

The 3rd Project Manager Conference

MANAGING PROJECTS IN CRISIS



Managing Projects in Crisis

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Let me make you start moving,
the destination and journey is yours!

Definition of Crisis (source <http://en.wikipedia.org/wiki/Crisis>):

Crisis has four defining characteristics. Seeger, Sellnow and Ulmer^[1] explain that crises are "specific, unexpected, and non-routine events or series of events that [create] high levels of uncertainty and threat or perceived threat to an organization's high priority goals." Thus the first three characteristics are that the event is 1. unexpected (i.e., a surprise), 2. creates uncertainty, and 3. is seen as a threat to important goals. Venette^[2] argues that "crisis is a process of transformation where the old system can no longer be maintained." Therefore the fourth defining quality is the need for change. If change is not needed, the event could more accurately be described as a failure.

4 characteristics

- Unexpected (i.e.: a surprise)
- Creates uncertainty
- Is seen as a threat to important goals
- Need for a change

➤ Is this crisis?

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- Valleys in cyclical environment is frequently interpreted as “Crisis”
 - Unexpected chances and crisis both need as precondition the “process of transformation”.
 - Crisis is negative interpretation of an unidentified chance.
 - Individual and mass awareness generate a crisis. Perception is the key!
 - Threat creates fear and shock. These as well as desire are turning points in people’s attitude and social awareness of the unexpected.
- Intuition as perception tool for foresight, recognition and analysis of immeasurable influence factors.

How to deal with a crisis?



- “A “ Analyze status of situation
- Identify factors that lead there
- Identify possible choices and options that lead from there
- B Define where you want to end up
- Create solutions by using intuition and critically review them
- Define path from A to B
 - Make strategy by turning the weak points into the strong points
 - From your strategy build your roadmap of the (project) environment
 - “Drill Ariadne’s thread” to follow the preferred (most safe and promising) strategic path through your roadmap
- Start moving from A immediately after that and do not stop until you reach B

- Counter-cyclical investment in (re-) organization.
- Invest into cost – optimization
- Prepare for internationalization
- Invest in products, management and marketing

**Fortitude, Endurance and
Attentiveness**
as necessary personality features
and character values for crisis
management in projects and
project management in crisis.



Thank you for company!



Questions?