

## **“IPMA Research Award 2007”**

Draft for a presentation on the IPMA web site and the congress web site.

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Manfred Saynisch

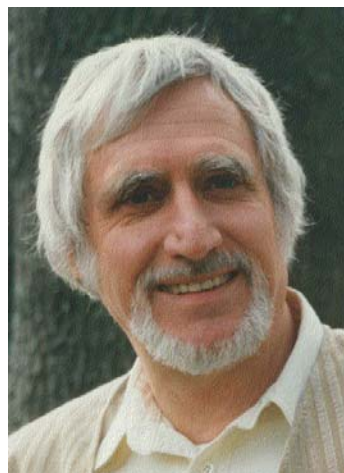
## **Project Management 2nd Order (PM-2)** **A new perspective and paradigm of Project Management** **Beyond Frontiers of Traditional Project Management)**

On the research programme “Beyond Frontiers of Traditional Project Management”, which has been established before 15 years in Germany, interdisciplinary study teams have been working under the direction of Manfred Saynisch on new insights, concepts and some initial recommendations for new perspectives in Project Management.

As a highlighted result of the research programme was performed in his last research project the genesis of:

### **Project Management 2nd Order (PM-2)**

as a new paradigm in project management. This research project has been now honoured with the “**IPMA Research Award 2007**”. The prize will be awarded to the project leader **Manfred Saynisch** during the IPMA Research Congress in Cracow. The award ceremony will take place in the morning of the 19th of June at 9.00.



**Manfred Saynisch.** more than 40 years experience in PM by important national and international projects. Pioneer of Project and Configuration Management in Germany. Founding and honorary member of GPM / German Association of Project Management. He has published more than 130 articles and books.

Genesis of a new perspective and paradigm of PM, which assures the mastering high complexity and dramatic changes in projects, economy and society has been the objectives of the research for “PM 2<sup>nd</sup> Order”:. This has been generated to a concept on Project

Management for the next decades in this century and meet the challenges and trends of the 3th millennium. Traditional management-understanding cannot fulfil these challenges.

The research processes has analysed and evaluated new insights and perception in modern natural and social sciences (e.g. evolutionary and chaos theory, self-organization, synergetic, non-traditional logic, brain-research, social systems theory, constructivist epistemology, theory of complex systems, etc.). The team got in personally touch with some of the celebrated scientists of these modern sciences for fitness evaluation of transfer in management research and approaches. As personally protagonists have acted the insights world class thinkers: Ervin Laszlo (Nobel Prize Nominee) and Heinz v. Foerster (one of the greatest thinker in past century).

As a new paradigm in PM, the research to “PM 2<sup>nd</sup> Order” open up new perspectives and fundamental innovations, which goes beyond frontiers of traditional Project Management (e.g. ICB (IPMA), PMBoK (PMI)).The research project has developed a new and systematic structured landscape of advanced principles, methods and processes.

“PM 2<sup>nd</sup> Order” is an integrated approach of the two cybernetic cycles with several processes and techniques.

- One cycle represents the largely extend of project management, which considers dynamic, nonlinear and multicausal structures and processes, as well as principles of self-organization , evolution and networking. The principle of Cybernetic 2nd Order is the logic of control
- the other represents the traditional management approach. The principle of Cybernetic 1st Order is the logic of control

The architecture of the systemic structure consists of four WORLDS:

- The universe of traditional Project Management (WORLD 1)
- The universe of complexity management. High evolutionary dynamics, autopoietic or living systems, chaotic environment, self-organizational processes and human-social systems. (WORLD 2).
- The universe of the human behaviour (WORLD 3),
- The universe of ground rules and ways of thinking (WORLD 4).

The model represents a reference model. Principles, methods and processes in “PM 2<sup>nd</sup> Order” has been explained. Further, the phenomenon of evolutionary overlapping of traditional methods was analysed and the practical use discussed. Finally, real examples of transfer evolutionary and self-organizational management principles in a real project life was demonstrated (e.g. Agile Project Management)