPMA Research Conference 2018, Rio de Janeiro

Impact of projectification on society, including but not limited to ...

- » „Learning by projects“ - collecting necessary experience
- » Helping individuals to develop through attractive projects
- » Implementing strategies or gov. policies through projects
- » Creating innovative technologies, products and services
- » Supporting the competitiveness of businesses, efficiency of public administration and the good of society at large
- » Reaching the 17 Sustainable Development Goals (SDGs)
- » Enabling change and collaboration



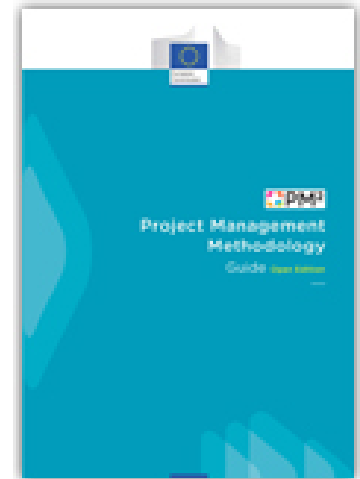
What a project society needs to consider for its development...

- » Project-friendly strategy, organizational structures & culture
- » Research in the field of project-related activities on micro, meso and macro level of the society
- » Education and training activities for all relevant project stakeholders
- » Legislations, regulations, norms and standards for PP&P Mgmt.
- » Professional bodies, accreditation and certification in PM
- » Experts, Consultants, Coaches, Trainers, Mediators in PM
- » PM-Know-how in all sectors of the society, including but not limited to business, public administration and NGOs
- » Knowledge sharing through PR, marketing, events, portals, publications, communities of practice, networking and akin



Some practices of project societies

- » EU: PM² Project Management Methodology Guide
- » Germany: PM-Education starting at secondary school through vocational trainings to University degrees plus a huge variety of service offerings in the field of PM
- » Ireland: PM Network & Handbook for Civil Service
- » Mexico: Adoption of ICB as national PM Standard
- » Norway: Governance and Front-End PM Research
- » Russia: Governmental Project Management Office
- » UK: Chartered Status of the Association for PM & Establishment of Infrastructure & Project Authority
- » USA: Program Management Improvement and Accountability Act (PMIAA) signed by B. Obama



An example: Challenges for cities...



Traffic Congestion



Disaster (Flooding)



Infrastructure Failure



Energy



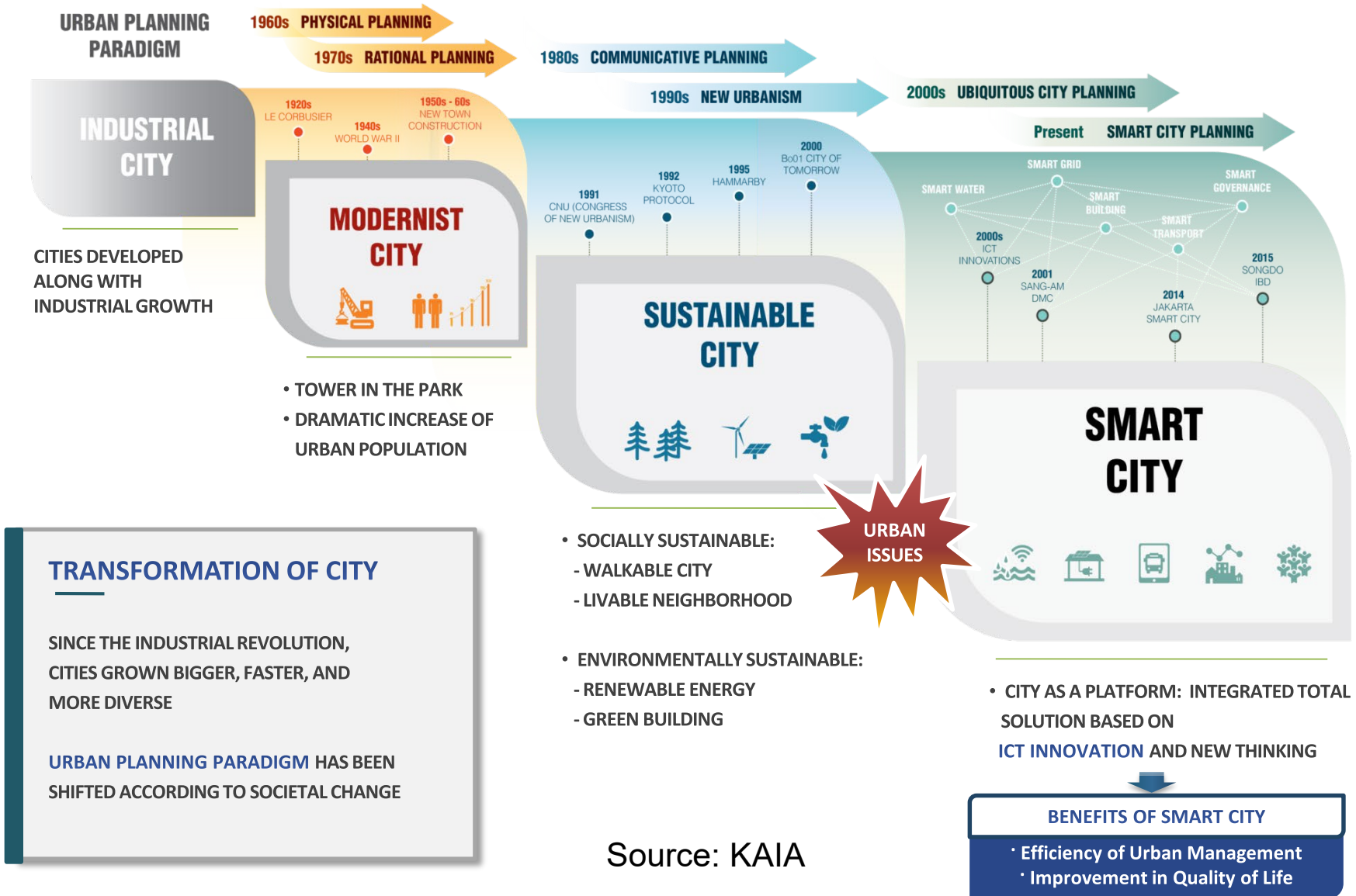
Environmental issues



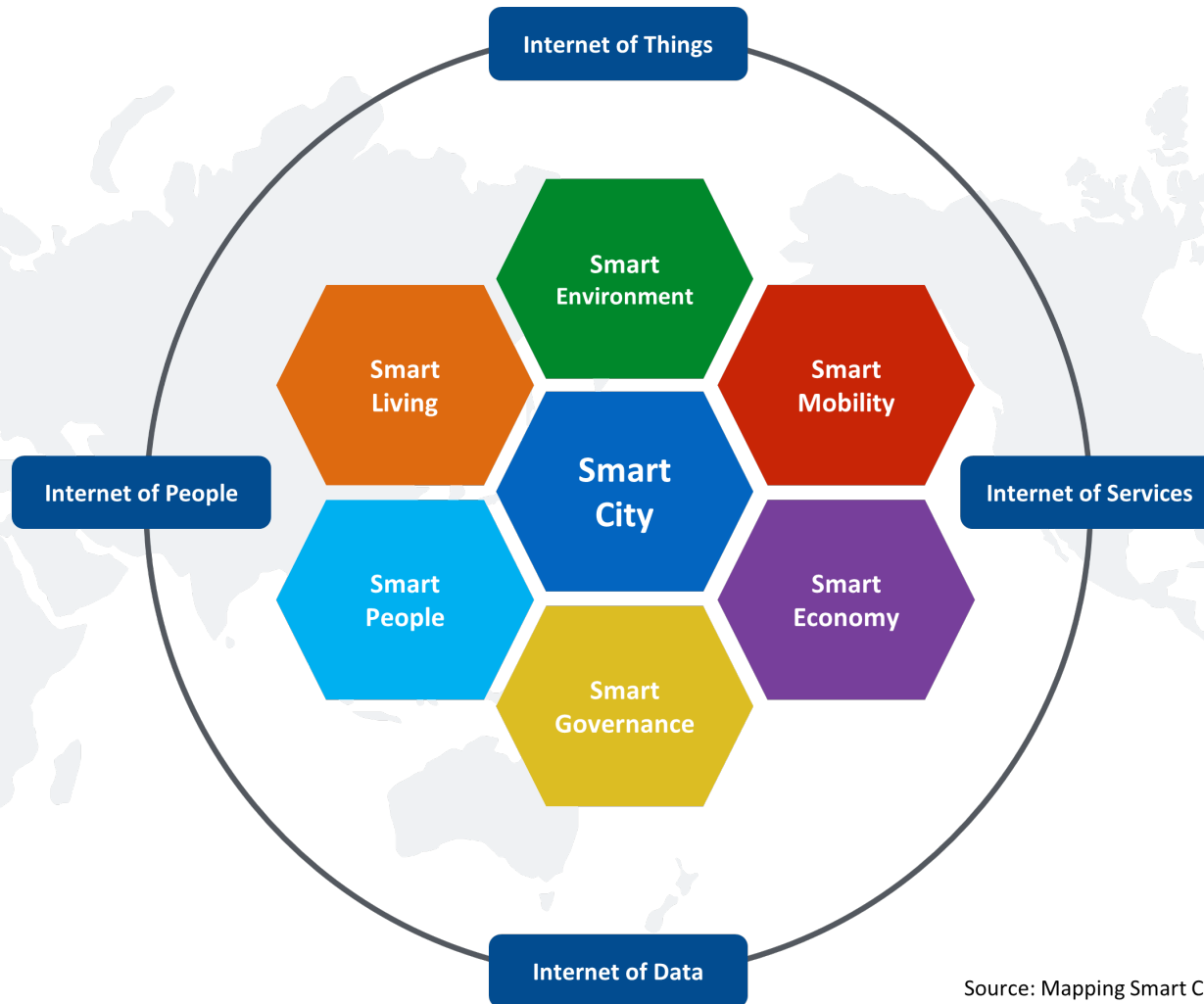
Inclusive Welfare

Source: KAIA

... development towards Smart Cities



Some of the issues we need to cover



Source: Mapping Smart Cities in the EU by European Parliament

IPMA's Smart City journey started with a question by one of our members ... and continues this year



IPMA SENET international project management association

5th IPMA SENET Project Management Conference "Challenges of Growing Economies"

Smart Cities Round Table
A new perspective for innovative and startup projects in digital age

Belgrade
19-21st May 2019

KeyNote Speakers

dr Nenad Popović
Minister of Innovation and Technological Development, Government of Serbia

Reinhard Wagner
Chair of the International Project Management Association Council

Organized by

Register here senet2019.org

IPMA SERBIA international project management association

The case of Panama City

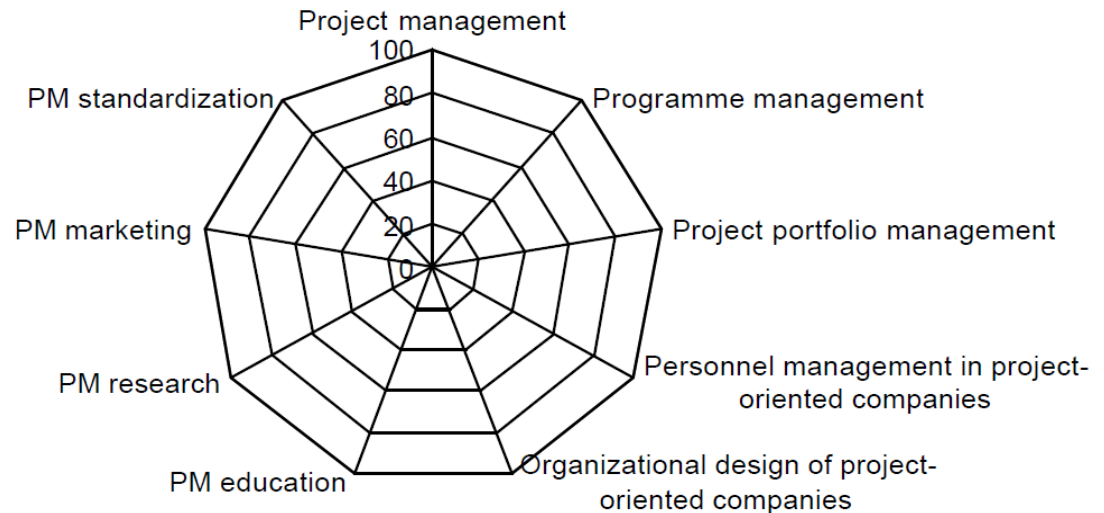


STRATEGIC PROCESS



Gareis & Huemann performed an IPMA Research Programme “Benchmarking the Project-oriented Society” (‘99 – ‘02)

“The perception of a society as a project-oriented society (POS) is a construction; it requires the observation of a society with a specific “pair of glasses”, the glasses of project-orientation.”



Source: Gareis, R.; Huemann, M. (2001): Benchmarking the Project-oriented Society. PROJEKTMANAGEMENT GROUP of University of Economics and Business Administration, Vienna

We need to develop a new conceptual model for the projectified society and its development!

Moving forward



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