

# Welcome to Your Project

Mastering Methods, Mindsets,  
and the Joy of Getting it Right.



Oliver F. Lehmann

# Your Speaker

## Oliver F. Lehmann

- Project manager
- Trainer
- Speaker
- Author of 2 books and 73 papers
- Focus areas:
  - Situational Project Management
  - Project Business Management
  - Leading pros to certification
- PMI member and volunteer since 1998
- Former President of the PMI Southern Germany Chapter



# Observation

Many Project Managers want “best practices”.

*“We want guaranteed success under all circumstances!”*

Prince2!

Scrum!

Six Sigma!

Lean!

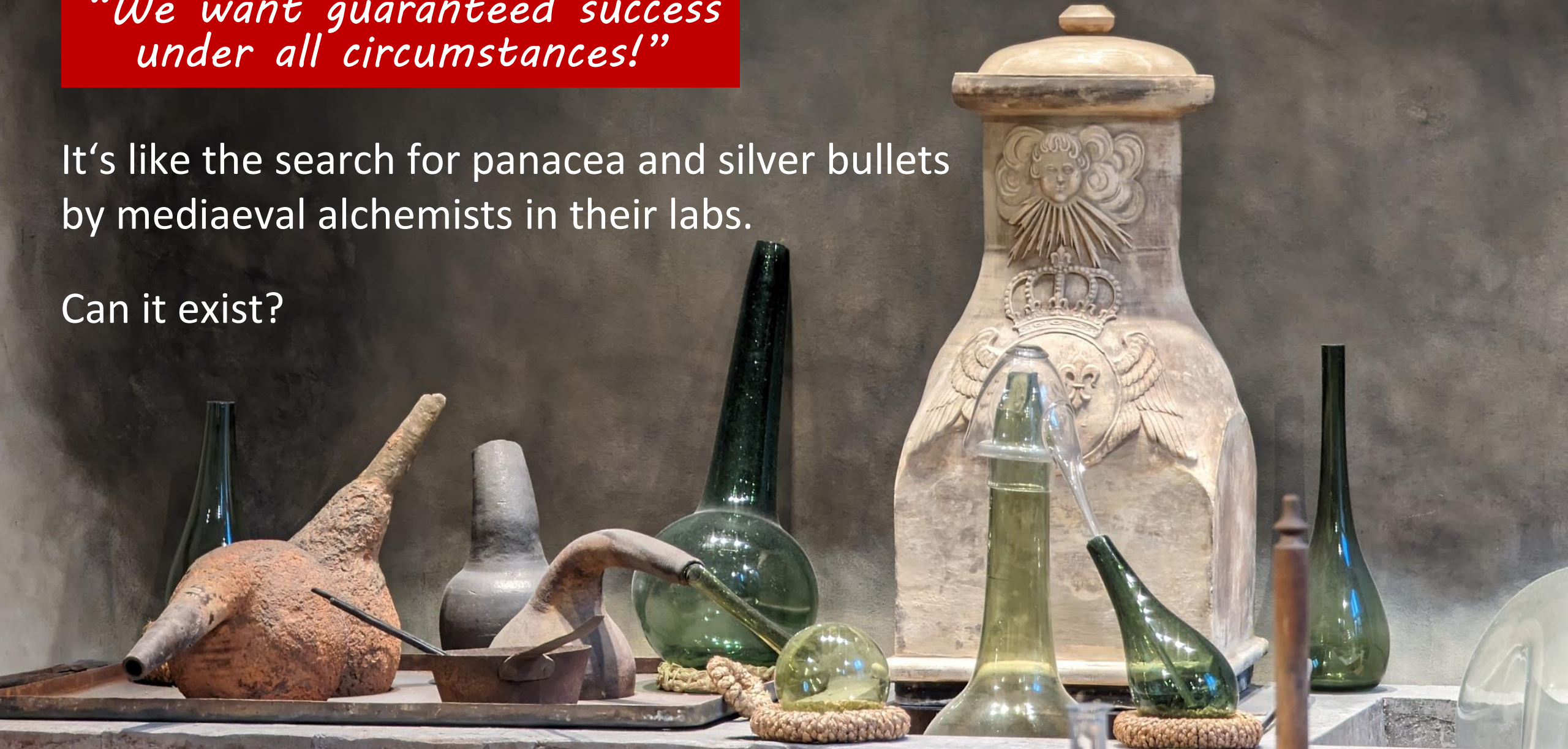


# Project Alchemism

*“We want guaranteed success  
under all circumstances!”*

It's like the search for panacea and silver bullets  
by mediaeval alchemists in their labs.

Can it exist?



# A Reality Check

## Comparison



\*: In 2010 - 2011

# A Reality Check

A comparison

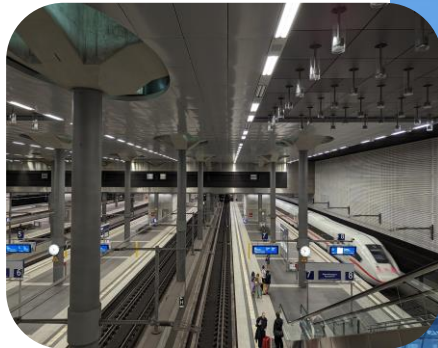
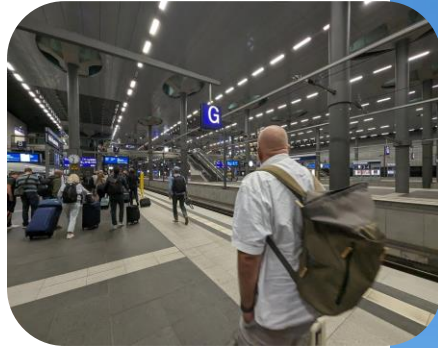


<b>Industry</b>	Railway	Railway
<b>Application area</b>	Construction	Construction
<b>Deliverable</b>	Central station	Central station
<b>Organization</b>	Deutsche Bahn, local and national governments	Deutsche Bahn, local and national governments
<b>Project manager</b>	Hani Azer	Hani Azer (until 05-2011)

# A Reality Check

## Berlin Central Station

- Finished in 2006.
- Generally considered: Success.



# A Reality Check

## Stuttgart 21

- Central station project
- Slipped into crisis in 2010/2011
- Opening originally scheduled for 2019
- New date: 2026/2027



## Explanation

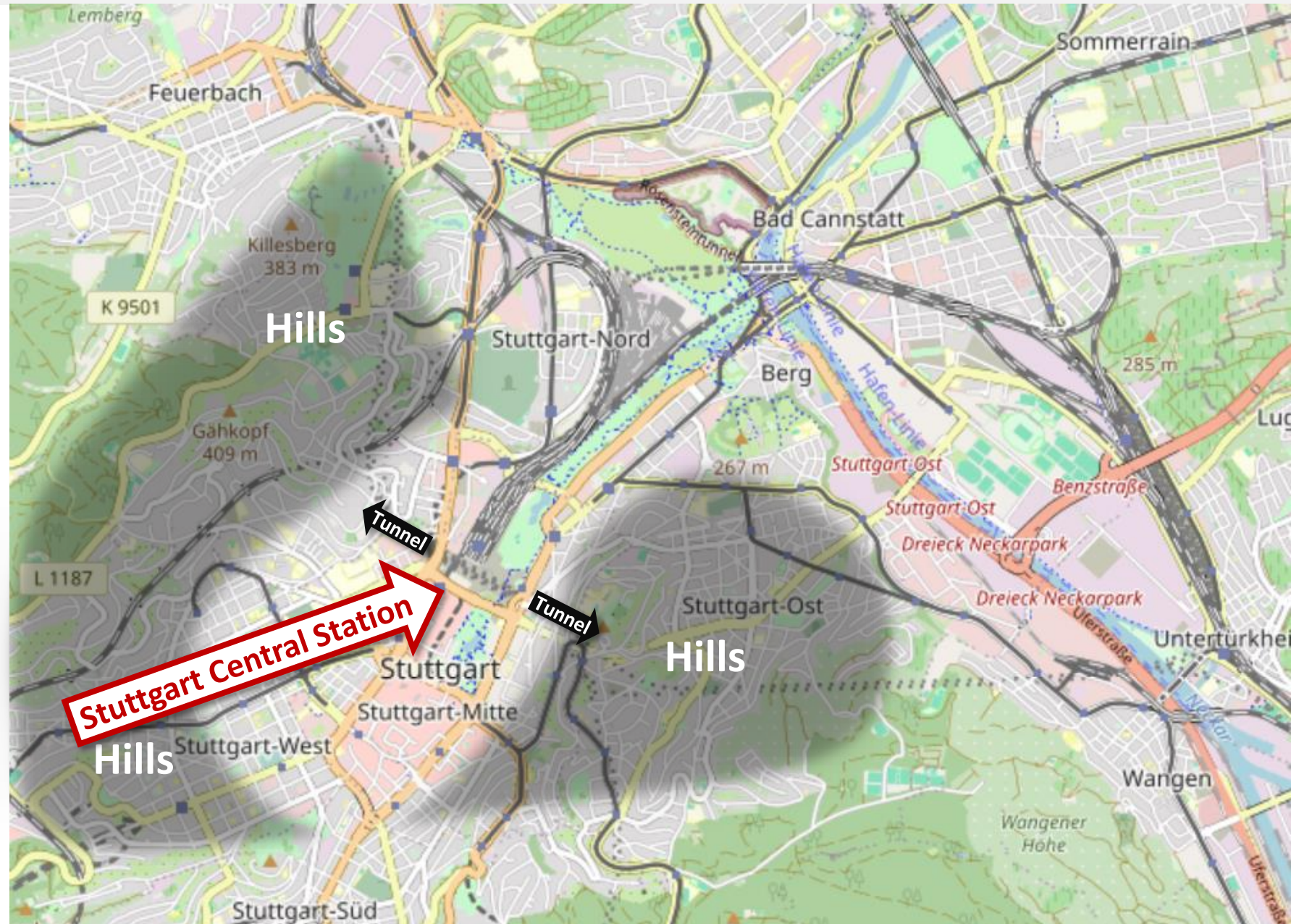
- Berlin Central Station:
  - Built on free ground on the area of the former Berlin Wall.
  - The corridor left after removal of the wall was several hundred meters wide
  - The Project manager's strategy: Keep the project free from external influence.



# A Reality Check

## Explanation

- Stuttgart Central Station:
  - Replacing a terminus with a through station.
  - Turning the tracks by 90°.
  - Requiring tunnels under occupied areas.
  - Drilling through anhydrite.



## Explanation

- Drilling through anhydrite.
  - Anhydrite and water react to Gypsum and swell.
  - Swelling can damage buildings above.
- House owners above tunnel construction wanted to talk with the project manager.
- He refused.
- They took to the streets and stopped the project.



## Explanation



### Berlin: A Greenfield Project

- Freedom to design the optimal solution without constraints from existing structures.
- More focus on innovation, scalability, and long-term efficiency.
- The project can be kept free from external influences.

**Different Dynamics of  
Success and Failure**



### Stuttgart: A Brownfield Project

- Legacies constrain the project's freedom.
- Many stakeholders must be involved, concerns taken seriously, and trust must be built.
- Managing disruption to these stakeholders and their operations must be a key concern.

One size doesn't fit all.

David Beckham



≠

Christiano Ronaldo



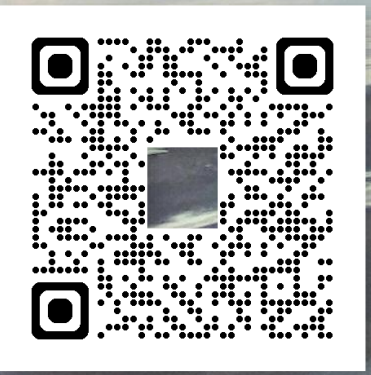
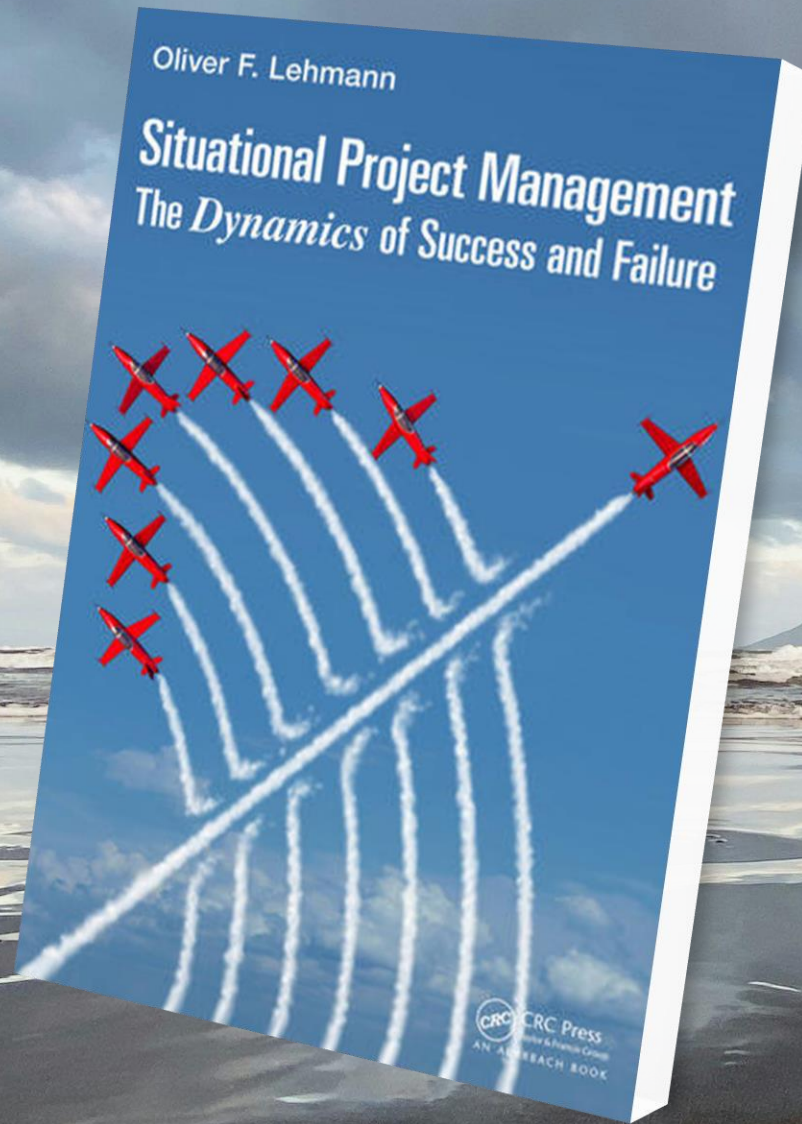
There are no “Best practices” in project management.

Project managers must act situationally, choosing the approaches that best suit the moment.

The joy of getting it right.



# More, much more...



# Contact me...



**Corporate Training:**

- Project Management
- Project Business
- Certification

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