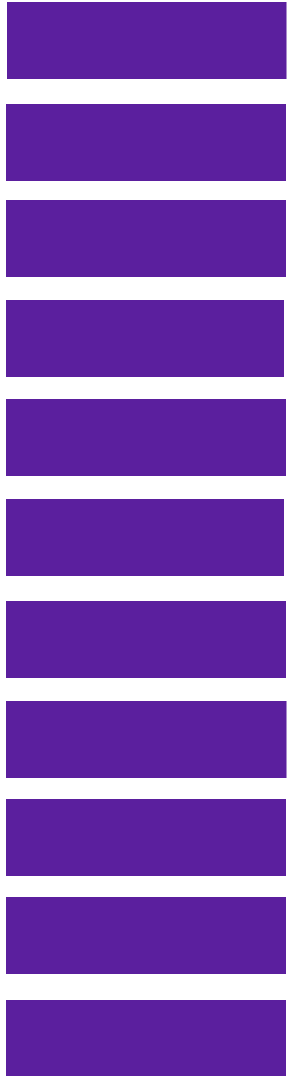
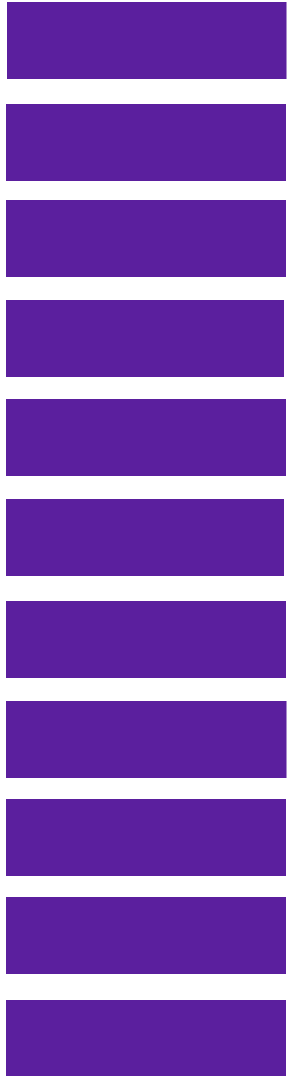


Value-based Project Management



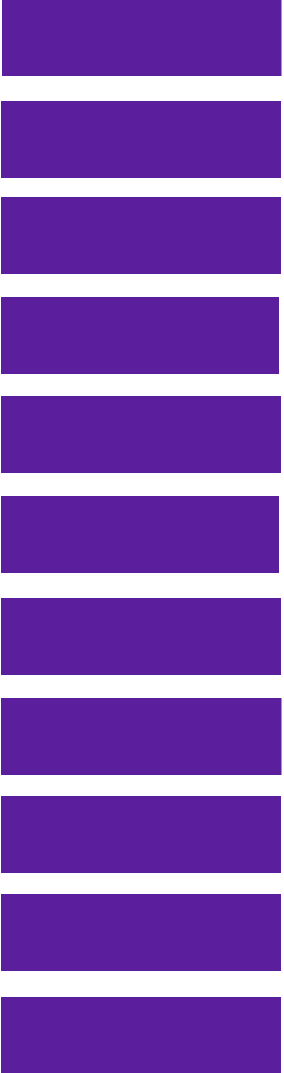
dr.ir.drs. Nicoline Mulder

Daniel Pink:

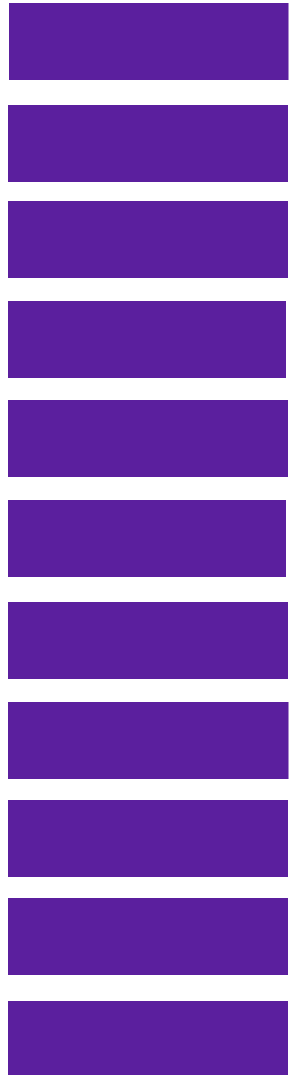


“There is a mismatch between what social science knows and what business does.”

Project success?

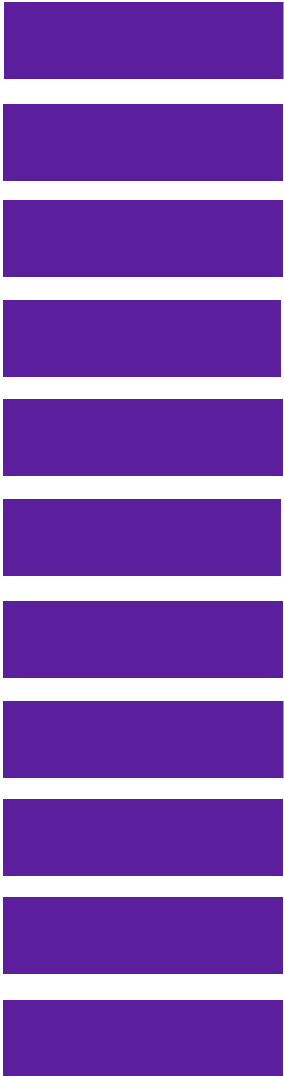
- 
- > 70% of the ICT-projects are not a success (Standish Group, '94, '99, '04, '09)
 - 8 out of 10 innovation projects are called 'a failure' (Harkema, 2003)
 - 50 till 100% time and cost overrun in infrastructural projects (Hertogh & Westerveld, 2010)
 - a lot of stakeholders are unhappy with the result of the project (Hertogh & Westerveld, 2010)
 - 65% of the mega-projects don't reach the purpose of the organisation (Merrow, 2011)

Assumptions



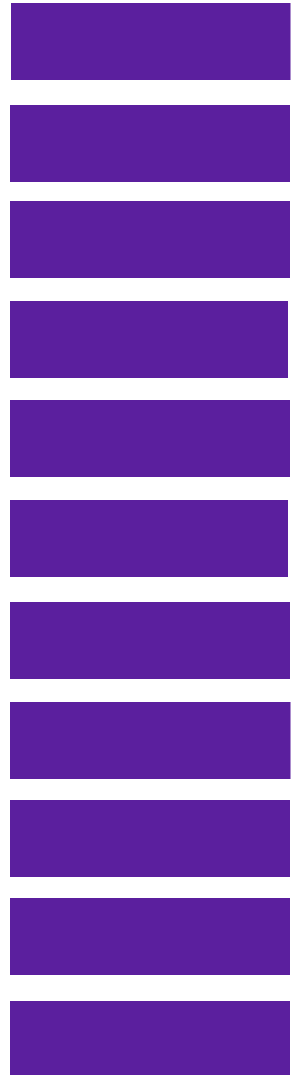
- The client knows what he wants
- The client asks the right question
- The project develops linearly
- Everything is known
- The world is relatively quiet
- The result can be divided into parts
- We know the way we should go
- We know that we can do
- Management helps
- Trust is good, control is better

Facts



The client does not know what he wants
So he does not ask the right question
The project develops unpredictable
Much is unknown
The world is constantly changing
The result is not to divide into parts
The way we have to go is unknown
We do not know how we will reach the result
Management suffocates
Trust is good, control is disastrous

Chaos and orde *at the same time*



slow
tough unclear beautiful
innovative mega
exciting **chaordic**
chaos creative
big difficult
fuzzy complex

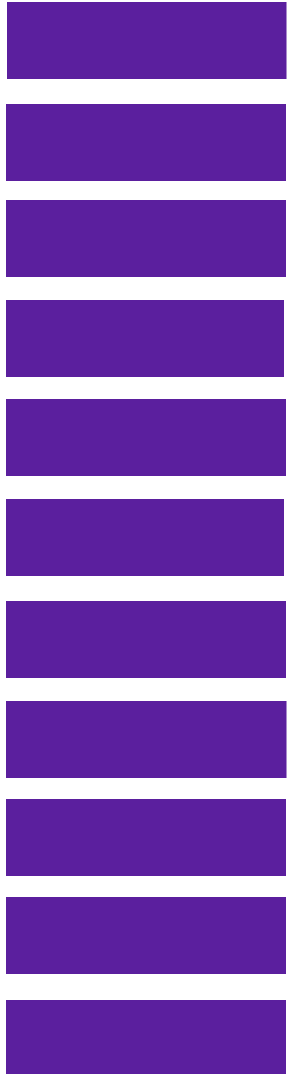
Chaordic

- 
- Consciousness
 - Connectivity
 - Indeterminacy
 - Dissipation
 - Emergence

Project's Eleven

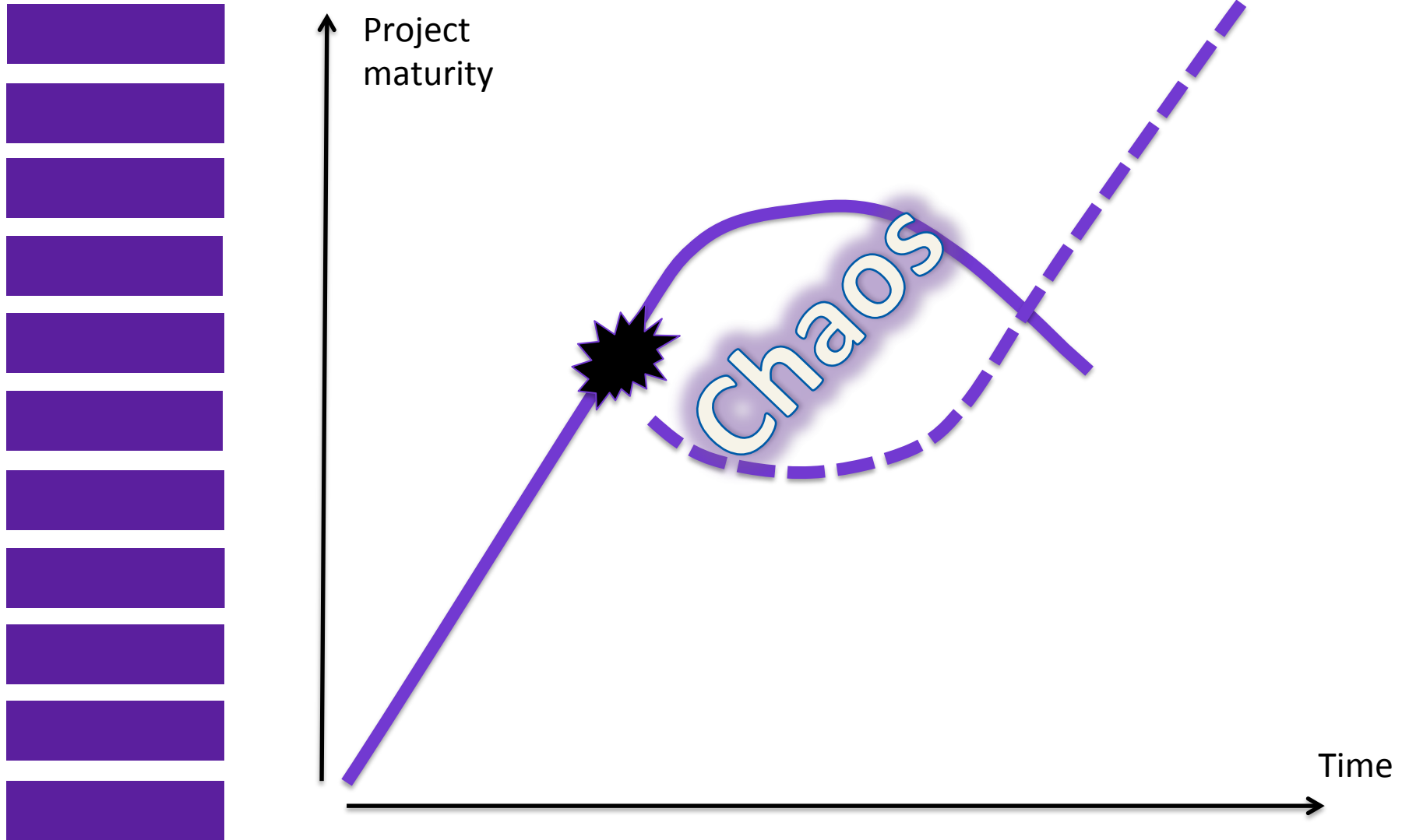
- Base the approach to shared values
- Focus on the higher project goal; constantly
- Develop a project vision and keep it alive
- Handle a developing approach that allows fuzziness
- Work on trust
- Handle transformational leadership
- Wielding the conditions for self-organization
- Facilitate creativity
- Let users participate from the beginning
- Keep ranging the dialogue with stakeholders
- Use results-oriented work where it fits

Project maturity

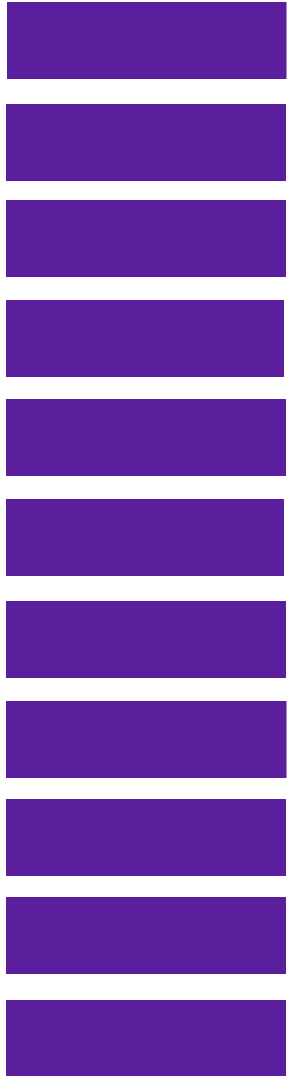


Project maturity is the extent to which a project is capable of function as autonomous project, while its autonomous position is integrate into the larger whole, at the same time

Developing of a chaordic project



Value-based Project Management



Prepared for the surprise