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VPLIV INSTITUTCIJ NA
PROJEKTIFIKACIJO DRUZBE

THE IMPACT OF INSTITUTIONS ON THE
PROJECTIFICATION OF SOCIETY

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IZVLEČEK

Ta disertacija raziskuje pojav projektivizacije v naši družbi, ki ga lahko označimo kot povečanje števila in pomena projektov ter spremljajoče spremembe. Čeprav se raziskave s tem pojavom ukvarjajo že več kot 25 let, sistematične raziskave tega pojava na ravni družbe še ni bilo. Prav tako je bilo zelo malo raziskav o procesu projektifikacije z njegovimi dejavniki, akterji in medsebojnimi odnosi. S to disertacijo smo analizirali trenutno stanje, razvoj in dejavnike vse večje projektivizacije, pri čemer smo prvič uporabili institucionalno teorijo. Na podlagi kombinirane uporabe kvalitativnih in kvantitativnih metod smo lahko opredelili pomembne akterje in institucije z njihovim vplivom na proces projektivizacije ter pridobili dragocene ugotovitve za nadaljnje raziskave in prakso.

Na primeru Nemčije rezultati kažejo, da je projektifikacija v gospodarstvu dobro razvita, medtem ko druga družbena področja zaostajajo. Uporaba institucionalne teorije odpira obetavne perspektive za identifikacijo ključnih akterjev in odgovor na glavno raziskovalno vprašanje: "*Kakšen vpliv imajo institucije na projektifikacijo družbe*?" Na primeru združenja za projektni menedžment v Nemčiji naša raziskava razkriva, da so predvsem kulturno-spoznavne in regulativne institucije tiste, ki posredujejo dejavnosti tega akterja in s tem vplivajo na projektifikacijo družbe. To je v izrazitem nasprotju z mnenjem iz literature in je le eden od primerov delno presenetljivih rezultatov te disertacije.

Ključne besede: Projektifikacija, Družba, Institucionalna Teorija, Združenje za Projektni Menedžment, Nemčija.

ABSTRACT

This dissertation explores the phenomenon of projectification in our society, which can be characterized as an increase in the number and importance of projects and the accompanying changes. Although research has been dealing with this phenomenon for more than 25 years, there has been no systematic investigation of the phenomenon at the level of society. There has also been very little research on the process of projectification with its drivers, actors, and interrelations. Through this dissertation, we have analyzed the current state, the evolution, and the drivers for an ever increasing projectification, applying institutional theory for the first time. Based on a combined utilization of qualitative and quantitative methods, we were able to identify relevant actors and institutions with their influence on the projectification process and gained valuable insights for further research and the practice.

Using Germany as an example, the results show that projectification is well advanced in the economy, while other areas of society are lagging behind. The application of institutional theory opens up promising perspectives for identifying key actors and answering the main research question: "Which impact do institutions have on the projectification of society?" Taking the example of a project management association in Germany, our research reveals that it is primarily cultural-cognitive and regulative institutions that mediate that actor's activities and thereby have an impact on the projectification of society. This contrasts markedly with the literature opinion and is just one example of the partially surprising results of this dissertation.

Keywords: Projectification, Society, Institutional Theory, Project Management Association, Germany.

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LIST OF ABBREVIATIONS

APM	*Association for Project Management*
BoK	*Body of Knowledge*
CAGR	*Compound Annual Growth Rate*
DIN	*Deutsches Institut für Normung*
DIY	*Do-It-Yourself*
EPC	*Engineering Procurement Construction*
EU	*European Union*
FFF	*Fridays For Future*
GDP	*Gross Domestic Product*
GPM	*German Project Management Association*
H	*Hypothesis*
ICT	*Information and Communication Technologies*
IPMA	*International Project Management Association*
ISO	*International Organization for Standardization*
MRQ	*Main Research Question*
NGO	*Non-Governmental Organization*
PM	*Project Management*
PMA	*Project Management Association*
PMI	*Project Management Institute*
PMO	*Project Management Office*
SIG	*Special Interest Group*
SEM	*Structural Equation Modelling*
SME	*Small and Medium-Sized Enterprise*
SRQ	*Sub-Research Question*

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1 INTRODUCTION

This dissertation addresses the phenomenon of an increasing diffusion of projects across society, which in the literature is often referred to as 'projectification' (Lundin et al. 2015). With the emergence of project management in the 1950s, projects became the focus of both researchers and professionals, particularly in an industrial context (Morris 2013). In recent decades, it has become apparent that projects are also being increasingly used in other areas of society, for example in the public sector (Hodgson et al. 2019). However, little is known so far about the trend, the actual state of diffusion, how the process actually takes place and which actors are involved in it (Wald et al. 2015a).

The purpose of this dissertation is to investigate the extent to which projectification of society has progressed, to identify how the underlying process is taking place, and to determine the main drivers of this process. Based on institutional theory, it will be identified which institutions and actors are involved in the process of increasing projectification at the societal level and which relevant cause-effect relationships exist. The dissertation will summarize the findings of our research. Apart from an in-depth review of the literature, it includes an exploratory study with internationally renowned experts together with a case study and a workshop with a focus group of representatives from the German Project Management Association (GPM). This was followed by a quantitative study on the projectification of society in Germany, which particularly examined the impact of institutions and actors on the process of projectification, with focus on the role of the GPM.

Even though the results are limited to the specific context of Germany, they allow drawing important conclusions regarding the development of projectification in the context of our society. The application of institutional theory opens promising new avenues for researchers into the phenomenon of projectification and the underlying processes and the actors involved. The findings provide new insights, which could be used for similar national or cross-national studies and open new interesting research directions in this area. However, the results are also relevant for practitioners, e.g. decision-makers at all levels of society who want to address and better understand the phenomenon of projectification and make use of projects in addressing current challenges. In addition, the leadership of project management associations can benefit from the results for setting strategic direction.

In the corporate world, the increasing importance of projects has been analyzed as early as 1989 by Gareis. He referred to the new management approach emerging as a result of the development as 'management by projects', which seems to be a "logical extension of 'project management'" (Gareis 1989, 244). Six years later, Christophe Midler (1995) published his ground-breaking analysis of work done on projects at the car manufacturer Renault in a paper titled 'Projectification of the firm'. In this paper, he addresses not only how projects are spreading throughout a corporation, but also what changes this brings to the organizational structures, leadership, roles and responsibilities as well as corporate culture. Midler's work made the focus in project-related research expand beyond technical matters such as processes, methods, and tools to more strategic aspects of project work in organizations, including organizational embedding and renewal, program and portfolio management, and many other aspects (Aubry and Lenfle 2012). Since then, research has focused intensively on the topic of projectification and has developed it in various directions (Kuura 2020).

Having stated that, what about the significance of projects at the level of society? "Popular conventional wisdom tells us that the prevalence of projects is on the increase and anyone can observe that the society surrounds us is already 'projectified', at least in a partial sense. However, at the present time there are very few macro oriented and measurable variables available to verify or invalidate such a statement." (Lundin and Söderholm 1998, 13)

Relatively little has changed in this statement up to now (Wagner, Huemann and Radujkovic 2021a). The publication of a macro-economic survey of project-related activities in Germany in 2015 was the prelude to undertaking a quantitative analysis of the prevalence of projects, but the scope was limited to the economy (Wald et al. 2015b). Similar studies were later conducted within the context of the International Project Management Association (IPMA), leading to comparable results, that the proportion of time spent on projects in relation to total working time is approximately one-third (Schoper et al. 2018).

Although there has been research on particular aspects of the projectification at the level of society so far, such as the impact of projectification on communities (Fred 2015), on the public sector (Godenhjelm, Lundin, and Sjöblom 2015), or social change (Cicmil and O'Laocha 2016), a systematic coverage of the projectification in society is still lacking.

An important gap in research is the lack of clarity as to how far the diffusion of projects has progressed in different sectors of society, at what rate the projectification is spreading, and what the key drivers for this development are. Furthermore, it remains unclear how the process of projectification takes place at the level of society, whether there is a cross-fertilization between the sectors, which actors take part in this process, and what role the associations specializing in project management (PM) actually play.

The following objectives are to be achieved with our research: The first objective aspires to identify the extent of projectification across the society with its associated causes and effects, and to forecast directions for its further development. The second objective seeks to describe what influence societal institutions, i.e. regulative, normative and cultural-cognitive institutions, have on the process of projectification and are themselves influenced by this process. As a third objective, we chose to identify the actors involved in the projectification of society and to describe their impact, either directly or indirectly, on the associated process. As a final but important objective, we have selected one of the actors, namely the project management associations, in order to use them as an example to illustrate how the interplay between the activities of this actor, the institutions and the projectification of society takes place. The selection of project management associations reflects the literature in which these associations are seen as key actors in the projectification process.

Based on the study of available literature as well as recognized, theoretical approaches, an exploratory study involving several qualitative research methods was first conducted, followed by a quantitative study using Germany as an example. In this regard, the application of institutional theory was the focus of the research and the main research question (MRQ) asked: "Which impact do institutions have on the projectification of society?" As the topic was further explored, this question was further detailed into sub-research questions (SRQs) and introduced to the qualitative and quantitative research respectively to find answers:

- SRQ1: What is meant by the term 'projectification' in the context of society?
- SRQ2: What is the status quo of projectification of society and how does it evolve?
- SRQ3: How can institutional theory be used to explain projectification of society?
- SRQ4: Which institutions have an impact on projectification of society and how?
- SRQ5: Which actors have an impact on projectification of society and how?

- SRQ6: Which role play project management associations (PMAs) for the projectification of society?
- SRQ7: Which actions of PMAs affect the projectification of society and how?
- SRQ8: How do institutions and PMAs affect the projectification of society?

For the quantitative investigation, particularly on the last sub-research question, we formulated a set of hypotheses, which we used for testing particular interrelationships. The results will later show which of the following hypotheses (H) could be supported or not:

- H1: PMAs´ regulative actions positively affect the projectification of society
- H2: PMAs´ normative actions positively affect the projectification of society
- H3: PMAs´ cultural-cognitive actions pos. affect the projectification of society
- H4: Societal institutions mediate the effects of PMAs´ actions on the projectification of society
    - H4a: Regulative institutions mediate the positive effect of regulative actions on the projectification of society
    - H4b: Normative institutions mediate the positive effect of normative actions on the projectification of society
    - H4c: Cultural-cognitive institutions mediate the positive effect of cultural-cognitive actions on the projectification of society

Collectively, five contributions are made within the scope of this dissertation:
- First, the research results enrich the literature with insights into the status quo and the evolution of projectification of society, using Germany as an example. They reveal the prevalence of projects in different sectors of society, in the past as well as in the future, and they also point to important drivers of this development.
- Second, by applying institutional theory to the projectification of society for the first time, the underlying process and the actors involved are analyzed. This helps opening the door to a promising new field of research and allows researchers to explore various aspects of projectification in new ways.
- Third, the results of this research shed light on both the influence of institutions on the projectification of society and how this influence actually takes place. Thereby, the mediating role of institutions in the context of social processes becomes clear and assists in better explaining projectification.

- Fourth, the general influence that various actors exert on the process of projectification will be determined. In this way, the individual and collective actors become visible with their relevance for the projectification.
- The fifth and final contribution is the determination of the influence of project management associations on the process of projectification, how this influence is achieved and which role institutions play in this. Finally, suggestions for the leadership of project management associations are formulated.

Following this introduction, the theoretical part of the dissertation will deal in more detail with the projectification and its manifestations on various levels of society. This is followed by an examination of institutional theory and its contribution to describing the processes of projectification. Finally, on the basis of literature, important actors in connection with the projectification of society are outlined and the special role of project management associations examined. Subsequently, in the empirical part, the purpose and the objectives, the approach and the methods as well as the details of the qualitative as well as the quantitative sampling and data processing are described in detail. For the purpose of framing the results of this analysis, the context for the projectification in Germany is explained. Then, the findings from the analysis of the data collected in the qualitative and quantitative research are presented in great detail and finally thoroughly discussed. Thereafter, assumptions, limitations and restrictions of the research are addressed.

Towards the end, a synthesis of the research results is made with regard to the research questions, the research propositions as well as the hypotheses, and the final insights are presented. This is followed by a conclusive discussion and conclusion. Finally, the question of what contribution this dissertation has provided to science and what recommendations for research and practice follow from it is answered. At the end, all references and further information are documented in the form of annexes.

2 THEORETICAL PART

The following summarizes key theoretical foundations for the dissertation, drawing on available literature, previous research findings, and related concepts. These are placed in the context of the topic of the dissertation, interpreted against this background and prepared for an application to the research.

2.1 Projectification – from micro to macro level of society

Projects have probably been realized since the early history of mankind (Morris 2013, 12). Even if they were not called so in the past, most of them were concerned with the realization of a special endeavor, such as the construction of the pyramids of Giza. The term can even be traced back to the late 17th century, when Daniel Defoe (1697) emphasized in 'An Essay Upon Projects' the role of projects for the advancement of society. Projects are unique and differ significantly from routine tasks in that they have a time limit, at the end of which a specific goal is to be achieved. The PMBOK® Guide defines the term project as "temporary endeavor undertaken to create a unique product, service, or result" (PMI 2017, 3). The "project's objective should contribute to outcomes and realization of benefits for stakeholders, including the sponsoring organization, other internal and external organization stakeholders, customers and their stakeholders" (ISO 2020, 5).

The emergence of project management is closely linked to defence projects during the Cold War: "Energised by the US missile development programs, concepts, language, tools and techniques were to emerge that professionals today would recognise as constituting the discipline of project management" (Morris 2013, 24). The focus of these management approaches for projects is on the project life cycle, i.e. from the beginning to the end of the project, with the methods and tools provided for this purpose (Lundin and Söderholm 1998). It is only decades later that research also addresses the role of people in projects and vice versa, referring to the notion of projects as 'social system' and thereby linking it to social and organizational theories (Turner et al. 2010, 148). Furthermore, the social as well as institutional setting in which project work takes place also comes into focus. Manning (2008) refers to the 'Structuration Theory' of Anthony Giddens in order to describe the embedding of projects in their environment as well as the reciprocal influence.

In project narratives, the line between the actual project, the actions of those involved, and the influences of the environment often becomes blurred. This can lead to problems in research if a clear distinction is not made between the doers, the subject of the project, and the environmental factors (Engwall 1998). Conversely, it is the consideration of the different factors and their interactive nature that is interesting for research (Winter and Szczepanek 2009). Through the lens of a social systems theory, the interactions of the participants with each other and with the project itself are just as interesting as the interactions that the project has with its environment (Turner et al. 2010). Projects are no islands (Engwall 2003). They always take place in a certain temporal context, in a context and with people who exert influence on the project and are influenced by the project. These interactions must be taken into account when doing research in the field of project-related activities.

This was of interest to Christophe Midler when he examined the increasing importance of project work and the consequences for the organization during his research at the French car manufacturer Renault leading him to coin the term 'projectification' for it (Midler 1995). The focus of his observations was the change in organizational approaches and structures at Renault due to the increase in project work and, at the same time, the repercussions of the organization on project work and those involved.

However, projects are playing an increasingly important role not only for organisations like Renault, but for society and all of us. There is even talk of projects as a human condition: "Hence, projects have become intrinsic to our lives. They permeate what we do, how we speak, how we think of our daily activities, how we construct our identities, ad ultimately, who we are" (Jensen, Thuesen, and Geraldi 2016, 22). Building on the philosophical concepts of activity, time, space and relations, this builds a bridge between the behavior of individuals and the effects on their immediate context, i.e. the work context, the embedding organization or even the society.

2.1.1 Projectification of activities (micro level)

Since the 1990s the Scandinavian School (Sahlin and Söderholm 2002) has been dealing with temporary forms of organizations. According to this school, temporary organizing in form of projects play an essential role for economic and social activities in our society.

The idea of projects as a temporary form of organizing goes back to Miles, who distinguishes between temporary and permanent forms of an organization and lists projects as an example of temporary activities (Miles 1964). Projects aim to achieve specific goals under constantly changing conditions, and activities end when those goals are achieved. This distinguishes temporary activities from activities (e.g. in production) that are permanently necessary.

Lundin and Söderholm (1995) propose in 'A theory of the temporary organization' four basic interrelated concepts, which constitute a theoretical underpinning of temporary organizing. The first of these concepts takes up the factor of 'time', which in contrast to other activities is limited and the activities end with the passage of time. The second concept focuses on the 'tasks' themselves, which are often described as unique, i.e. they are carried out for the first time in a project. This also leads to the third concept, namely the 'team', which is formed anew each time and is made up of subject matter experts who are to carry out the unique tasks in a given time. Finally, the fourth concept takes up the special goal of achieving a 'transition' in the state of the people or organizations involved. This can be achieved in the course of the project or even after its completion, but it´s an important aspect in distinguishing temporary from permanent organizing.

Packendorff (1995, 327) builds on the previous characterization of temporary organizing and adds complexity as another differentiating element: "A temporary organization

- is an organized (collective) course of action aimed at evoking a non-routine process and/or completing a non-routine product;
- has a predetermined point in time or time-related conditional state when the organization and/or its mission is collectively expected to cease to exist;
- has some kind of performance evaluation criteria;
- is so complex in terms of roles and number of roles that it requires conscious organizing efforts (i.e. not spontaneous self-organizing)."

Temporary organizing depends on the context in which it takes place. Bakker (2010) therefore adds context to the distinguishing features of temporary organizing and differentiates between the firm, communities of practice or industries as context factors. However, the relationship between temporary organizing in projects and the specific context raises a number of questions.

On the one hand, the focus of the project is on those activities that are essentially part of the project scope. On the other hand, the dynamic interaction between the project and its context may be lost. Sahlin-Andersson (2002) therefore calls for more attention to 'Project Boundary Work' and for an answer to questions for example what the project is, how it´s related to its context, and how this can be considered in the project. When including the context, the question arises where the boundary between projects and their context runs, i.e. how narrow or broad the view on both temporary organizing is.

Packendorf and Lindgren (2014, 17) propose that future research on the phenomenon of projectification "should actively employ a view of projects and project-based organizing as cultural and discursive phenomena." Their recommendation is to embrace the fluidity and ambiguity of the project concept, accept projects as an ongoing social construction, as process of institutionalization and change as well as power and emancipation. Looking at projectification from a rather narrow perspective, it describes a process of restructuring that is undertaken to increase the primacy of projects in their immediate context. A broader view sees it as a process of invoking projects as a habitual, legitimate and performative response. Consequently, the theoretical basis for research on projectification according to these authors is sociology, symbolic interactionism, discourse analysis and critical management theory. In this respect, research is changing its orientation, from project-focused research to the influence that projects have on organizations, industries and society.

2.1.2 Projectification of organizations (meso level)

It was already pointed out at the end of the 1980s that increasing project orientation entails changes for organizations in terms of their strategy, structure, processes and culture (Gareis 1989). The reasons for this increasing project orientation were primarily seen in new requirements imposed by employees, customers, markets and compliance with regulations. In response to these requirements, the role of projects and project management in organizations is changing from a 'Management of Projects' to a 'Management by Projects'. Organizations implement a large number of projects simultaneously, these are often interdependent, utilize same resources and require close coordination between the project and line organization (Gareis 1989, 244).

These views are strongly influenced by constructivism and social systems theory. Gareis and Gareis (2018, 21) define project management as "the construction of project boundaries and project contexts, the building up and reducing of complexity, and the management of dynamics of projects as project management objectives." The concept of project-oriented organization emphasizes that such organizations simultaneously carry out repetitive routine business processes through the permanent organization on the one hand, and relatively unique, high-risk and complex projects through temporary organizations on the other. Both forms of organization are closely interwoven and complement each other. This implies that projects and the embedding organization influence each other, but each has a different purpose. In the case of a time-limited project, activities take place until the result is achieved. The embedding organization, on the other hand, is ultimately about the permanent execution of routine tasks.

Organizing projects depends on the influencing factors from the embedding organization. Mintzberg (1993) mentions factors such as age, size as well as environmental conditions including but not limited to stability, complexity and competitive pressure and proposes five basic structures: 'Simple Structure', 'Machine Bureaucracy', 'Professional Bureaucracy', 'Divisionalized Form' and the 'Adhocracy'. These basic structures can be translated into structures for projects. Depending on the environment in which they take place, projects are organized differently, e.g. the response to natural disasters in the form of a 'simple structure', construction projects as a 'machine bureaucracy' or highly innovative projects as 'adhocracy' (van Donk and Molloy 2008).

Midler (1995) focused primarily on the impact of project work on the permanent organization in his research at the automobile manufacturer Renault when he investigated projects and project management practices in product development. Driven by competition, organizations are developing a wider range of innovative products under intense cost and time pressure and are adapting their management practices accordingly. The number and importance of projects is growing rapidly, prompting organizations to make structural adjustments. The way projects are handled at Renault changed from a rather informal project coordination in a highly functional organization in the 1960s, through the 1970s and 1980s, during which projects tended to be coordinated centrally, until 1989, when greater autonomy and empowerment of project work by top management was realized.

The developments in project-related work continues to this day and involves not only the interfaces between the projects and internal specialist departments, but also interfaces with the external suppliers. Developments at Renault have resulted in significant changes in terms of strategy, organizational structure, culture and also leadership understanding. The balance of power between line and project organization has changed as well. This was accompanied by a change in learning in the organisation, which changed from a rather top-down approach to creative chaos in adaptable settings, involving external partners (Nonaka 1994).

A recurring motive in projectification of organizations is the interrelation between temporary project organizing and routine based, permanent work in a line organization (Anell and Wilson 2002). As the number and importance of projects increases, the focus changes from functional specialization of the permanent departments to a customer-oriented flow of temporary projects. Power shifts from the line functions to the project. Project teams and project managers are given more space to manoeuvre and can decouple themselves from the more stable and hierarchically oriented organisational structure. The development could also turn into the other direction, mixed forms can be created, or a largely autonomous organization based on a project can be established.

Top management is required to foster a balance between the temporary and permanent organization, e.g. through appropriate governance systems (Müller et al. 2016), an integrated set of 'Organizational Project Management' (Sankaran, Müller, and Drouin 2017) or a balancing function such as project portfolio management (Lock and Wagner 2018). Söderlund (2000) emphasizes that in addition to the structural effects of the project work, there are also changes in terms of working conditions. For example, previously lifelong employment relationships are changing towards jobs in the form of fixed-term or part-time contracts, body leasing or freelance work. This is just one example of the changes caused by projectification exerting pressure on the employees themselves, on traditional forms of employment and social partners in the workplace and on the social systems as a whole. Braun and Sydow (2019) also point to the potential downsides of projectification, in which formerly permanent employment relationships are transformed into temporary work, the subcontracting of self-employed workers, or other forms of contractual arrangements. Former permanent employees must take care of new assignments themselves, take out insurance against the consequences of accident, illness, etc. and undertake further training at their own expense.

Ekstedt (2019) emphasizes that projectification does not only challenges how work is designed and regulated, but it also has a severe impact on work life institutions and organizations, like social partners, education and law systems.

Another challenge of the increasing projectification of organizations is the difficulty to describe similarities, differences and interconnections of projects and other forms of temporary organizing. Jacobsson, Lundin and Söderholm (2015, 13) draw on Wittgenstein's concept of family resemblance and postulate that projects and temporary organisations are concepts on two different levels: "projects, representing the organized social activities that make up the fluid empirical phenomenon that are enacted and vary in time and space, and the temporary organisation, a theoretical construct (or perspective) of them." This opens up new perspectives in considering projects as organized, social activities through the lens of a temporary form of organization. However, both levels interact with each other, e.g. goals, expectations and control, which influence projects from the outside and interfere with the internal arrangement of time, task and team. The authors conclude that their framework incorporates both, an external and internal focus, and thus allows to empower studies of the multiple interactions between temporary and permanent forms of organizing.

With increasing projectification, the question also arises of how to organize the large number of projects, how they relate to each other and to what extent the organization in which they are embedded must respond to them. For example, resource conflicts between the projects must be resolved, the dependencies between individual projects must be managed and synergy effects should be achieved as far as possible. In this respect, the bundling of dependent projects in the form of a programme (Lock and Wagner 2016) and 'programmification' (Maylor et al. 2006) increasingly came into focus of the literature. The optimal interaction between projects and permanent organization plays a major role, especially for the innovative capabilities of a company (Gemünden, Lehner, and Kock 2018). For Maniak and Midler (2014), the bridge between the world of projects, covering projects, programs and project portfolios, and the innovation strategy is called 'Multiproject Lineage Management (MPLM)'. Based on their observations in vehicle development, they conclude that MPLM requires close interaction between the corporate role and program as well as project management, and must be reconciled for each new product or product family.

Artto and Kujala (2008) take this idea one step further and include external partners in their considerations. In their opinion, the developments point the direction towards "project business", a promising field of research dealing on the one hand with the management of projects and the project-based company, and on the other hand, and beyond that, with the management of project networks and company networks. A project network is formed by different organizations that want to carry out a certain project together. The network partners have their own goals, interests and expectations in the context of project management, which are not always congruent and are caused by different business agendas.

The complementarity of the respective core competencies can be a reason for the formation of a project network and thus the increase in project activities (DB Research 2007). However, projects can also be the result of a general business relationship within the framework of a supply chain that implements projects to achieve its business purpose. Project networks can be observed in very different areas. For example, in the automotive industry, in the context of development projects involving the supply chain, in which automobile manufacturers typically play a central role. However, project networks can also be found in the construction sector, for example in public-private partnership (PPP) models involving public and private companies, in TV production or in the context of innovation initiatives (Braun and Sydow 2019). Some of these networks are formed for a specific project, i.e. they are one of the forms of temporary organisation, while others are formed by companies to carry out similar projects again and again.

Manning and Sydow (2011) describe the development of project networks using the example of TV production, in which different companies join forces to realize not just one but often several productions and continuously develop from project to project on the basis of accumulated experience. In periods between the projects, they acquire further skills in new constellations, which they can then bring back into the established cooperation. This exemplifies that also in the context of project networks temporary forms of cooperation (in a project) and permanent forms of cooperation (in the network) can complement each other symbiotically. One possible form of a project network is the 'project alliance', in which, for example, the public sector enters into an alliance with private sector companies in order to jointly implement a single project or a multi-project program (Walker and Lloyd-Walker 2014).

Collaboration in a cross-company project can also be implemented with the 'Integrated Project Delivery' approach (Walker and Rowlinson 2020) or as an 'Engineering-Procurement-Construction (EPC)' project (Wagner 2020). The governance in this project network needs to be tailored to the project type and the specifics of the network (DeFillippi and Sydow 2016).

2.1.3 Projectification of society (macro level)

Meanwhile, projects have not only become widespread in corporate world, but are also increasingly playing a role in other areas of society, such as art and crafts, culture and public administration (Jensen 2012). However, research has been relatively late in addressing the societal implications of an increasing projectification. Lundin and Söderholm (1998, 13) soberingly state: "Even though projects seem to be economically important for society as a whole, there is not much talk about projects and project aspects of society at the macro level. Overall statistics about aggregated data on projects, to take one example, are not available." Subsequently, the picture of a projectified society is drawn, which is strongly characterized by projects on all levels. Starting on the labour market, where people are not permanently employed by organizations, but rather take up temporary work opportunities from one project to the next. According to Lundin and Söderholm, almost all economic activities, including employment and investment activities, are geared towards temporary work. However, they immediately narrow the scenario down, as this would cause great uncertainty and instability, which would lead to a change of direction in society.

For Jensen (2012, 13) it is clear that we already live in 'Project Society' and he formulates the following thesis: "Our way of being human in the world is shaped by our time, our society being a society that organizes itself through projects." This form of society developed gradually in the 20th century in response to social trends in the 1960s. Projects are a way of life, they are everywhere and are the way we do things, how we build relations, the way we are present in space and time. And later he goes even further and presents projects as a human condition: "A human condition is widely understood also in the context of historical and sociological transformations. This opens the understanding of human condition to something more fluid while still permanent enough to have a lasting impact on us as individuals and a society" (Jensen, Thuesen, and Geraldi 2016, 22).

Four basic concepts are applied, namely 'activities' (what we do), 'space' (where we do it), 'time' (when we do it) and 'relationships' (who we work with). In addition, orientation towards the future also plays an essential role for society and is inevitably associated with change, which takes the form of projects.

For other researchers, the starting point lies primarily in industrial transformation, with implications for society as a whole. This change seems to be fueled by a revolution in information and communication technologies, new forms of learning and knowledge creation, the contesting of formal institutions, and the popularity of project-based work. In their pioneering work 'Managing and Working in Project Society' Lundin et al. (2015, 200) describe the changes and diverse manifestations of project-oriented organizations as follows: "In a traditional perspective of organization theory, we captured this contextual diversity through our three archetypes of the project-based organization (PBO), the project-supported organization (PSO), and the project network (PNW)." However, it is clearly pointed out that this transition does not only affect temporary forms of organization, but also the permanent organization in which temporary organizing is embedded. The reasons for an increasing projectification of society are manifold. For example, the organization of projects in the industry, which is trimmed for efficiency, serves as a role model for other parts of the society, where project-oriented work according to industrial standards is simply adopted. A certain form of government support can promote the specific way in which projects are organized, this can be observed in particular in research funding or development aid. Ultimately, however, it can also simply be because the term has become fashionable or fits the societal mindset (Lundin 2016).

The way towards a project-oriented society is also being pointed out from disciplines such as sociology and philosophy. For example, Boltanski and Chiapello describe the path to a 'project world' that embraces market-driven principles of flexibility, adaptability, creativity and mobility (Barondeau and Hobbs 2019). The project world is to be understood as an extended network and projects as an opportunity for connecting with people: "The project is the occasion and reason for the connection. It temporarily assembles a very disparate group of people, and presents itself as a highly activated section of network for a period of time... Projects make production and accumulation possible in a world which, where it to be purely connectionist, would simply contain flows, where nothing could be stabilized, accumulated or crystallized" (Boltanski and Chiapello, 104).

Temporary organization and project work are also attracting increasing attention in the organizational sciences. On the one hand, the processes of organizing are looked at, but on the other hand, the focus is also on professional communities, branches or regional clusters that extend beyond individual (project) networks. The question is what role projects or other forms of temporary work play in this context and what processes towards professionalization are taking place there (Braun and Sydow 2019). One answer to this question can be project-based learning that takes place across different levels of society. Grabher and Ibert (2012, 176) describe this as the result of so-called 'project ecologies', which are defined as follows: "project ecologies denote a relational space which affords the personal, organizational, and institutional resources for performing projects. This relational space encompasses social layers on multiple scales, from the micro level of interpersonal networks to the meso level of intra- and inter-organizational collaboration to the macro level of wider institutional settings." This broadens the narrow view of a single project to the embedding of the project in a larger, social setting and focuses on collaboration with the goal of joint learning.

Projects play an important role in the economic development of a country. This was illustrated, for example, in a scenario analysis by Deutsche Bank Research using Germany as an example: "As a result, an increasing part of the German economy is now organised into self-contained projects whose members vary as required. This value creation pattern adjusts more flexibly to the greater (knowledge) dynamics in industry and speeds up the process of 'creative destruction'…" (Hofmann, Rollwagen, and Schneider 2007, 22). This development is driven by external influences such as competitive forces, increasing complexity in global value chains and disruptive technologies and business models. On the other hand, companies are also focusing on their core competencies and complementing each other in projects or project networks with additional competencies of partners to create complex combination products. This is particularly the case in the German economy where innovative technologies, products or production processes are at stake, from the initial idea to series production and market launch (IBE 2010).

In a comprehensive macroeconomic study, the extent of project activity in the German economy was examined. According to the study, more than one third of the gross domestic product in Germany was generated by projects in 2013. Assuming that the share of working time in projects corresponds to the share of gross value added, this corresponded to a volume of almost 900 billion euros.

Further growth was predicted for the following years. Looking at the results in a more differentiated way, it is noticeable that in traditionally project-based industries such as the construction industry, IT or telecommunications, a maximum of project activity has already been reached. At the same time, supposedly non-project related industries such as public services, education, health and trade are experiencing high rates of increase in project work (Wald et al. 2015b).

Building on the methodology in Germany, comparable analyses have been undertaken in other countries, confirming the trend of increasing projectification (Schoper et al. 2018). In all cases studied, an increase in projectification to one-third or even more is discernible, with differences in size and structure of the economy (Schoper 2018). The development of projectification in smaller countries also depends on their level of economic development and the need for development projects for growth, change and transformation (Radujkovic and Misic 2019). Often smaller countries also have a high proportion of small and medium-sized enterprises (SMEs), including innovative start-ups, small service providers and internet firms. These are generally much more adaptable and innovative and are very dynamic in terms of the number and importance of projects. A study by Kuura in Estonia, for example, shows a comparatively higher proportion of project activities among SMEs, resulting in a significantly higher degree of projectification and hence a much higher contribution to the overall economy (Kuura 2011).

There is still little research on the macroeconomic effects of growing projectification. Henning and Wald have examined the potential effects on the basis of the study on projectification in Germany and come to the conclusion that for certain sectors (e.g. construction) positive effects in the areas of production/innovation, employment and income are possible, but that projectification in other sectors (e.g. agriculture) may also have negative effects. Projectification has a high overall impact on innovative capacity, but the effects vary between sectors. In agriculture and the public sector, for example, the right mix of project work to non-project work is particularly important (Henning and Wald 2019).

Projectification is a phenomenon that can also be found in the public sector at all levels. Due to the fact that as many public administration tasks as possible have to be realized with scarce financial resources, the question arises as to whether projects are a suitable form of implementation (Sahlin-Andersson and Söderholm 2002).

On the one hand, the public sector is the originator of projects which are realized by corresponding service providers and private companies, on the other hand, the administration itself also implements projects and should therefore have the know-how and appropriately qualified personnel. Projects are also used as a development tool, which can be illustrated using the example of the European Union (EU): "Taking the EU as an example, the funds and infrastructure do not exist to govern the micro-details of member activities; neither would this be politically palatable. The use of projects within the EU structural and investment funds is a way to obtain visible impacts on a local level which the EU do not have any other means to control in detail" (Hodgson et al. 2019, 6). It is often emphasized that projectification brings structural changes that have significant consequences. It is precisely the environment in which the public sector operates that places different demands on temporary organisation than in the private sector: "Without contextually sensitive interlinking mechanisms between temporary and permanent structures projects risk losing their flexible and innovative qualities, and may fragment the ability of permanent organisations for maintaining coordination and continuity" (Godenhjelm, Lundin, and Sjöblom 2015, 324).

While it is not always clear how far projectification has actually come in society, it takes place at all levels of society, for example, in communities (Cicmil and O´Laocha 2016), municipalities (Fred 2015) and cities (Wagner 2018; Czarniawska 2002), at the state or federal level (Jalocha 2019), regionally (Godenhjelm, Lundin, and Sjöblom 2015) and internationally (Scott, Levitt, and Orr 2011). Furthermore, it also takes place in areas as diverse as social economy (Bogacz-Wojtanowska and Jalocha 2016), sustainable development (Cerne and Jansson 2019), legal affairs (Rogers, Dombkins, and Bell 2021), new ventures (Auschra et al. 2019), rural development (Lukic and Obad 2016), culture (Jalocha and Cwikla 2019), sports (Grabher and Thiel 2015) and politics (Munck af Rosenschöld 2019; Sjöblom, Löfgren, and Godenhjelm 2013). Projectification does not only mean more projects, but organisational changes and the way people think about their work and how they get it done (Fred 2015). Especially when it comes to involving people in the local context, projects offer both opportunities and risks (Lukic and Obad 2016). They are a means of developing technical, methodological and social skills and are thus 'help for self-help'. A risk can be seen in the fact that although money is spent through support measures that produce certain deliverables, yet these deliverables are not sustainably anchored and are therefore seen as an ineffective use of resources (Cerne and Jansson 2019).

Projectification generally affects people. For example, the increasing number of projects offers new employment opportunities, both as project manager and member of a project team. Changes in the context of the permanent organisation must also be actively managed, which offers qualified employees good opportunities. Projectification, together with the likewise increasing digitization, however, means that low-skilled employees will have difficulties finding suitable work in future (Walker and Lloyd Walker 2018).

2.1.4 Projectification – Summary and conclusion

The term 'projectification' was coined by Midler (1995) in the context of the automotive industry. On the one hand, he expressed with it the increasing importance and the number of projects in the corporate world. On the other hand, the term characterizes the "process of transformation and adaptation" that it entails (Jalocha 2019, 580). This process takes place in different contexts, from the micro to the macro level of society and is a path "towards increased orientation to and use of projects" (Maylor and Turkulainen 2019, 566). It means that an increasing number of tasks is "executed in the form of projects, gradually replacing long-term, repeatable activities" (Bogacz-Wojtanowska and Jalocha 2016, 1).

While there are empirical studies on the state and evolution of projectification in the economy (Wald 2015; Schoper et al. 2018), the extent of project diffusion in other parts of societies is still largely unknown. Even though there is increasing talk of a 'project society' (Jensen 2012; Lundin 2016), research has so far failed to provide empirical evidence of this. In particular, the questions remain unanswered as to how the process of increasing projectification is taking place in society, which actors are involved in it, and what is driving this development. The literature gives first indications that possibly institutional theory could provide answers to these questions and an explanation for the changes in society that accompany projectification (Lundin et al. 2015, 172).

2.2 Institutions, Institutional theory and institutional work

In recent years, there has been increasing reference to the potential of institutional theory to explain developments related to projects, projectification, and the 'project society' (Lundin et al. 2015).

However, Söderlund and Sydow (2019) lament that it is still unclear which institutions and actors may be involved in these developments and how the mutual influence or process unfolds. In this context, the role of institutions is also critically examined, on the one hand as a resource for necessary changes in the project environment (Grabher and Ibert 2012) and on the other hand as to "constitute a counterforce, slowing down the development toward a Project Society or even undermining it – for better or for worse" (Lundin et al. 2015, 171).

2.2.1 Projects and institutions

People are on the one hand those who perform activities within the framework of a project and cooperate within its framework, on the other hand they are also recipients of the project results. To ensure that these results can be delivered on time, within budget and in accordance with the specifications agreed in advance, a project is systematically planned and implemented in a controlled manner with the help of established methods and tools (Packendorff 1995). However, this rationalization of a project reaches its limits when the boundary conditions of the context or the expectations of the stakeholders change during project implementation. "Project managers may respond to such drifting environments in many different ways. Obviously, they may attempt to restore the situation by bringing the environment back on to its projected course. Or they may redirect the course of the project to accommodate the new situation. They may respond with disdain and try to put the blame for the drift somewhere else. Or they may respond with strategic inaction, hoping that the divergence is temporary and insignificant" (Kreiner 1995, 341).

Project management is therefore 'boundary work' (Sahlin-Andersson 2002). This involves, among other things, temporal, spatial, organizational and institutional perspectives that have an influence on the way a project is configured, and also on how it is managed. Hence, projects are no islands, disconnected in their respective contexts (Engwall 2003), instead they require active embedding and, if necessary, adaptation, from the time of configuration until its completion. When configuring a project, it is important to take into account the expectations, power, and interests of stakeholders, as well as the dynamics of the social milieu (Smith and Winter 2010). Projects are in a sense "surrounded by a concoction of rumours, impressions, recommendations, trade folklore and strategic misinformation" (Grabher 2002, 209).

When it comes to the question of which framework conditions foster the projectification of society, how these framework conditions can be arranged, and who is involved, it is necessary to include a wider context. This includes "the core team, the firm, the epistemic community, and personal networks" (Grabher and Ibert 2012, 189) with their shared activities. Furthermore, it involves the shared exchange of knowledge and experience, from project to project, but also across projects into the permanent organization or the broader organizational field (Grabher and Thiel 2015). Project participants increasingly engage in a series of projects, contributing to the dissemination of user knowledge through their 'project careers' and helping to structure the ambient field (DeFillippi and Arthur 1998). As knowledge accumulates in these 'project ecologies,' the ability to carry out projects advances (Grabher 2004). At the same time, the mode of operation of all participants is oriented toward project realization, which in turn provides the basis for an increasing degree of projectification.

Organizing projects in such an environment is a dynamic interplay between the temporary, i.e. one or more projects, with the permanent organization of a company, a project network or an organizational field. "When we talk about organizing rather than organization, we acknowledge impermanence" (Weick 2009, 7). The duality of structure and structuration is specifically mentioned by Giddens (1984) in his Structuration Theory. It encompasses dynamic actions on different levels as well as structures that are oriented towards stability. Furthermore, the theory views the social context of these actions as part of the process, both limiting and promoting it at the same time (Sydow 2006). In other words, "the structural properties of social systems are both the medium and the outcome of the practices that constitute those systems" (Giddens 1984, 25)

Especially in very rapidly changing industries, such as the film industry, research has examined the complex interactions between the temporary and the permanent (Sydow and Windeler 2020). They have found that institutions serve as a transmission mechanism in this context and thus provide some contribution to stability in a fast-changing environment. To increase adaptive capacity in a volatile environment, it is therefore important to create, maintain or disrupt existing institutions by means of deliberate activities or projects (Staber and Sydow 2002; Tukiainen and Granqvist 2016).

2.2.2 Institutional theory as explanatory model

Institutional theory is concerned with the processes and mechanisms by which "structures, schemas, rules, and routines become established as authoritative guidelines for social behavior" (Scott 2004, 408). On the one hand, it is about the emergence, enhancement and diffusion of these social systems and their impact on social behavior. On the other hand, institutional theory also addresses the inertia of those social systems and is therefore also concerned with the change or disruption of these systems. The theory incorporates many approaches from economists, political scientists, sociologists, cognitive psychologists, and cultural scientists, and dates back well into the 19th century. "Contemporary institutional theory has captured the attention of a wide range of scholars across the social sciences and is employed to examine systems ranging from micro interpersonal interactions to macro global frameworks" (Scott 2005, 460).

The focus of interest in institutional theory is on institutions, structural properties that endow social life with fabric and legitimacy, persisting over time, and thereby "giving 'solidity' across time and space" (Giddens 1984, 24). Institutional theory provides several lenses through which it is helpful in analyzing social behavior and systems. Thus, it is concerned first with the institutions themselves, including the rules, norms, and beliefs that operate in the social system, secondly with the creation, evolution, and possibly disruption of these institutions, and thirdly with the ways in which the institutions affect social processes. "Institutions exhibit stabilizing and meaning-making properties because of the processes set in motion by regulative, normative, and cultural-cognitive elements. These elements are the central building blocks of institutional structures, providing the elastic fibers that guide behavior and resist change" (Scott 2014, 57).

However, it is precisely the stabilizing effect of institutions that is often criticized (Sahlin-Andersson 1996). The term 'isomorphism' is coined to describe the danger of self-similarity of social systems over time as a "constraining process that forces one unit in a population to resemble other units that face the same set of environmental conditions" (DiMaggio and Powel 1983, 149). This process can be influenced by coercion, including regulative requirements to which the actors must adhere as otherwise there is a threat of sanctions. But it can also result from normative expectations that are developed and imposed on the participants, e.g. in the context of professionalization efforts. Ultimately, it can also result

from mimicking behaviors that are assumed to be meaningful and adopted by choice. "The three elements vary substantially in the type of institutional order they support, each differing in the bases of order, motives for compliance, logics of action, mechanisms, and indicators employed. Each offers a different rationale for claiming legitimacy, whether by virtue of being legally sanctioned, morally authorized, or culturally supported" (Scott 2008, 429).

In this context, the question arises as to how social change is possible and what such a process could look like with the involvement of the institutions, the actors and the framework conditions in the respective environment. Change can be triggered by the environment, e.g. through new political or legislative requirements imposed on a particular sector of society, by disruptive entrepreneurs, business models or technologies that have an impact on a market segment and consequently trigger the need for adaptation, or ultimately by improvisation, adaptation as well as improvement activities that take place in existing processes and practices (Micelotta, Lounsbury, and Greenwood 2017). Corresponding strategies can "develop both deliberately as intended strategies, and unintentionally as emergent strategies" (Lawrence 1999, 169) and materialize through "dialectical interplay between… *actions* (practices and structures), *meanings*, and *actors*" (Zilber 2002, 235). This can take place at the level of temporary projects, then expand to the level of project networks and organizational fields via the permanent organization, and finally extend to individual industries, the economy, or the entire society. "And it can take place incrementally, so that observers and participants are hardly aware of any change, or abruptly, in dramatic episodes that present large discontinuities with former patterns" (Dacin, Goodstein, and Scott 2002).

Scott (2012) uses the example of globally active project organizations, where actors typically come from different cultural backgrounds and organizations, to describe how effective collaboration can be achieved in this context and how an 'institutional logic' in this organizational field is formed through complex modes of interaction. The institutional logic in a certain field or even on societal level can be defined as "a set of material practices and symbolic constructions which constitutes its organizing principles and which is available to organizations and individuals to elaborate" (Friedland and Alford 1991, 248). This institutional logic establishes a balance that must be changed, renewed, or even "de-institutionalized" as environmental conditions change. Especially in the face of societal challenges such as the COVID-19 pandemic that is just subsiding, the climate crisis, or ongoing migration, constant adaptation is necessary (van Wijk et al. 2019).

2.2.3 Institutional work related to projectification

The recursive interplay between the actions of individual and collective actors and institutions is labeled 'institutional work' in the literature, where it is defined as "the purposive action of individuals and organizations aimed at creating, maintaining and disrupting institutions" (Lawrence and Suddaby 2006, 215). Emphasis is placed on the intentional actions of actors who directly influence the institutions around them. However, actions can also have unintended consequences, because they take place in a social environment whose reactions to an action are not always predictable. "Institutions are ongoing human accomplishments, constructed and maintained by people´s behaviour, thoughts and feelings, often in ways that are unreflexive and unintended, but just as often in ways that reflect people´s institutional awareness, their desires to affect institutional arrangements, and the skills and resources they marshal to achieve those desires" (Hampel, Lawrence, and Tracey 2017).

The literature of institutional work also draws significantly on the sociology of practice (Lawrence, Suddaby, and Leca 2009). This understands practices as "embodied, materially mediated arrays of human activity centrally organized around shared practical understanding" (Schatzki, Cetina, and von Savigny 2001, 2). It is about overcoming the challenges of everyday life with suitable actions, born out of the situation or in the context of a specific social setting. "An organization, construed as a practice-arrangement bundle, (1) is a product of actions performed in extant practices, (2) is a mesh that embraces existing, to varying degrees altered, practices (possibly supplemented with new ones) and a mix of new and old material arrangements, and (3) continues in existence via a perpetuation of its practices and a maintenance of its arrangements that accommodates evolution and focused changes in the mesh" (Schatzki 2005, 476). However, practices also extend beyond individual organizations and influence inter-organizational networks and organizational fields. The very notion of "field" is central to the practice approach, because "the social is a field of embodied, materially interwoven practices centrally organized around shared practical understandings" (Schatzki, Cetina, and von Savigny 2001, 3). Thus, institutional work can be described as intelligent, situated institutional work in and between organizational fields. The stronger the interdependencies among actors in one or among several fields, the more intensively actors will strive to coordinate their actions and achieve synergies in terms of harmonized practices (Furnari 2016).

Applying the practice approach to projects, a project's activities in a given environment contribute to achieving desired outcomes while being influenced by ambient conditions. The approach "focuses on how projects are carried out in a social and institutional context under the influence of different praxis (situated activities), practices (norms, values, and routines that are drawn upon when acting), and practitioners (the ones doing the praxis)" (Hällgren and Söderholm, 514). On the one hand, projects rely on the reuse of routines that provide guidance and enable efficiency in task completion; on the other hand, projects are unique and oriented toward effectiveness, which requires deviation from or adaptation of routines (Mutch 2019). This also shows the paradoxical situation that prevails between the activities undertaken as part of a project and the institutions that exist around it: "Institutions are to a great extent associated with the permanence of social interaction, with stabilizing of social exchanges and with ongoing patterns of behaviour – in norms, regulations and values – whereas projects are principally about change, of bringing novelty to society, of exploring and exploiting innovation, and establishing new infrastructure and ways of interacting" (Söderlund and Sydow 2019, 6). Single or multiple projects aimed at institutional change typically involve a variety of actors working together in a coordinated manner (Tukiainen and Granqvist 2016).

Institutional change "is an outcome of learning from numerous project outputs, either planned or unexpected, giving rise to a revision of a set of rules, norms, cognitive frames, or social practices in one or multiple setting" (Munck af Rosenschöld 2019, 336). This can affect, among other things, which activities are carried out in the form of projects and how legitimacy for a project is achieved (Aaltonen 2013) or how projects can be concretely shaped prior to their start (Smith and Winter 2009). Eventually, this also has an impact on the environment in which projects are then implemented, exemplified by Jalocha (2012) using the funding policy of the European Union, which caused changes in organizational structures of public organizations and significantly influenced the selection and management of projects. In addition to the individual actor, corresponding studies also look at the relationships between the actors (Lawrence, Suddaby, and Leca 2011). For example, using the construction industry in Holland as an example, Lieftink, Smits, and Lauche (2019) emphasize that three different forms of relational institutional work are used to advance institutional ends, which are 'awareness creation', 'selective networking', and 'coalition building'.

Of particular interest here are the differences in institutional logics of the fields involved, which can open up areas of tension in the context of projects that can result in the re-creation, refinement, or even disruption of institutions (Uriarte et al. 2019). Grabher vividly describes the recursive relationship between projects and institutions as well as the participants and concludes: "The formation and operation of projects essentially relies on a societal infrastructure which is built on and around networks, localities, institutions and firms" (Grabher 2002, 211). However, this requires activating latent networks and pools of resources for institutional work in projects, which inevitably leads to a further expansion of collaboration within or between networks that jointly engage in projects: "The succession of projects, by multiplying connections and increasing the number of ties, results in an expansion of networks" (Chiapello and Fairclough 2002, 192). In this way, one project leads to another and results in a diffusion of projects, in other words, in projectification.

2.2.4 Projectification explained through institutional theory: Summary and conclusion

Although in the early days of project management it was mainly about the methods and tools along the project life cycle, in recent years it has become increasingly recognized that projects are social systems. Therefore, the approaches of the social sciences are helping to explain the dynamics of projects and the reciprocal interactions with their environment (Grabher 2002). Institutional theory, in particular, seems to offer a rich set of theoretical perspectives to describe the further diffusion of projects in our society. On the one hand, institutions can be understood as describing the properties of social environments that provide stability to and orientation for action in everyday life (Scott 2014), while at the same time describing the framework conditions for increasing projectification. On the other hand, institutional theory, extended to include practice theory and the perspective of institutional work, provides an explanatory scheme for the actions of stakeholders with their effects on existing institutions (Thornton, Ocasio, and Lounsbury 2012). Of particular relevance to our research is how purposive actions by actors relevant to projectification can create, maintain, and disrupt institutions (Lawrence and Suddaby 2006). It is intriguing how the complex interactions between individual and collective actors through their actions on prevailing institutions affect the projectification of society. This happens through the mediating activity of networks (Boltanski and Chiapello 2018), which in turn benefit from projects themselves because the sequence of projects leads to a multiplication of connections and an increase in bonding, which results in a further expansion of the network (Chiapello and Fairlough 2002).

2.3 Actors, intermediaries and project management associations

Projectification takes place in a social environment in which actors and institutions engage in dynamic interactions. This relational space is shaped by individuals, organizations, and institutional fields as they interact, influencing and being influenced by the existing institutions (Grabher and Ibert 2012). Thus, individuals enter into relationships in the context of a project that end when the project ends, or continue in the context of another project and are thereby expanded (Boltanski and Chiapello 2018). Projects often take place in the context of permanent organizations. Depending on the share of project work in all activities within the organization, reciprocal relationships emerge between the permanent parts of the organization and the temporary nature of the project organization. "In this process, the actors more or less reflexively tend to couple or decouple the project with or from its context, for instance by referring or not referring to a project practice as typical or even compulsory in the organization" (Sydow, Lindkvist, and DeFillippi 2004, 1477). The networking of stakeholders in projects creates collaboration that leads to further expansion of project activities both within and outside of individual organizations. The same clients, customers and suppliers may be involved again and again (Winch 2014), or project networks may gradually evolve that handle projects in increasingly similar constellations and on the basis of trust, shared experience and mutual dependencies (Manning and Sydow 2011).

Beyond project networks, organizational or institutional fields are of particular interest for analyzing the interaction of actors and institutions (Scott 2012). Within these, actors enter into relationships in the context of projects, exchanging ideas and developing themselves and the institutions that surround them. This may occur in the context of global construction projects (Scott, Levitt, and Orr 2011), in the context of a particular industry, or in the context of a professional field. The focus shifts to so-called 'intermediaries' that evolve "to facilitate or mediate exchanges, or to collect, organize, and evaluate information to influence interaction" (Scott 2010, 13). These include project management associations (Greenwood, Suddaby, and Hinings 2002), which exert direct or indirect influence on the projectification of society through their members and related activities (Muzio, Kirkpatrick, and Kipping 2011).

2.3.1 Individual and collective actors influencing projectification

Looking at the actors, we start with the individuals who influence the institutions under whose influence they themselves are (Hampel, Lawrence, and Tracey 2017). "*Agency* refers to an actor´s ability to have some effect on the social world – altering the rules, relational ties, or distribution of resources" (Scott 2014, 94). If we can assume that projects have become integral to our lives and permeate into what we do, how we think, and the way we speak (Lundin et al. 2015), then individuals are both affected by the institutions relevant to projectification in their actions and they also exert influence on those institutions. Projects have become a human condition, shaping "what we do (activity), where we do it (space), when we do it (time), and with whom (relations)… not only at work but also in social living in general" (Jensen, Thuesen, and Geraldi 2016, 22).

The individual actors network with each other temporarily in projects, leave each other again at the end and form a new or extended network of relationships at the next opportunity. "The *project* is the occasion and reason for the connection. It temporarily assembles a very disparate group of people, and presents itself as a *highly activated section of network* for a period of time that is relatively short, but allows for the construction of more enduring links that will be put on hold while remaining available" (Boltanski and Chiapello 2018, 104). Besides the individuals who are networked as a team in a project, the project manager stands out: "She/he also understands informal relations, knows how to build relations of trust, and how to build partnerships, agreements or alliances to succeed" (Barondeau and Hobbs 2019, 290). As projectification continues to increase, so does the importance of the individuals involved in planning and implementing projects (Grabher and Ibert 2012). "Project proliferation along with reforms of the administrative structures, changes in the nature of development policies and the increasing importance of cultural and cognitive elements of territorial development are the driving forces behind the emergence of a new class… the project class" (Kovách and Kucerova 2009, 203). There is also frequent reference in the literature (Scott 2014; Battilana, Leca, and Boxenbaum 2009; Hardy and Maguire 2008; Beckert 1999) to the notion of institutional entrepreneurship, which refers to the "activities of actors who have an interest in particular institutional arrangements and who leverage resources to create new institutions or to transform existing ones" (Maguire, Hardy, and Lawrence 2004, 657). Entrepreneurs see the opportunities of their activities, which they value high.

Entrepreneurs use projects as a form of organization to place their business models or new technologies on the market (Auschra et al. 2019). An increasing number of projects are taking place in the context of permanent organizations (Müller et al. 2016). In this context, a parallel form of organization is created by the actors in the context of a project, which challenges conventional institutions, reconfigures them, or even supersedes them. Project management is becoming a core competence for many organizations, while well-established governance systems and corporate culture are changing as a result of the influence of the actors during projectification. "The language of the project, its structures, processes, rituals and symbols describe the landscape of the 'what' of projectification as well as the 'how'" (Maylor and Turkulainen 2019, 572).

Projects involve a variety of actors within an organization. Besides the team of project management specialists, various experts from the relevant departments, from support functions such as purchasing, human resources or controlling, management functions and committees as well as the program, project portfolio and governance functions responsible for directing the entire project landscape (Winch 2014). Depending on the nature of the projects, especially in the context of business projects, interfaces with customers and suppliers are added, which brings institutional influences from other organizations and thus possibly synchronization difficulties (Scott 2012; Dille and Söderlund 2011). Furthermore, employers' associations, unions, regulators, chambers of commerce, and public authorities, among others, can influence project-related work through their influence.

However, projects are not only taking place in business, but increasingly in the public sector as well (Hodgson et al. 2019). Here, legislative, executive as well as judicial actors are exerting their influence, from the municipal level through states to the national or even up to international levels, such as the European Union. The European Union's influence, for example, through financial support of activities undertaken in the form of projects, seems to have a major impact on the national implementation of projects under public administration (Jalocha 2012; Godenhjelm, Lundin, and Sjöblom 2015). Finally, a number of other collective actors can be found in other sectors of society, such as voluntary and charitable societies, non-governmental organizations, citizens' initiatives and political movements, religious groups, local communities as well as social enterprises (Bogacz-Wojtanowska and Jalocha 2016).

Lundin (2016) has described the path to a project society through three collective organizational archetypes, i.e. the project-supported organization, the project-based organization, and the project network. Through the ongoing implementation of project activities and through corresponding learning as well as innovation processes within and by these three organizational forms, influence is exerted on existing institutions (Jacobson, Lundin, and Söderholm 2015; Maniak and Midler 2014; Maylor et al. 2006; Grabher 2004; Eskerod 1996). Ongoing projects in networks can create lasting business networks: "Participation in the short-term project network can be a means for actors to reshape their position in the underlying permanent business network" (Orr et al. 2011, 40). Thus, in inter-organizational projects, actors not only create jointly achievements, such as in the construction or film industry, but also create a permanently beneficial bond for the participants by developing common perceptions (Sydow and Braun 2018; Zilber 2002).

In the literature, the networked form of cooperation between actors is also called 'organizational fields', which "encompasses, variously, arenas such as producer markets, as studied by economists, policy domains, of interest to political scientists, as well as fields of contention, bargaining and conflict that develop around a specific issue" (Scott 2012, 30). Depending on the field, actors enter into closer or not so close relationships, organize vertically, horizontally, or in hybrid ways, develop their own constitutions, sets of rules, guidelines, standards, values, beliefs, and cognitive frameworks, which are accepted and adopted by the participants or challenged and changed (DeFillippi and Sydow 2016; Beckert 2010). Sources or occasions for change in a field include functional challenges such as performance problems or competition for resources, political pressures from divergent interests or power plays among actors, and social pressures brought on by new actors with divergent expectations for collaboration in the field (Dacin, Goodstein, and Scott 2002). "Institutional fields are presumed to be the predominant source of pressures for institutional conformity and the site of institutional embeddedness… They are also enabling: the institutional infrastructure of organizational fields comprise the mechanisms of social coordination by which embedded actors interact with one another in predictable ways." (Zietsma et al. 2016, 395). Repeated collaboration shapes certain behaviors that make it advantageous to stay together in the long term (Philipps, Lawrence, and Hardy 2000), e.g. in the context of an industry or industry segment (Scott, Levitt, and Orr 2011), a professional field (Greenwood, Suddaby, and Hinings 2002), or a local, regional, or national community (Grabher and Ibert 2012).

2.3.2 Intermediaries and their particular role for projectification

Actors who have special capabilities for engaging stakeholders in social networks are of particular interest for institutional work and the projectification process: "In very general terms, this is true of all those who, playing an active role in the expansion and *animation* of networks, act as *mediators* … They possess the art of reconciling opposites, and know how to bring very different people together, and put them in contact" (Boltanski and Chiapello 2018, 115). In this context, particular emphasis is placed on project heads, managers, coaches, customers, suppliers and subcontractors, who enter into relationships with each other in the course of a project and continue to expand this network beyond the completion of the project. Scott (2010) also emphasizes the special role of intermediaries, which he believes are often overlooked with their importance for the performance of an organizational field. Intermediaries come into play in very different ways, depending on the field, facilitating exchanges between the parties involved or acting as information brokers. Examples given by Scott include governmental ministries, industrial associations, trade unions, and professional associations. Here, the international dimension of these associations is also emphasized in particular. "These associations seek to formulate a variety of types of standards, principles, and conceptions of 'best practices' to foster commensuration and consilience among various elements and systems" (Scott 2010, 17).

In this context, Jalocha (2019) also emphasizes the role of the European Union in the projectification of public administration in the member states through its funding of projects and the requirements imposed on project management in this respect. A distinction is made between the intermediaries and the parties "who are recipient and users of project resources" (Kovách and Kucerova 2009, 209). However, not only the European Union is an example of such an intermediary, but also multi-national corporations, nation states and non-governmental organizations are often involved in transnational cooperation and institution building and "multi-stakeholder processes promoting standard-setting and institution-building are often coordinated by means of collaborative projects" (Manning and von Hagen 2010, 399). The reciprocal constitutiveness of projects and institutional change is also highlighted by Suddaby and Viale (2011). Here, they focus on the processes of professionalization in a distinct field, which is concomitant with institutional change, involves a range of individual and collective actors, and is realized in the form of projects.

The process of professionalization is usually driven by educational institutions and associations with their affiliates (Lundin et al. 2015). Depending on the respective governance context, the state provides resources for the education and training of the professionals to enable them to continuously enhance the corresponding know-how: "The state, in cooperation with the professions, guarantees that those who are certified as experts are trustworthy and that those acting under certain professional titles… are living up to the demands that are put on these occupations regarding both ethics and competence" (Furusten and Werr 2016, 5). Through the joint efforts of all stakeholders, with the mediation of professional associations, specialized consultants, trainers or coaches, knowledge respectively experience in a given field is continuously advanced.

There is criticism in the literature that too little attention is paid to the role of intermediaries: "A largely neglected topic playing a central role in relational carriers is the existence and increasing importance to a wide variety of *intermediary roles* – roles defined almost entirely by the activities they perform in carrying information between central players in organizational fields" (Scott 2014, 176). Scott extends the list of intermediaries to include public and non-public regulators, transaction advisors, advocacy associations, and local, regional, and multinational development agencies.

2.3.3 Project management associations and their role for projectification

Tracing back how project management has spread over the past decades, the role of project management associations becomes the focus of attention (Blomquist and Söderholm 2002). For example, the International Project Management Association (IPMA) and the Project Management Institute (PMI) emerged in the 1960s and have done much for projectification through their membership since then. In the case of IPMA, members are national project management associations, e.g. the Association for Project Management (APM) in the United Kingdom or the German Project Management Association (GPM). These have individual and corporate members respectively. PMI, on the other hand, is represented worldwide in the form of chapters and uses them to network with its members. Carriers for the dissemination of project management are educational courses offered by universities, specialized consultants as well as the normative pressure of project management associations, which publish best practice standards serving as a baseline for qualification and certification programs.

"As professions create, maintain and extend their jurisdictional boundaries, they, perhaps unwittingly but often with intent, engage in processes of institutional work" (Suddaby and Viale 2011, 426). In the professionalization of a particular institutional field, however, associations do not work alone, they always cooperate with a multitude of actors. These can include but is not limited to educational institutions as well as professional training providers, practitioners and employers in the business sector as well as in other sectors of society, along with government agencies (Muzio et al. 2011). At the same time, societal changes affect project management associations with the result that they require adjustments. "The institutional norms of several key professional sectors are changing drastically as well as the assumptions about market structures and the nature of technological changes currently at the forefront" (Leicht and Fennell 2008, 431).

As part of their professionalization efforts, project management associations seek to solidify and expand their own role and exert influence on as many sectors in society as possible (Suddaby and Viale 2011; Hodgson and Muzio 2012). Project management associations primarily build their activities on a Body of Knowledge (BoK) (Hodgson and Paton 2016), which serves as a basis for qualification and certification of project personnel and at the same time specifies requirements for the realization of projects (Morris et al. 2006). "Practitioners see themselves as offering a professional service and hence see a need to have this service recognised. Thus they tend to join societies that legitimate their claims to specialist knowledge and its mastery" (Shepherd and Atkinson 2011, 152). However, doubts about this orientation are also raised in the literature. "How valid is certification as a license of competence, particularly in a learning-as-doing environment such as that represented by project management" (Morris and Geraldi 2011, 25). Others even doubt whether project management can meet the requirements of a profession altogether and conclude that "project management is not (yet) a profession, that it has the potential to become a viable profession, but that it faces some serious roadblocks in continuing the professional journey" (Thomas and Zwerman 2001, 62). For example, a major difference between the project management associations and traditional associations such as medicine or law is that the latter can impose legally binding requirements on professionals and enforce compliance by imposing sanctions such as expulsion from the occupation. Nevertheless, professional associations "function as institutional agents – as definers, interpreters, and appliers of institutional elements" (Scott 2008, 223).

A crucial question is also which target audience the associations are pursuing. Project management associations were predominantly formed in the industrial sector, especially in the engineering, aerospace and defence industries. To this day, they are therefore primarily focused on the business sector in order to provide corporations with added value in form of efficiency gains or performance improvements. "The rapid growth in membership of the professional associations can be traced back to their creation of 'body of knowledge' documents in the late 1980s and early 1990s, designed to structure the accreditation of individual practitioners" (Muzio et al. 2011, 449). Hodgson, Paton, and Muzio (2015) use the example of APM to systematically show how project management associations are continuously evolving in their specific (national) context, including the publication of the APM BoK, which serves as the basis for the qualification and certification of project managers in large parts of industry, as well as public administration in the UK. By achieving chartered status, the APM is in a special role, serving the interests of individuals with a desire for professional recognition through a certificate, companies looking for workers who rely on the APM's confirmation of competence, and finally the public sector, which requires APM support for complex large-scale projects. "APM´s strategy is by necessity hybrid, formed in negotiation with the changing demands of it fluid environment and heterogenous stakeholders" (Hodgson, Paton, and Muzio 2015, 755). In this context, it is repeatedly criticized that the discipline still focuses too much on planning and control and less on innovation, flexibility and adaptability: "What distinguishes the Project Management approach therefore is a resurrection – indeed, an exhumation – of the modernist emphasis on comprehensive planning, linked to a reassertion of the importance of strict managerial control and professional self-discipline" (Hodgson 2002, 810).

The fact that the development of a project management association depends to a large extent on the national context, e.g. on the rules and regulations of the state, can be observed in the case of Italy, which has now been replaced by "a more complex system involving multiple actors and a number of different and often competing agendas" (Sabini and Paton 2021, 15). The development of project management in Italy continues to depend on the support as well as the regulations of the state. At the same time the influence of business groups is increasing significantly, the membership of project management associations is growing due to the granting of certificates and other benefits as well as the institutional recognition of the profession fosters the growth (Sabini and Muzio 2017).

Unfortunately, there is still very little evidence of the development of the profession in Germany. Nicklich, Braun, and Fortwengel (2020) ask provocatively whether this is a profession 'forever in the making'? So far, both project managers and the GPM have not been successful in achieving recognition on the part of the state as an official profession or professional association, nor in achieving an institutional status in the organizations in which they operate. GPM is supported by IPMA in its efforts to achieve a certain degree of professionalization, for example, with the help of international competence standards and certification systems (Evetts 1995). This is particularly relevant for the German economy, which is highly export-oriented and relies on comparable competencies. To the same extent that GPM as a project management association influences the further professionalization of the economy in the management of projects and thus promotes projectification, GPM itself is affected by changes in the institutional framework conditions. "Actors who participate in routines and activities designed to create, change, or maintain institutions, not only adopt some degree of reflexivity about how their actions engage with their institutional environment, but also adopt a modicum of agency or active ability to introduce variation into institutionalized patterns of reproduction" (Muzio, Brock, and Suddaby 2013, 708).

Professional associations are credited with being critically important for transforming institutionalized fields. "They are arenas through which organizations interact and collectively represent themselves to themselves… Professional associations act as representative agencies, shaping and redefining appropriate practices of interaction… monitoring compliance with normatively and coercively sanctioned expectations" (Greenwood, Suddaby, and Hinings 2002, 62). In doing so, they are confronted with the dilemma of having to reconcile stability and renewal at the same time, i.e. ensuring reliability through rules and standards on the one hand, but also responding flexibly to new challenges and making appropriate modifications to their operations on the other.

2.3.4 Projectification of society and its protagonists: Summary and conclusion

In the context of this dissertation, we are interested in how actors affect societal institutions and how they, directly or indirectly, affect the projectification of society. As shown, based on the literature and previous research results, a variety of individual and collective actors are involved in this process.

For example, Boltanski and Chiapello (2018) already point out that people are brought together through projects in a relational space, and that new relationships and also lasting networks are always formed as a result, which go far beyond a single project. Shared experiences are gained and learned in the context of projects, which not only advances individuals, but also existing institutional and frameworks (Grabher and Ibert 2012). This happens not only in the context of organizations (Midler 1995), but also in a broader landscape of project networks, organizational fields, and all the way to the level of society (Lundin et al. 2015). Here, it is the interplay between the activities of actors that affect societal institutions, either creating, maintaining, or disrupting them (Leicht and Fennell 2008). This ultimately results, directly or indirectly, in an impact on the projectification of society. However, it is so far unknown what the exact mechanisms are, what the individual actors' impact is, and how strong this impact is (Muzio, Brock, and Suddaby 2013). The literature repeatedly emphasizes the potential contribution of so-called 'intermediaries' that exert a particular influence on networking and thus on the institutional environment, including, for example, consultants, ministries, industrial associations, trade unions, and professional associations (Scott 2010). The influence of international institutions, such as the European Union (Jalocha 2019), multi-national corporations or NGOs (Manning and von Hagen 2010), has also been noted.

Literature emphasizes the role of project management associations for the dissemination of projects and project management in our society during the last decades. Using the examples of the UK and Italy, attention is drawn to the different forms of influence and characteristics of the activities of national project management associations and the contextual factors that come into play. The importance of international project management associations (Hodgson and Muzio 2012) and the proliferation of project management standards, such as a BoK or particular certifications, are also underscored. "These associations seek to formulate a variety of types of standards, principles, and conceptions of 'best practices' to foster commensuration and consilience among various elements and systems" (Scott 2010, 17). Overall, however, the whole interplay remains unclear and will be investigated in more detail in the course of our research.

3 EMPIRICAL PART

In the following chapter, first of all, the purpose and objectives of the present research are repeated, followed by the research approach and methodology. On this basis, the research results are finally presented and discussed in detail.

3.1 Purpose and objectives of the research

The purpose of this research is to investigate the extent to which projectification of society has progressed, to identify how the underlying process is taking place, and to determine the specific roles of actors and institutions involved. This is done in the light of institutional theory (Scott 2014), which allows to explicate and examine the social interrelationships and interactions. The aim is to enable society in view of increasing societal challenges to implement projects across a broad spectrum of activities.

As a first objective, we envision to identify the extent of projectification across the society with its associated causes and effects, and to forecast directions for its further development. The second objective of our research is to describe what influence societal institutions, i.e. regulative, normative and cultural-cognitive institutions, have on the process of projectification and are themselves influenced by this process. As a third objective, we chose to identify the actors involved in the projectification of society and to describe their impact, either directly or indirectly, on the associated process. As a final but important objective, we have selected one of the actors, namely the project management associations, in order to use them as an example to illustrate how the interplay between the activities of this actor, the institutions and the projectification of society takes place.

These objectives follow the call of Lundin et al. (2015, 230), who argue for a significant expansion of research as we move toward a project society, and call for this research to involve "practitioners and others 'out there' to inspire researchers with 'empirical disturbances' and talk about what we need and how things really are." Therefore, the beneficiaries of our research are not only the researchers in a broad application area of institutional theory at the level of society, but also the actors, such as project management associations, who deal with the implementation of projects for solving complex challenges.

3.2 Research approach and methodology

In this chapter, we begin with a general view of social science research, as foundation for the research approach chosen. This is followed by a description of the research methodology, techniques and tools used, and how the data were sampled, collected, and processed. Parts of this chapter were published in Wagner, Huemann, and Radujkovic (2021a) and Wagner, Huemann, and Radujkovic (2021b).

3.2.1 Research in social science

Research in the social sciences is special because it involves the behavior of people rather than inanimate matter in the natural sciences: "Unlike molecules, people possess motivation and agency and can change their behavior" (Seale 2018, 10). In this respect, particular research models or philosophies are used when investigating social systems. In contrast to the attempt in the natural sciences to look at the subject of research with an 'objective' lens, a subjective lens is preferred for the analysis of social systems by constructivism. "The subjective position accepts that reality is constructed by patterns of behaviour, for instance, with these interpreted by the view of the observer. As a result, someone who adopts this position will generally focus on what people, or whatever social unit they are studying, perceive as 'the truth' about the world" (Maylor, Blackmon, and Huemann 2017, 106).

In particular, studying the interactions of multiple actors in a societal context, with multiple linkages and dynamics, requires an appropriate research approach. This is also the reason why qualitative approaches are increasingly used alongside quantitative research approaches in the social sciences, referring more to meanings, characteristics or metaphors of a subject matter than to its counts and measures (Lune and Berg 2017). Bosch-Rekveldt (2015) proposes a mixed methods research approach that combines both inductive methods with deductive methods. The former builds on observations and derives theoretical propositions by means of empirical generalization. Subsequently, these propositions can be tested deductively by means of synthesizing hypotheses and empirical tests. Mixed research approaches often start with exploratory research, for example a case study, in order to better understand the research topic in its context and to gain a better understanding of all relevant aspects. Subsequently, one or more specific issues can be examined with the help of a quantitative method, for example a survey (Neuman 2014).

3.2.2 Research approach

The research approach chosen for this dissertation adopts a mixed-methods research design (Saunders, Lewis, and Thornhill 2019). In three sequential phases, the literature relevant to the research question was initially studied and resulted in additional research questions as well as interesting perspectives on the topic. The second, exploratory phase, focused on qualitative methods, including interviews with international experts on the topic of the dissertation as well as a case study and focus group discussion on the role of GPM for the projectification of society in Germany (Yin 2018). Based on the findings of the second phase, a quantitative survey was then conducted in Germany in the third and final phase to test the research propositions and hypotheses.

Limiting the scope of the research to the geographic area of Germany and the role of GPM for the projectification of society was necessary to reduce the complexity of doing research at the macro level of society. While this represents a limitation regarding the validity of our research results, it needs to be verified by performing comparative research on an international level. In doing so, the research approach presented here can be used as a basis. Figure 1 provides an overview of the three research phases with the approaches chosen, the respective time frames, main research questions, research activities and key results.

Figure 1: Overview of the three research phases

	Phase 1	Phase 2	Phase 3
Research approach	Literature review	Qualitative methods	Quantitative methods
Time frame	January 2020 – June 2020	July 2020 – December 2020	January 2021 - June 2021
Main research question addressed	• Which impact do institutions have on the projectification of society?	• How project management associations influence the projectification of society?	• How do institutions and project management associations affect projectification of society?
Research activities	• Screening relevant literature and publications related to the topic of this thesis • Evaluating available theories suitable for the research question at hand • Preparing the next phases	• Eleven interviews with renowned scholars in the field of projectification • Case study and focus group discussion regarding GPM´s role for the projectification of the society in Germany	• Survey on projectification of society in Germany and the role various actors as well as societal institutions play in this regard. Also checking the role of GPM from a market perspective
Key results	• Institutional theory identified as explanatory model for this thesis • References prepared	• Empirical findings together with research propositions prepared for further tests • Scientific article published	• Quantitative survey results in the context of Germany with testing of hypotheses • Scientific article published

Source: Wagner 2021.

3.2.3 Methods, techniques and tools of data collection

Building on a preliminary literature review, a more in-depth literature review was conducted during Phase 1 of the research. In particular, the 'theoretical review' approach was used, "which examines the body of theory that has accumulated in regard to an issue, concept, theory or phenomenon" (Saunders, Lewis, and Thornhill 2019, 78). For this purpose, reference was made to scientific literature und journal papers. The main focus was on institutional theory with the wider perspectives of institutional work, institutional logic, institutional change, but also on related theories such as practice theory or actor network theory. With the help of a keyword search, covering 'projectification', 'project society' and 'professional associations' among others, we then conducted a systematic literature search in order to find clues related to the formulated research question on the one hand, and on the other hand to determine whether institutional theory has already been applied in the context of the projectification of society.

In Phase 2 of our research, we then conducted eleven one-on-one, semi-structured, one-hour interviews (Maylor, Brady, and Huemann 2017) with scholars specializing in projectification. The interviews took place over a four-week period between July 14 and August 18, 2020. The interviews had to be conducted virtually due to the COVID-19 pandemic. They were recorded using the Microsoft Teams software, automatically transcribed, and afterwards double-checked for completeness and correctness with the help of an independent service provider. The interview questions are displayed in Annex A. They queried how projectification unfolds in the respective context of the interviewees and how the interactions between the actors, in particular the project management associations, the respective institutions and the society in general develop.

Following the interviews, we continued in phase 2 with a case study on the specific role of GPM in Germany. For this purpose, we examined available or publicly accessible information and documents covering the activities of GPM. This included documents such as GPM's Articles of Association, Strategy 2025, General Principles and Political Agenda, the magazine 'PM Aktuell' (for the years 2000 - 2021), publications such as the 30th anniversary book, documents on GPM's products and services, especially in the field of education and training as well as certification, studies on various project management topics, newsletters and information on the activities of Special Interest Groups (SIGs) and regions.

On September 14, 2020, a one-day workshop with a focus group of GPM representatives (Smithson 2008) was held to which the current president of GPM, two honorary presidents, the editor-in-chief of the GPM magazine ('PM Aktuell') and representatives of the Stuttgart regional group together with the heads of the Marketing & Product Management and Policy & Public Relations departments were invited. The questions were made available to the participants in advance of the workshop and are presented in Annex B. The workshop also took place virtually on Microsoft Teams, and was recorded and transcribed using the software as in the interviews. Throughout the workshop, the essence of the statements was written down synchronously for the participants to see and reconcile along the way. The primary data from the interviews as well as the insights from the workshop were used to understand the impact of project management associations on the projectification of society and to derive research propositions to guide further research. Although case studies are not appropriate "for producing generalizable, reliable, and theoretical contributions to knowledge" (Saunders, Lewis, and Thornhill 2019, 197), we were primarily interested in prioritizing the particular actions that GPM has taken from a leadership perspective in relation to the projectification of society in Germany, both directly and indirectly through the relevant institutions.

Finally, in Phase 3 of the research, a quantitative survey was conducted to empirically test the previously established research propositions and hypotheses. The survey was accessible to project professionals living in Germany between January 18 and February 26, 2021 via the GPM website or a direct link to the SurveyMonkey platform. The GPM newsletter in January informed 13,000 recipients about the survey. The questionnaire was validated with the help of seven independent experts before publication. The actions of project management associations affecting regulatory, normative, and cultural-cognitive institutions were chosen as independent variables, while regulatory, normative, and cultural-cognitive institutions were considered as mediating variables within our model. For the dependent variable, we modeled the projectification of society as a reflexive higher-order second-order construct (Sarstedt et al. 2019), consisting of the projectification of the economy, the projectification of public administration, the projectification of leisure, sports, arts, and culture, as well as the projectification of civic engagement at the first-order level. All questions regarding the impact of a particular factor used a Likert scale ranging from 0 (= no impact) to 7 (= full impact).

At the beginning of the survey, participants were asked about the most important trends in society, the overall state of projectification in society and in various sectors of the society. Participants were then posed questions about institutions, actors, and the actions of the project management associations and their impact on institutions as well as on the projectification of society. The survey ended with questions about participants' areas of activity, their roles, the number of staff within their organizations, and the types of projects they typically undertake (see the questionnaire in Annex C).

3.2.4 Description of sample

We selected our interviewees in phase 2 based on their familiarity and experience with projectification of society. Ultimately, we wanted to hear from the leading authorities in the field to compare the responses and explore underlying realities (Saunders, Lewis, and Thornhill 2019). We therefore placed emphasis on the diversity of perspectives, such as the research focus of the interviewees, their experiences, and cultural backgrounds. This was important for gaining new insights that could be used in framing our research (see Table 1).

Table 1: Profiles of international interview partners

ID	Country	Key research areas and fields of expertise	Experience [years]
01	Poland	Projectification; Project, programme & portfolio management; Public sector	>15
02	Norway	Project, programme & portfolio management; Governance; Leadership; PMOs	>35
03	Germany	Technology, innovation & project management; Project portfolio management	>40
04	Norway	Temporary organizations; Organizational networks & innovation; Projectification	>20
05	China	Project Management & Technology; Projectification of Society in China	>30
06	UK	Project & Programme Management; Complexity; Operations strategy; Innovation	>30
07	Germany	Project Networks; Regional clusters; Organization theory; Projectification	>40
08	UK	Public private partnerships (PPP); Project-based organizing; Creative industries	>20
09	Australia	Organizational PM; Megaprojects & Infrastructure projects; Action research	>50
10	Sweden	Temporary Organizations; Projectification of Society as well as Project Society	>50
11	Croatia	Project Management; Construction Industry; Projectification in smaller countries	>40

Source: Wagner, Huemann, and Radujkovic 2021a.

In selecting the GPM representatives for the focus group workshop, we were primarily seeking executives who determine the direction of the association. For this purposive sample (Lune and Berg 2017) we invited two former presidents and founding members with good knowledge of the development of GPM over the past forty years as well as the current president and executives from the areas of marketing and product management, politics and public relations. Finally, a representative of one of GPM's regions also agreed to participate in the workshop. This person also represented the area of research and education as university professor at the same time. In addition, he is also editor-in-chief of the periodical 'PM Aktuell'. Other representatives of GPM were invited but could not participate in the focus group workshop due to time constraints. However, they had offered to provide information before and after the workshop if this was necessary for the study. Thus, very different perspectives were represented at the workshop in order to cover the entire spectrum of GPM's institutional work practices related to the projectification of society in Germany.

In total, over 200 participants took part in the quantitative survey in Phase 3 of our research. However, some had to be sorted out because the online questionnaire was not fully completed by the respondents. Finally, we were able to include 200 questionnaires in the analysis. Table 2 on the following page summarizes key characteristics of our volunteer sample (Seale 2018). With regard to the origin of the participants, it is noticeable that more than 2/3 come from the corporate sector, either from an industrial enterprise or a service company. Almost 10% of the participants belong to the public administration, a little more than 10% to the field of research and education and just about 9% came from the spheres of leisure, sports, art and culture as well as civic engagement.

In terms of the size of the organizations in relation to the number of employees, the spectrum ranges from very small organizations with fewer than twenty-five employees to international corporations with more than 50,000 employees. With 45.9% of the participants, roughly the half falls under the definition for small and medium-sized enterprises (< 250 employees) applicable in Germany. When asked about their role, almost half of the participants also stated that they are in a management position, either as a member of the board or as an executive with leadership responsibilities. Just under 40% said they had project management responsibilities and 4.6% classified themselves as subject matter experts.

Respondents indicated that, on average, 64% of working time in their organizations is spent on projects. These projects are predominantly research and development projects (27.3%), followed by customer or business projects, organizational development or change projects (17%), process improvement or optimization projects (15.5%) and investment projects (9.3%). Other project types remained below 5%.

Table 2: Characteristics of the volunteer sample

Fields of activity of participants	Share [%]	Role of the participants	Share [%]
Industrial enterprises	28.5	Member of the board	20.1
Service companies	38.3	Executive with leadership tasks	29.4
Public administration	9.5	Project management expert	39.7
Leisure, sports, art and culture	2.4	Subject matter expert / clerk	4.6
Civic engagement	6.3	Others	6.2
Research and education	10.3		
Others	4.7		
Number of employees	*Share [%]*	*Types of projects*	*Share [%]*
< 25	21.9	Research & development	27.3
25 – 49	4.1	Investment	9.3
50 – 99	9.2	Org. development / change	17.0
100 – 249	10.7	Pers. Development / HR	4.1
250 – 499	3.6	Process improvement	15.5
500 – 999	6.6	Marketing / Sales	2.1
1,000 – 2,499	11.7	Customer / Business	19.0
2,500 – 4,999	4.6	Others	4.6
5,000 – 9,999	5.6		
10,000 – 49,999	8.2		
> 50,000	10.2		
Not specified	3.6		

Source: Wagner, Huemann, and Radujkovic 2021b.

Finally, respondents reported having an average of more than twenty years of experience in project delivery. 40% of them are members of GPM.

3.2.5 Description of data processing

The processing of the statements from the expert interviews in phase 2 of our research was carried out in a multi-stage procedure (Neumann 2014) using the NVivo software. The use of NVivo is particularly recommended for qualitative data to ensure that the results are traceable, reliable, complete, and of high quality (Maylor, Brady, and Huemann 2017). For a structured analysis, we first classified the information from the interviews into preliminary categories that were primarily based on the focus of the questions. Then, we compared the experts' statements and assigned corresponding codes. This resulted in a better insight into the underlying concepts. In a third and final step, we used additional codes that could provide additional information on the identified topics. Annex D provides an overview of the codes used for analyzing the expert interviews.

For the evaluation of the focus group workshop (Smithson 2008), the participant-validated protocol was used, which was created synchronously during the online workshop and later compared with the transcript if, for example, statements were not properly comprehended. Since focus groups are "appropriate for measuring meanings, ... attitudes, preferences, and priorities, ... they enable us to study participants' rationalizations and justifications" (Lune and Berg 2017, 98). Because the data we obtained during the focus group workshop "are not typically subjected to statistical analysis" (Seale 2018, 209), we focused on extracting key statements from the group in response to our research question, cross-checking these statements with information obtained from the available documentation on GPM's work and contrasting them with statements elicited through the interviews.

We also took a step-by-step approach when analyzing the data collected in Phase 3, the online questionnaire (Saunders, Lewis, and Thornhill 2019). For example, we first analyzed the responses to open-ended questions, e.g. on societal trends, by means of a same-word count of the responses in SurveyMonkey. We then conducted a descriptive analysis (Maylor, Brady, and Huemann 2017) using the SPSS statistical software. This involved evaluating all scaled variables, including responses from the ranking questions, with their maximum, minimum, mean, and standard deviation. First, we used SPSS to perform a Pearson's correlation analysis of all scaled variables, followed by a causal analysis of the major variables for projectification (Anderson et al. 2014).

As we wanted to examine the interrelation between multiple independent and multiple dependent variables, we applied structural equation modelling (SEM), which can also "be used to test intervening, moderating and mediating relationships between variables… and *path modelling*" (Maylor, Brady, and Huemann 2017, 338). For a deeper analysis of relationships within and between models, we used the SmartPLS 3 software. There are two reasons for our choice: First, predictive partial least squares structural equation modeling (PLS-SEM) is well suited when research aims to identify key drivers of constructs (Hair et al. 2017). Since one of our goals was to expand the interaction of different variables and thus the understanding of the drivers of the projectification of society, PLS-SEM is an appropriate choice. Second, PLS-SEM in SmartPLS 3 allows for the evaluation of mediation models, as institutions represent in our case, without the need for tandem approaches often featured in factor-based methods (Sarstedt, Hair, and Nitzl 2020). In the PLS-SEM algorithm settings, we used a path weighting scheme with mean replacement algorithm, a maximum of 500 iterations, and a stopping criterion of 10^7 (Hair et al. 2018). In order to test our hypotheses, we used a bootstrapping procedure with 2000 subsamples.

Fielding and Fielding (2008) argue for an integration of qualitative and quantitative data, also called 'triangulation,' to promote the validity of the research findings. By combining qualitative methods with the quantitative survey in our mixed methods approach together with reconciling the ensuing results, potential biases or flaws can be reduced, but not entirely avoided. We therefore checked the research propositions and hypotheses resulting from phase 2 of our research for convergence with the quantitative research in phase 3 and show the results below.

3.3 The context for projectification in Germany

Germany is a federal state in Central Europe with a population of approximately 83 million. The federal structure of the country includes 16 states, which have their own areas of responsibility and are in turn divided into administrative districts and municipalities. "Federalism in Germany is more than just a system of federal states; it represents the country's decentral cultural and economic structure and is deeply rooted in tradition. Over and above their political function, the states are also a reflection of pronounced regional identities" (Göbel, Orth, and Sibum 2018, 6).

3.3.1 The German economy

Germany is not only geographically in the center of the European Union, but also an economic powerhouse. The country is the largest economy in Europe and ranks with a GDP of $3.8 trillion fourth globally, after the United States, China and Japan. "The German economy has its great innovativeness and strong focus on exports to thank for its competitiveness and global networking. In high-selling sectors, such as car-making, mechanical and plant engineering, the chemicals industry and medical technology, exports account for well over half of total sales… Germany invests 92 billion euros annually in research and development (R&D). Many companies are well on the way to 'Industry 4.0', a project destined in particular to advance digitisation in production engineering and logistics" (Göbel, Orth, and Sibum 2018, 58).

Although the economy contracted in the last quarter of 2020 and the first quarter of 2021 due to the COVID-19 pandemic, depending on the speed of vaccination, the economy is expected to revive significantly in the coming years, not only through exports but also, and above all, through private consumption (Deutsche Bundesbank 2020). The government provided financial support to industries, companies and households in the months of the lock down, the support payments comprised about 10% of GDP. This has helped to stabilize the unemployment figures and provide a strong growth impulse, pushing investments in infrastructure, digitalization matters and climate actions. "It contributes to extremely favourable financing conditions and long-term interest rates on government bonds that remain firmly in negative territory. This should stimulate private demand" (German Council of Economic Experts 2021, 31). However, in Germany like in other large economies "population ageing and continuation of unsustainable fiscal policies are expected to lead to stretch public finances… because of the rise in ageing-related costs (such as health and long-term care spending)" (Becker 2021).

A key pillar of the German economy is the 'Mittelstand', i.e. small and medium-sized enterprises (SMEs), most of them are family-based. "In fact, 93,6% of the total population of companies are Mittelstand enterprises and they employ more than six in ten employees subject to social insurance contributions" (Schlömer-Laufen and Schneck 2020, 849). They are often self-financed and reinvest profits right back into the company, which allows a great deal of independence from the financial markets.

Decisions tend to be oriented toward a long-term perspective, are more aligned with the interest of employees, and are often made in consultation with employee representatives, such as a workers' council (Parella and Hernández 2018, 11). In this respect, small and medium-sized enterprises in Germany are often said to be more entrepreneurial, innovative and often hidden champions on the world market for particular niche products. "While mass market firms tend to be centralized and bureaucratic, the niche strategy of smaller firms is more conducive to decentralization and participative decision-making processes. This in turn suggests that the flatter an organizational hierarchy and the more decentralized authority control, the higher are the interaction rates between two entities capitalizing on more points of contacts" (Audretsch et al. 2018, 6).

Today, Germany's Mittelstand is supported by the federal government in many ways, for example in research funding. The roots of this understanding can be traced back to the medieval period and the regulatory as well as normative institutions that applied to guilds and the crafts trade: "Guilds also established strict rules for who could create, own, and inherit a business. *Mittelstand* values such as its sense for responsibility that extends to its employees and the region the business is situated in, its emotional attachment, or its preference for independence…" (Pahnke and Welter 2018, 349). In the literature, the Mittelstand in Germany is often compared to the capital-intensive start-up mentality in Silicon Valley, although the two are significantly different (Pahnke and Welter 2018). In recent years, Germany has also seen a wave of startups in which mostly tech-savvy individual entrepreneurs are active in areas such as software development, web-based applications and digitization services, their projects without a large investment, infrastructure and workforce. "Solo entrepreneurship used to be seen as an early stage in enterprise development…The majority of solo entrepreneurs are to be found in the liberal professions and academic and technology-oriented business services. This reflects the ongoing structural change of employment toward knowledge-based professions… the boundaries between work and private lives are increasingly blurred" (Welter 2018, 104). Compared to the US, the startup ecosystem in Germany performs considerably inferior. For example, an empirical study recommends that German startups should focus even more on building a high-performing team with complementary skills and a supportive work culture. When it comes to external factors, the study recommends the following: "Germany needs to attract a more internationally diverse population to its universities which will act as a talent pool from which startups can draw new recruits…" (Geibel and Manickam 2016, 71).

In 2007, a scenario analysis in Germany caused a considerable sensation in the project management community, marking the first time that the term "project economy" was used in an economic analysis relating to Germany. The aim of the scenario analysis, which was carried out by Deutsche Bank Research, was to show which future development paths for the economy and society in Germany are conceivable and plausible. Figure 2 shows the dimensions covered in the analysis.

Figure 2: Scenarios for Germany in 2020
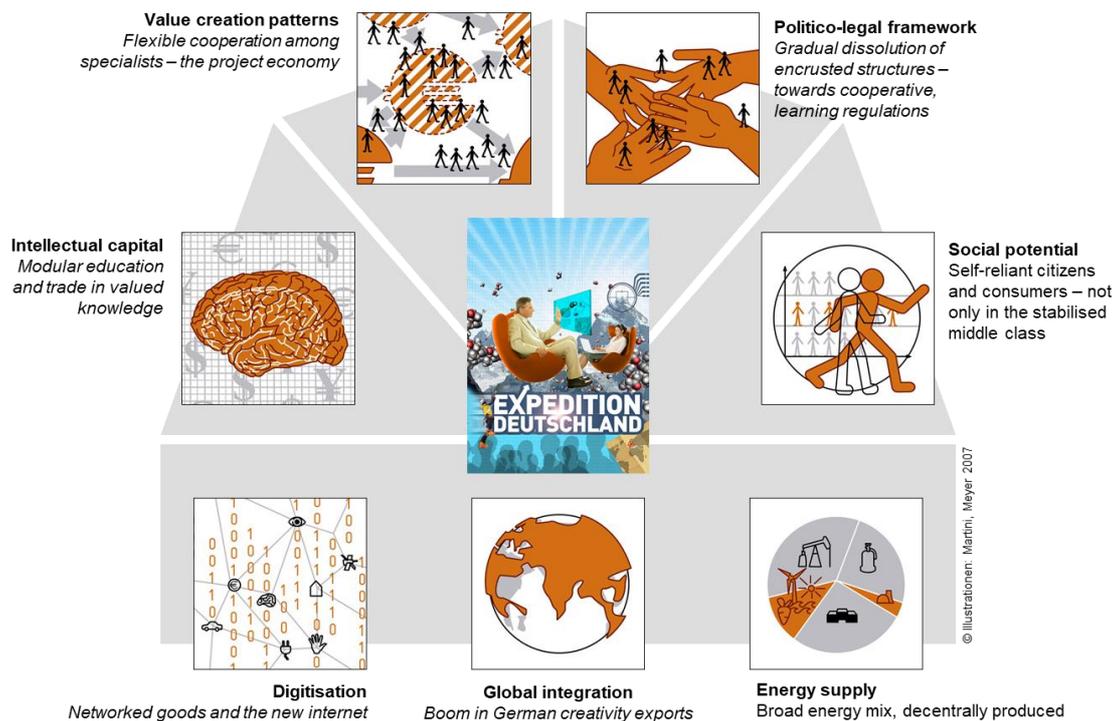
Source: Hofmann et al. 2007, 21.

The project economy scenario assumes that Germany will accumulate more and more knowledge into 2020 and that specialized knowledge workers and companies will cooperate across all borders in form of projects. "In 2020, the 'project economy' delivers 15% of value creation in Germany (in 2007 the figure was about 2%). The 'project economy' refers to usually temporary, extraordinarily collaborative and often global processes of value creation. It is closely intertwined with the traditional way of doing business and based on mature information technologies. Germany´s small and medium sized enterprises benefit in particular" (Hofmann et al. 2007, 1). The authors conclude that with the project economy an acceleration of creativeness and innovativeness as well as a saving of fixed costs is possible.

A few years later, the findings of the scenario study, which had been based on a macroeconomic perspective, were continued with a business perspective. The aim was to determine how far the enterprise project economy had progressed and what effects this was having on these companies. In this context, enterprise project economy was defined as a special form of organization in companies that relates to teams that work together in projects limited in terms of time and content. It does not matter whether they spend only part or all of their working time on projects. The authors of the study conclude that projects are now part of daily life in companies and that, at the time of the survey in 2010, around 37 percent of all activities were already organized in a project-based manner (Rumpp et al. 2010).

In another macroeconomic analysis of project-related activities in the different economic sectors of Germany, the picture solidified that projects are becoming an increasingly important part of everyday working life (see Figure 3). Especially in the manufacturing sector, which holds the dominant position in Germany, the share of working time devoted to projects is increasing from 35.7% in 2009 to 47.3% in 2019. Traditionally project-oriented sectors such as construction or industry-related services are already high and were estimated to stay the same, whereas the sectors of public services, education and health, which are combined in the statistics, are lagging behind (Wald et al. 2015b).

Figure 3: Proportion of working hours to total hours worked

Economic sector	Pro-portion of GDP	Proportion of working hours by projects			Increase	
		2009	2013	2019 P	2009 to 2013	2013 to 2019
Manufacturing industries excluding construction	26.1	35.7	41.9	47.3	17.2	12.9
Public service providers, education, health	18.1	11.6	17.8	21.4	54.3	19.9
Retail, transport, catering	15.6	29.8	42.0	58.6	41.2	39.6
Property and accommodation*	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*	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
Financial and insurance service providers	4.1	17.9	23.0	26.7	28.5	15.8
Information and communication	4.7	30.8	37.7	45.8	22.4	21.5
Agriculture and forestry, fishing*	0.9	4.0	4.0	4.0	0.0	0.0
German as a whole	**100.0**	**29.3**	**34.7**	**41.3**	**18.4**	**19.0**

[* Estimated values]   Details in %; Total values were weighted by the proportion of economic sectors to gross value added; P = forecast

Source: Wald et al. 2015b, 29.

Even though the pace of growth in individual sectors in Germany varies, it can be noticed for the period from 2009 to 2019 that projectification in the economy has increased by an average of 3.5% (see Figure 4). This study did not take a look at other areas of relevance for society. Nevertheless, in economic terms, these figures add up to a gross domestic product of over one trillion euros.

Figure 4: Growth rates and gross value added of projectification
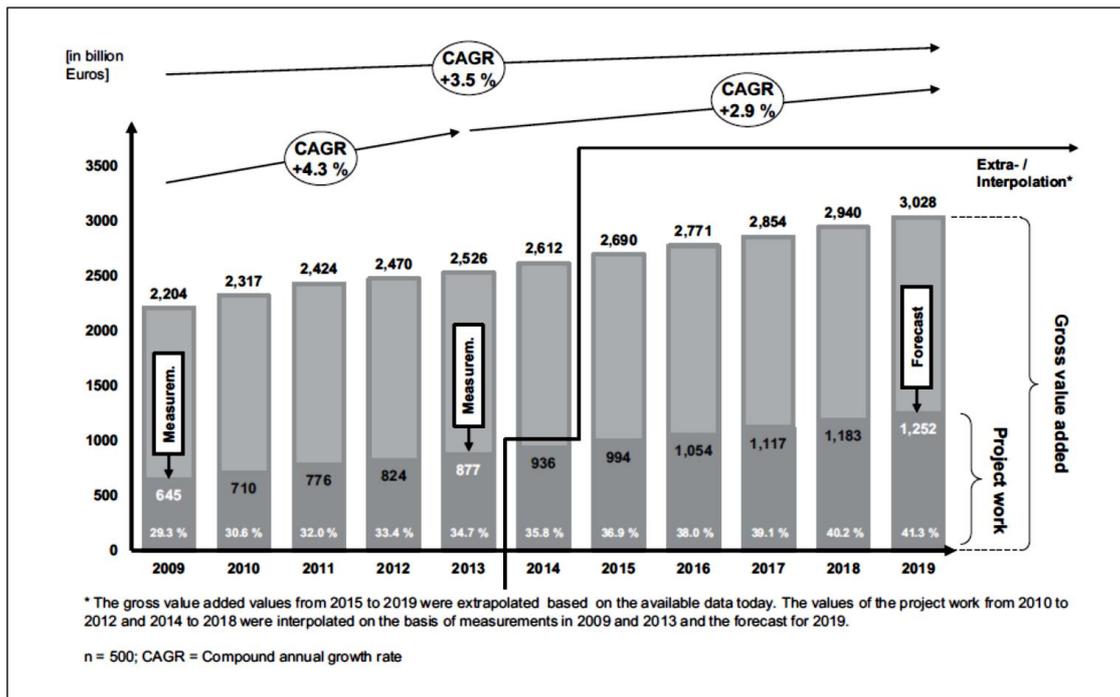
Source: Wald et al. 2015b, 31.

Overall, the German economy is well developed, clearly project-oriented and is still evolving in this direction as a result of ever new challenges.

3.3.2 The German public sector

If we now look at the development of public administration in Germany, projects are not necessarily part of the core activity. Even if one of the first economists and social scientists Johann Heinrich Gottlob von Justi (1755) wrote that all people are project creators and that a project can be understood as a detailed design of a certain undertaking, through which one's own or other people's temporal happiness ought to be promoted. Nevertheless, Max Weber has certainly left a noticeable footprint on the public sector in Germany in terms of administration and bureaucracy. According to Weber, the latter is the most meaningful form of exercising rule (Tribe 2019).

As already shown in Wald et al. (2015b), projectification in the public sector is not very advanced today. Despite the fact that the government had to plan and implement a huge portfolio of infrastructure projects, e.g. in the context of German reunification, there is growing criticism of the government's ability to implement such projects. For example, the case of the BER Airport in Berlin-Brandenburg attracts criticism just as much (Fiedler and Wendler 2015) as Stuttgart 21 (Steininger et al. 2020) or the case of the Elbphilharmonie in Hamburg. "Optimism bias and deception were the causes of cost and time overruns in the Elbphilharmonie case. They were fostered by public and political pressure and high expectations, and manifested as insufficient risk management, unfinished planning at construction start, weak oversight, and three critical governance decisions…" (Fiedler and Schuster 2015, 34).

A specially appointed federal government reform commission for the construction of major projects stated in its final report, that "the Federal Government spends around two billion euros on buildings and eleven billion euros on transport infrastructure every year, and this figure is set to increase significantly. However, many major projects are not delivered within budget or on schedule and exhibit distinct signs of procedures that do not represent value for money… and clients should carefully consider how to organize project management and project control tasks and ensure that they have the necessary personnel, expertise and practical experience for the functions they perform themselves" (Federal Ministry of Transport and Digital Infrastructure 2015, 1). The inability of politicians and the administrative authorities is often cited as the cause of the failure of major projects, which use 'salami tactics' in an attempt to conceal the consequences of failure in the public perception (Hinterleitner 2019). In this context, projects in the field of infrastructure are not even the ones that experience the greatest deviations; projects in the procurement of defence technology or in the fields of energy and information technology acquisitions still experience major deviations from deadlines and costs: "The energy and ICT sectors especially are facing significant cost overruns, with 136% and 394% on average for finished projects respectively. In building and transportation, average cost overruns are lower, at 44% and 33%" (Kostka and Anzinger 2015, 2). The sustainable implementation of public-private partnership projects in the area of infrastructure also lags behind the performance of other countries (Guo et al. 2017), even though a multi-billion euro federal infrastructure program is now intended to bring the somewhat dilapidated infrastructure back into shape (Fichert 2017).

This appears to be a major disadvantage in view of the major social challenges in Germany. The COVID-19 pandemic has further increased the pressure on governments across all levels of federal structures and public administration. "The 2020 COVID-19 crisis has further increased the pressure towards digitalization of public services. The possibilities of working from home, digital processing of files and online service provision highlighted the German public sector´s weaknesses… but also called for quick and improvised solutions that were suddenly made possible after years of resistance and slow progress" (Wegrich 2021, 1112). There are currently a number of initiatives to advance the digitization of administration, for example the German Online Access Act enacted in 2017, which is intended to improve the collaboration and speed of administration across all levels of government with the help of digital labs (Fleischer and Carstens 2021). This is intended to somewhat catch up with the industry lead or better meet the expectations of both business and citizens in terms of an efficient administration. Hence, during the pandemic, not only the expectations towards the public service have increased, but also a multitude of projects, among others in the context of smart cities (Dembski et al. 2020) and the accessibility of rural areas through high-performance Internet connections (Zerrer and Sept 2020).

Projects can serve to trigger change in a particular field and steer discourse in one direction. Bohn and Braun (2021), for example, describe how projects affect public reflection regarding electric mobility in Germany and thereby help transforming institutional fields. Projects, such as those involving the development of wind power in the north of Germany (Langer et al. 2017), involve the participation of local residents. Citizen participation in projects is critical for success and requires information, communication, and involvement in the planning as well as during the financing and exploitation of the facilities. If this does not happen, a project can be doomed to failure from the start, as the case of power line construction in southern Germany shows. Dealing constructively with citizens' movements can help find innovative and widely accepted solutions. "The protests have a constructive dimension because they propose alternative solutions that are based on scientific expertise. In particular, the protesters' network connections provide access to important resources that enable strategic action" (Neukirch 2020, 11). The coal phase-out can also serve as an example of societal challenges that require management capabilities of the federal government, the states and the municipalities in the regions where coal was formerly excavated. Regulations for the conversion of jobs must be created, vocational training offered, social follow-up costs mitigated and mining areas renatured (Oei et al. 2020).

We could certainly now add challenges from the areas of education, mobility, climate crisis, new work or pandemic, to cite just a few examples here. These require an administration capable of action that responds flexibly and effectively with the help of projects and corresponding competencies.

3.3.3 The German civic society

When it comes to projects in the private environment of citizens in Germany, the campaign of the Hornbach do-it-yourself (DIY) store chain stands out in particular, which called on people to join in with the 'Hymn of Doing' on German television, radio, the web and also in print (see Figure 5). This was meant to encourage people to initiate projects in their private environment, implement them collectively, and make use of materials that came from Hornbach. The campaign struck a nerve, imbuing the word 'project' with positive attributes such as renewal, companionship, commitment, and so forth. The desired side effect was almost doubling the DIY chain's sales at home and abroad.

Figure 5: Advertisement for house renovation as a project

Source: Gerken 2021.

Civic engagement in Germany, however, is not limited to the domestic sphere; it was also observed in the context of the response to the catastrophic floods of 2002 and 2013, when citizens in Saxony and Bavaria helped to mitigate or remove the consequences of the disastrous events. While the management of disaster relief was in the hands of the federal, state, and local governments, "the floods sparked a large extent of grass-roots mobilisation among citizens who volunteered filling sandbags, offering shelter, and providing relief goods… social media networks were used by citizens to self-organise help, with information flows uncoordinated by government agencies" (Rudolph and Kuhn 2018, 6).

The refugee crisis in 2015, when more than a million people flooded into the country from the war zone in Syria and also other countries, impressively showed how civic engagement could replace the partially overwhelmed state agencies. "Innumerable initiatives and individual citizens committed to what was called the new German 'welcoming culture'. These initiatives not only engaged in the provision of immediate help (e.g. clothing, food, shelter, language courses and assistance with German administration) but also rallied in support of migrant and refugee rights" (Kiess, Lahusen and Zschache 2018, 43).

Groups that had previously had little or no organization came together to help in the spirit of finding a solution for refugees, either as 'digital activists' (Borucki and Ziegler 2021), who used specific applications to offer refugees translation assistance for the German language as well as administrative procedures (Wagner 2018). In addition to volunteer language courses, activities were also organized in local sports clubs, so migrants were invited to participate in regular sports activities in order to be better integrated from the start. Studies show that it is not only the commitment of citizens that is important here, but also "to intensify capacity building programs with respect to planning and development capacity" (Nowy et al. 2020, 40). The case of the migrant crisis in 2015 illustrates that "the apparent lack of state planning and personnel created a space for others to become involved and break out the centrist 'stagnation'… One important group that sought to occupy these spaces were Germany's minorities, particularly Muslims. Politicians considered them crucial mediators who could explain 'German culture' and to asylum seekers and refugees" (Bock 2018, 385). This may also explain why a large number of asylum seekers were eager to come to Germany in the years following.

There are also examples of civic engagement that go far beyond crisis situations, such as the Senior Expert Service (SES), in which retirees make their knowledge and experience available for projects in Germany and abroad in order to enable young people by passing on their experience in a spirit of 'helping people to help themselves'. The costs of the many SES projects are mainly borne by government funding or by industrial companies or associations. Research indicates that this form of '(un)retirement' is very popular in Germany and includes but is not limited to "civic engagement of older people include neighborhood or network assistance. These forms of commitment take place outside their own household. In general, volunteering is linked to an organization, institution or non-profit organization, and to exercising a specific function or task or a specific office" (Mergenthaler et al. 2017, 17).

In recent years, however, the younger generation in Germany has also become increasingly involved in societal issues. The 'Fridays For Future' (FFF) movement, for example, shows how young people are organizing themselves for the sake of the environment and thus setting the tone that forces policymakers to act. The reasons for participation in the FFF movement are intrinsically motivated and primarily seen in "perceiving friends participating in the movement, identification with others engaging in climate protection, and personal norms in the form of a felt obligation based on values" (Wallis and Loy 2021, 1). The success of a movement such as FFF depends on how well the pertinent institutional and cultural factors are addressed in the context. A comparative study of FFF in the U.S. and Germany emphasizes that the knowledge regime in Germany is considered more "coordinated" and influenced by large, government-funded research institutions. On the other hand, there is also a remarkable consensus orientation and faith in the ideals of science and freedom of the press in Germany, which fuels the FFF movement (Kern and Opitz 2021). However, FFF is not just about protecting the environment; other issues are included in the movement, such as LGBT rights, intergenerational justice, and transnational collaboration for a cause as important as environmental protection (Maier 2019). The fact that the protests not only received a great deal of press coverage (von Zabern and Tulloch 2021), but were also taken up directly by politicians and resulted in concrete legislation, is certainly a good example of successful grassroots activism. In a seminal ruling, Germany's highest court, the Federal Constitutional Court, even condemned the need for the German government to amend its environmental protection legislation to accommodate intergenerational justice.

3.3.4 The context for projectification in Germany – Summary and conclusion

Projectification in Germany takes place in the specific context of society, which favors or hinders the spread of projects or projectification depending on the circumstances in the economy, the public sector and civil society. As the fourth-largest economic power and export champion, Germany is in international competition and must therefore bring innovative services to the market at attractive prices. It is therefore not surprising that projectification is well advanced in the German economy (Wald et al. 2015b) and, with a share of more than 40% of working time, is part of everyday work in many companies (Rumpp et al. 2010). In this context, small and medium-sized enterprises play a dominant role in international comparison, focusing on specific services, organizing their realization in a decentralized manner and being significantly more cooperative than large corporations (Audretsch 2018). The projectification of the economy in Germany is favored precisely for this reason because companies focus on their core competencies, but on the market there is demand for service bundles that are developed within the framework of cooperative projects across company boundaries. According to Hofmann, Rollwagen, and Schneider (2007), Germany can only maintain its competitive position in terms of innovation, adaptability and performance in an international comparison through cooperation.

This is precisely where the public sector in Germany is criticized. On the one hand, this sector clearly lags behind the economy in terms of projectification (Schoper et al. 2018); on the other hand, the sector also lacks the necessary capabilities to successfully implement projects, which in the area of infrastructure (Fiedler and Wendler 2015) repeatedly leads to cost increases and schedule delays. Natural disasters, the refugee crisis in 2015, and also the handling of the climate crisis show that citizens in Germany want to step up and take the reins of action themselves through coordinated actions and no longer rely on the public sector (Rudolph and Kuhn 2018). Although collective action is not always referred to as a project, it fulfills the characteristics of the 'projective city' identified by Boltanski and Chiapello (2018), in which projects serve to connect different actors and foster collaboration toward a collective goal. It is still unclear how far projectification has progressed in this sector of society, but private initiatives (Mergenthaler et al. 2017) and international movements such as FFF (Wallis and Loy 2021) illustrate that this might become an exciting field for projects in future.

3.4 Analysis

In this chapter, we provide an analysis of the empirical research conducted during the second and third phase. In doing so, we rely on the publications in Wagner, Huemann, and Radujkovic (2021a) as well as Wagner, Huemann, and Radujkovic (2021b).

3.4.1 Analysis of qualitative data

First, we analyze the data obtained in phase 2 of the research, i.e. the data obtained from the eleven expert interviews, in particular with regard to the question of how far projectification of society has progressed, how this affects society, which institutions and actors are involved in this process, how the process takes place and what role project management associations play in this process. This provides a general, comprehensive perspective on the projectification of society and forms a good basis for the second part of the analysis, which deals with the specific role of GPM, as an exemplary case of a project management association, its activities and how these affect the projectification process in Germany.

3.4.1.1 The evolution of the projectification of society

When asked how widespread projectification of society already is, the international experts in the interview largely confirmed the view expressed in the literature (Lundin et al. 2015) that it is already well advanced in parts of society and that the process is continuing. Exemplary statements in this regard are the following:

- *"Projectification is really spreading across the world… it's happening everywhere." (Expert 9)*
- *"There is no question that projectification is important, observable and has an impact." (Expert 4)*
- *"It becomes part of the socialization of individuals" (Expert 7)*

Only one respondent considers that there is also a decreasing trend in projectification, in particular due to the focus agile ways of developing products at industrial enterprises. This contradicts comparable studies (Schoper et al. 2015), which forecast a rather positive trend in the economy:

- *"At the level of industry and organizations, I think we can see that the pendulum is swinging already backwards. With the big agile movement, we are moving back to process thinking and then manufacturing production type of thinking, and away from the original idea of what a project is." (Expert 2)*

However, the largely optimistic forecasts on the future development of projectification have been accompanied by a number of rather sceptical statements:

- *"We´ve probably reached the peak of projectification… yet projectification is moving on, into different conceptualization. So it´s becoming more nuanced. We don't just do projects; we've got to do them in different ways…" (Expert 6)*
- *"There are several layers of projectification: on the global layer there is very little happening… On the national layer we see more and more mega projects, whereas on the organizational layer the pendulum swings back… For the individual layer everything seems to be blurred." (Expert 2)*
- *"I would like to see more empirical studies." (Expert 8)*

While the experts confirm an increasing projectification at all levels of society, a more nuanced view of the phenomenon and more research are called for. A differentiated picture also emerges in response to the question of what effects projectification has on society. The majority of the statements recognize the positive consequences of projectification:

- *"The positive part is probably that people by working more in projects are doing more interesting things, they are doing more challenging things in positive way and - as we showed on the micro level - it may increase innovativeness." (Expert 4)*
- *"Projectification helps to create a common understanding, how big endeavors should take place." (Expert 3)*
- *"It's progress, because when you compare the life of my, let's say, father, myself, and my son, you can see the changes." (Expert 11)*

On the other hand, however, some negative consequences of projectification are also pointed out by the interview partners:

- *"There are some observations that projectification is not that good to people. What I mean by that, it's mostly connected with the problems with 'work-life-balance'... It's connected with precarization of work." (Expert 1)*
- *"There's also when you have projects you can employ people casually and not treat them very well, not give them the kind of proper humane treatment… Slavery has become a problem in projects." (Expert 9)*
- *"I think it's also a major development to have more temporary employment and less permanent positions. And it's really hard to combine both in what I would call 'project based organizations'." (Expert 7)*

Some of the international experts particularly emphasized in the interviews that it is unfortunately largely unclear what impact projectification has at the level of society. So far, there have been only a few studies in business and on specific topics, but no studies on the process in the broader society and also none on what concrete effects are associated with it. It is also repeatedly emphasized that it is a problem that the term 'project' is fuzzy and thus the phenomenon of projectification is difficult to grasp. After all, societal developments and projectification have multiple interactions. Thus, the following three statements provide examples of potential drivers for projectification:

- *"Developed economies - there is this high pressure for innovativeness. Though, firms only survive and they are only successful if they are highly innovative. That requires a constant innovation process and most of these innovations usually are carried out in the form of projects." (Expert 4)*
- *"Society is demanding a much more transparent and much more inclusive way of operating. And it's demanding that we do things digitally. So, there is the impact on the way of projectification and the way we run projects." (Expert 6)*
- *"The younger generation may feel that the project type of work is more exciting than the older generation. The older generation is looking for stability and long-term survival. The younger generation wants to have new experiences and they want to have new relationships with people, new organization. They're attracted by high- technology company, working in high-technology companies. So, I think, there is a sociological moment towards younger people trying to go for work." (Expert 9)*

When asked whether the process of projectification is more conscious or unconscious, some statements indicate that the process is deliberate, while others emphasize that the process is more unconscious:

- *"There is a transfer of practice from professional areas of project management like construction industry and so on. And, and now everything is a project, so you do not renovate the house, you make a house renovation project." (Expert 1)*
- *"It's an accepted way of doing things. It gives legitimacy to what you are doing. It gives structure, it gives order…"(Expert 6)*
- *"It's not something which is deliberate or where people are aware of that. I think it just happens." (Expert 4)*

The experts also expressed varying opinions on the question of whether the process of projectification is taking place in a direct or indirect way, with the majority of statements describing a more indirect avenue, via specific actors or social institutions:

- *"EU is a special entity in terms of our country, and in terms of Europe… it's one of the strongest, if not the strongest agent of projectification." (Expert 1)*
- *"I think we are now seeing a different kind of projectification where there is the demand for better performance, and certainly better narrative, better service from projects." (Expert 6)*
- *„Narratives and lots of interaction between people, and that's at least through role models." (Expert 2)*

It was often emphasized in the interviews that, to date, facts about projectification in the economy in general are mostly known, but studies in the broader society are lacking, especially in the area of civic life and engagement. Moreover, there is also a lack of quantitative evidence on the extent and impact of projectification, with its positive and potentially detrimental consequences. Finally, projectification is a global phenomenon. However, it differs from country to country and therefore needs to be analyzed in its particular context.

- *"I don't think that in Germany or in the Western world, a governance regime, like they have it in China, could survive in the long run. People would not allow that to happen." (Expert 2)*

3.4.1.2 Involvement of institutions in the projectification process

The projectification of society can be seen, as shown above, as a social process in which actors, through their activities, influence certain institutions that have an impact on projectification. For this process, it is of interest to envision which regulatory, normative, or cultural-cognitive institutions might have a role to play in this process. While the majority of our interviewees emphasized the importance of cultural-cognitive institutions in the context of projectification of society, they more easily provided examples of regulative and normative institutions than examples of cultural-cognitive institutions.

When it comes to examining regulative institutions, it depends on the context. For example, in countries like China, regulative institutions have a strong influence on project-related work and are applied by default. The European Union has also been mentioned repeatedly as an example of how regulative institutions in the recipient country are influenced by economic development and how this has a positive impact on project planning. However, negative effects of regulative institutions are also emphasized by our interview partners:

- *"Government is very important for promoting... For example, the ministry for construction in China established a document called 'responsibility of a project manager'. This is a national standard and regulates that each construction project should be managed by a certified project manager." (Expert 5)*
- *"In Poland, we changed the law, the local law, to be in line with the project policy of the EU. At the beginning of EU funding, we had to change the public bid laws really seriously, to be able to conduct the project." (Expert 1)*
- *"These [regulative] institutions are not only positively influencing the projectification, rather they do also negatively like when you always have to take the cheapest offer, then this has negative impacts." (Expert 3)*

Governments also have a major influence on normative institutions and consequently on the way projects are realized. National as well as international project management associations or standardization bodies are usually involved in the creation and dissemination of project management norms and standards. Some criticism was voiced in the interviews about these standards:

- *"If you provide government, you've got to run everything according to PRINCE2, you have to demonstrate your credibility and capability." (Expert 6)*
- *"We have quite a number of regulative and normative institutions from the professional organizations, to the ISO standard organizations…" (Expert 2)*
- *"As soon as the mandate that we will work agile, has come along, there's been a bit of stepping away from conventional standards… what we are seeing a lot more now is relying on individuals to follow key disciplines." (Expert 6)*

In a variety of statements, the participants of the interviews emphasized the importance of cultural-cognitive institutions for the projectification of society. Precisely because of a change in societal values and the often disrupted project context, these institutions take on a special role, even if they require a considerable amount of time and are difficult to shape. It was particularly emphasized that cultural-cognitive institutions are still largely underestimated in their effect on projectification.

In the interviews, the importance of cultural-cognitive institutions for creative professions, innovative projects, and the education, starting from childhood up to higher education, was particularly emphasized. However, this depends largely on the underlying culture of the projects. This varies from country to country and can thus hold significantly different preconditions for the projectification of society:

- *"If it comes to the cultural-cognitive institution… projects are temporary systems, and everything has to adapt to this temporariness… and you have to provide also stability… it´s an interplay between stability and flexibility." (Expert 7)*
- *"Regarding cultural and cognitive elements, I think when we can show for startups, for cultural businesses and also for non-governmental organizations, that projects work. And if you can bring it closer to students that are self-organizing themselves, then I think that could arise new spirits, new tenancies, we see project management as a useful tool in some." (Expert 3)*
- *"A cultural thing in Scandinavian countries is that transparency is wanted, it's accepted and it's even a demand from people that things are transparent and you can follow-up who made which decisions, for which reason and on which kind of information basis." (Expert 1)*

Finally, the interviews also asked which institutions have little or no influence on projectification. This resulted in the following answers, which indicate a need for action:

- *"We have quite a number of regulative and normative institutions… what I think is a bit of a problem currently is the cultural-cognitive side." (Expert 3)*
- *"I would say we are all too locally focused, and if we open up a little bit and at least listen to what the other countries have to offer, what other industries have to offer, then I think we could move society much faster." (Expert 2)*
- *"It's in many countries, that this union-employer and/or union-employer associations relationship still completely ignores these specificities. Or if they don't ignore it, they don't like it and this is why they don't really try to develop regimes which are more adequate or are better suited for project-related work." (Expert 4)*

This reveals a very nuanced view of social institutions and their influence on the projectification of society.

3.4.1.3 Involvement of actors in the projectification process

During the expert interviews, a large number of actors were named as having an influence on the projectification of society. These included both individual and organizational actors respectively institutional fields, local, regional, national and international, with organizational actors, including project management associations, being given the most mentions and the greatest importance. For individual actors, the spectrum ranges from project management experts, consultants, researchers and trainers to outstanding leaders in politics, business and the project management profession, as well as entrepreneurs who have excelled in this field. The following statements show just a sample of the individual actors mentioned in the interviews:

- *"PM professionals including researchers… and project managers." (Expert 5)*
- *"People who help firms and individuals in order to organize their project or to organize their project management." (Expert 2)*
- *"Once you've got entrepreneurs, we've got people doing really good stuff in relation, at work relationally." (Expert 6)*

When it comes to institutional fields, the infrastructure, construction and IT sectors were the main ones mentioned as having an impact on projectification. The government sector was also mentioned repeatedly. In addition, the research and development sector and the ecosystem of innovative companies are another driver of projectification, as is government support for investment programs of all kinds. However, this depends on the relative importance of these areas for the development in society, and thus on the particular country in which one is located. A few statements will highlight this:

- *"...the construction industry and the IT industry... these two." (Expert 5)*
- *"Because of the European Union our public sector is now much closer to the project and project application... this is external influence, not from the country, external EU influence." (Expert 11)*
- *"Entrepreneurial ecosystems are those, similar to clusters but they are more geared towards supporting new ventures. And the whole structure of venture support, new venture support is very project based because you have all kinds of events that go into this." (Expert 8)*

However, an overwhelming number of responses were related to organizational actors, first and foremost project management associations, but also various government agencies, ranging from national ministries and public authorities to the European Union with its agencies and the World Bank, educational and research institutions, standardization and certification bodies, funding organizations, large exemplary corporations, consulting firms and innovation accelerators.

- *"Government has been, UK government in particularly, the Infrastructure and Projects Authority is a huge voice for advanced projectification, not just bringing the basics." (Expert 6)*
- *"EU is a special entity in terms of our country, and I think in terms of all Europe... I do believe that the projectification wouldn't be that fast and rigid here without the EU." (Expert 1)*
- *"Major firms like those who have invented career systems, management systems like PM@Siemens... we have that at several firms. So, some leading organizations who are driving projectification." (Expert 3)*

What was particularly striking in the interviews, however, was that almost all experts emphasized the role of project management associations in the process of project certification. Here are three of the selected statements:

- *"Professional associations first of all, because that's really their job, that's on their ticket. They may not call for more projects but the main concern of course is to improve project work and make it more professional." (Expert 4)*
- *"You have PMI and the German Project Management Association (GPM), which … contribute a lot to the process of projectification." (Expert 3)*
- *"Organizations like PMI… because they prescribe things… and they also have been accrediting education programs on the university level." (Expert 10)*

The assertions, though, also contain clear indications of the various activities that project management associations undertake and in this way exercise influence on institutions and ultimately on the process of projectification:

- *"In developing institutions like standards and providing language, in training and reaching out in society where projects are not yet well known." (Expert 7)*
- *"The association is the place where you form networks… professional bodies go to organizations and promote project management." (Expert 9)*
- *"Sharing stories of successful projects, especially the ones that are important for society ('seeding process')." (Expert 1)*

However, there was also clear criticism of the project management associations. Despite the fact that project management associations play a central role in the project certification of society, the experts are of the opinion that the associations focus too much on the corporate world and their own offerings for qualification and certification of project managers and care too little about societal concerns:

- *"PMI and IPMA play a role, yet they are preaching to the converted… There is very little done in addressing industries to think in projects. They are so much focused on the here and now… they could be more ambitious regarding political messages." (Expert 2)*
- *"PM associations are not taking the concepts of novelty, innovation and creativity seriously… it´s more seen as an enemy." (Expert 6)*

- *"They should not only focus on industry and their practices but also on societal level like environmental projects, climate, poverty and so on." (Expert 10)*

Depending on the specific context, there has been repeated criticism that government agencies, international organizations such as the OECD or the United Nations, as well as works councils, trade unions and employers' associations still have far too little influence on the projectification process.

3.4.1.4 The case study of GPM in Germany

The following analysis synthesizes relevant observations on GPM as a case study in our research, based on information from publicly available documents as well as internal material. GPM was founded in 1979 by a few project management enthusiasts as a not-for-profit association with the aim of advocating the interests of project management in Germany on a voluntary basis (Wagner 2009). The Articles of Association specify the purpose of GPM as the advancement of project management and list the following as tasks:

- Implementation of PM as an independent university and practical discipline
- Preparation and transfer of experience from project work as well as knowledge from research and teaching
- Promotion of research, development and application of PM concepts.
- Promotion of international cooperation
- Quality improvement of PM
- Development and elaboration of PM standards
- Preparation of guidelines for training and further education
- Examination and improvement of the PM level by means of competence assessments and certification
- Dissemination of PM knowledge
- Development of services
- Regional dissemination and subject-specific deepening of PM knowledge

GPM currently unites about 8.000 members, the majority of them individual members along with about 350 corporate members. Every three years, these elect the Assembly of Delegates, the highest body and decision-making body (see Figure 6). Several committees, boards and advisory councils support the full-time presidency and approximately 70 permanent employees of GPM in Nuremberg and Berlin in accomplishing their work.

Figure 6: The organizational set-up of the GPM
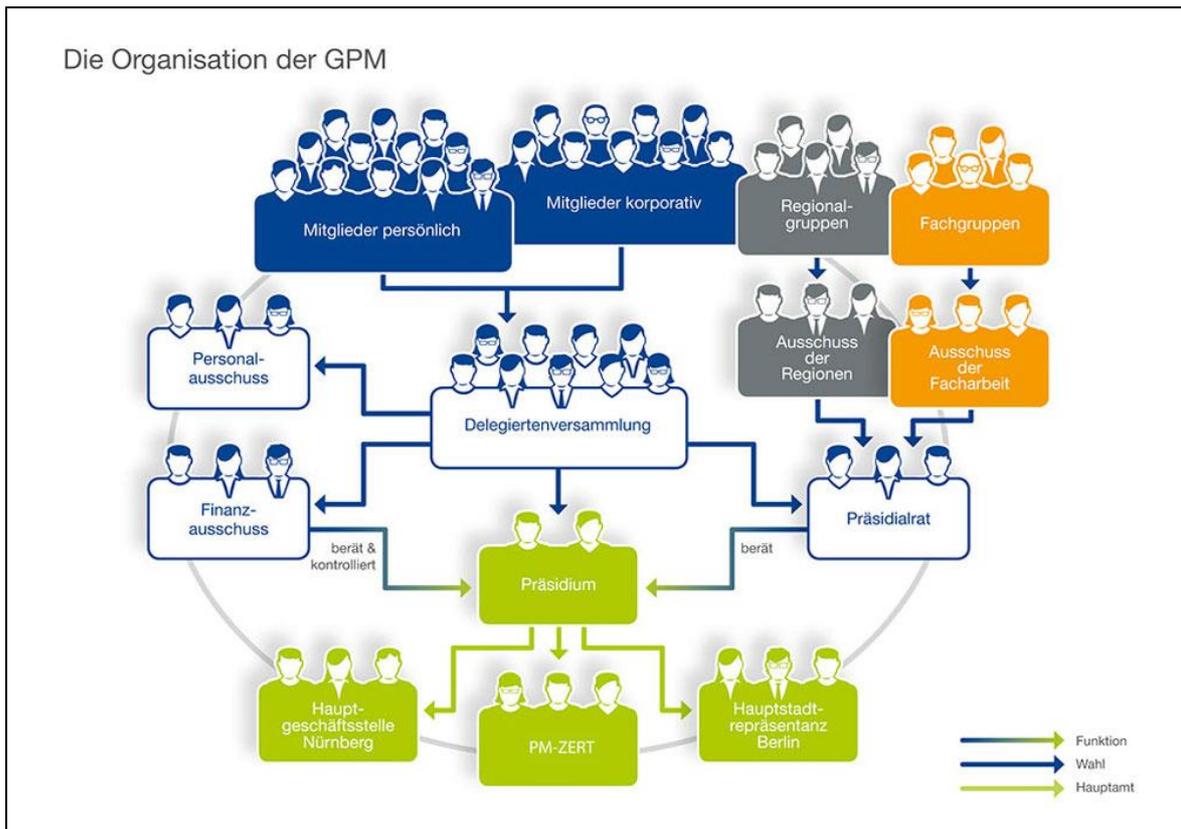
Source: GPM, n.d.

The Articles of Association state that the association exclusively and directly realizes not-for-profit purposes within the scope of the section 'tax-privileged purposes' of the German Tax Code. The association is acting selflessly; it does not primarily pursue its own economic purposes. The association's funds may only be used for the purposes set out in the Articles of Association. The mission statement postulates GPM's vision that 'projects shape the future', because projects are particularly suitable for coping with the increasing societal challenges. GPM claims that, as a network, it shares not only knowledge but also experience and thus promotes the technical and professional advancement of its members as well as project management as a whole.

In this context, it particularly emphasizes that it is necessary to develop and define appropriate standards, which form the indispensable basis for GPM's wide range of qualification and certification services. In addition, as an influential and respected professional association, GPM is involved in all relevant bodies (including DIN, ISO and IPMA) to ensure that standards become norms. The GPM considers its most noble task to be mediating 'project management' competences to people from all parts of society to gain the ability to 'manage projects'. This applies to the economy as well as for society, culture, sports - in short: for daily life. GPM wants to enable people to realize their innovative ideas in all areas of life together with others - for the benefit of the greater good (GPM 2021).

GPM has set strategic goals for the period up to 2025:

- the awareness has been created that methods as well as personal and social competences are necessary for sustainable project success,
- organizations have been empowered to use project management to better achieve their goals, and
- the network for all people involved in project management has been established.

To achieve these goals, GPM has established 39 regional groups, 35 professional groups and three Special Interest Groups (SIGs), namely for 'Young Crew', 'Female PM Experts' and 'Go International'. The current GPM regions (see Figure 7) represent the association locally, offer a platform for cross-industry networking and exchange of experience, and a wide range of events - usually free of charge - on project management. The GPM regions thus perform essential grassroots work. GPM's professional groups work on specific aspects of project management, pick up on current developments in project management, systematize them and continuously enhance them. Depending on the subject, the groups take an industry-specific or theme-specific approach. The members of the specialist groups contribute their know-how and experience to the work of the specialist groups, regularly exchange ideas at events and thus develop new know-how (including analyses, concepts, standards, products, specialist articles and books). One of the groups is particularly worth mentioning, namely the one for "PM Norms and Standards". This group is engaged in the development of national standards in the German Institute for Standardization (DIN) and through this also becomes active in the International Organization for Standardization (ISO).

In the Special Interest Groups (SIGs), project management experts are involved as representatives of the interests of those groups that have a high significance but low visibility in the PM community. This involves raising awareness in public perception for individual user groups such as female PM practitioners, the next generation of PM practitioners, or PM experts on international assignments.

Figure 7: The regional groups of GPM

Source: GPM, n.d.

GPM is also making efforts in the field of project management research. Since 2008, there has been an annual research forum for this purpose, which explores current trends in project management and involves researchers from Germany, Switzerland and Austria. In addition, regular surveys are also conducted, such as a career and salary study for project managers. Finally, GPM has set up a Research Advisory Board, which advises the presidency in matters of research and aims to strengthen GPM's links with relevant universities and research institutes. These are usually made available free of charge for downloading from the website and disseminated to members. In addition, the results are also made available as textbooks or other types of publications.

When it comes to project management, GPM generally publishes books on a variety of topics. In the past, books or book series have been published by GPM itself or in cooperation with other associations and publishers. Together with the two associations in Switzerland and Austria, GPM publishes the periodical 'PM Aktuell', which is issued five times a year and contains interviews, reports on projects and current developments as well as news concerning the activities of the three associations.

As far as qualification in project management is concerned, GPM made its first attempts right after its foundation to disseminate the knowledge required for managing projects by means of instructional videos and a project management academy (Wagner 2009). Then, in 1992, a working group developed a competence model comprising four PM competence fields. This subsequently formed the basis for a GPM´s PM standard, the development of the international competence baseline, and the 'Projektmanagement Fachmann', a specialist qualification that served as basis for project management certification (Pannenbäcker 2001).

Figure 8: GPM Competence Model
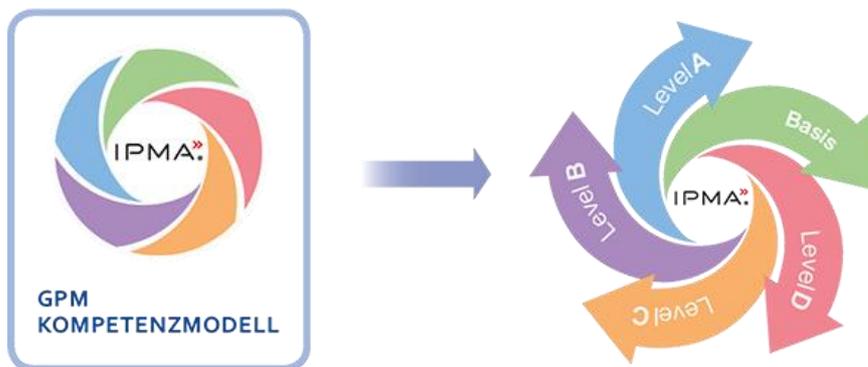
Source: GPM, n.d.

Currently, GPM offers professional development for aspiring or already active project managers based on a 5-level education and training model for life-long competence development in project management (see Figure 8). This is based on the standards of IPMA and serves to prepare participants for certification from a 'Foundational Certificate' through level D 'Certified Associate Project Manager' to level A 'Certified Project Director'. For this purpose, GPM has accredited training partners who provide further training in the name of and according to the standards of GPM with materials provided. Every year, several thousand participants take advantage of the qualification offers of GPM and its partners, which also generates a significant economic contribution for GPM.

However, it should also be mentioned here that GPM offers on its own open training courses on selected topics, the specialist group 'PM at Universities'" gathers more than 350 professors from universities with an education offering in project management and through the exchange it helps to align this education to the needs of the students. For instance, offers to prepare for certification are sometimes made in cooperation with GPM and modern teaching content, such as digital learning, agile project management, is disseminated.

On a voluntary basis, GPM is active through a dedicated expert group for 'Project Management at Schools'. The teachers, school administrators, university staff, professional development specialists, trainers and management consultants involved in this group work together to develop new concepts for future school learning and implement them in cooperation with schools, state institutes, professional development organizations, universities and companies. The idea is that project-based learning is a suitable approach for future-oriented education. This happens through the acquisition of knowledge and competence in heterogeneous teams while working on authentic problems in form of projects (GPM 2021). To this end, GPM publishes teaching materials, games and templates that are used in the classroom in some German states. Specialists of GPM train teachers in the use of these materials and conduct pilot lessons at schools or vocational training centers.

Finally, GPM has also been active in the field of personal certifications since 1994. To date, a total of more than 60 000 people have already been certified by GPM's certification body 'PM ZERT' within the framework of the IPMA 4-level model and almost 30 000 according to the Foundational Certificate, which is only available on a national basis. The certification procedures of PM ZERT are regularly validated by IPMA according to international standards and accredited by a national body (GPM 2021). Certification, like qualification, is also an important source of income for GPM. Both areas are only in few exceptional cases active on a voluntary basis, for example in the case of free qualification and certification of migrants in the years following the refugee surge from Syria.

As early as 1997, GPM developed the 'Project Excellence Model', by which outstanding achievements in project management were assessed and awarded through the national Project Excellence Awards. Since 2017, however, the prize has been no longer awarded. Honors now only take place at IPMA level and with international participation.

In terms of events, GPM itself offers a wide range of regional and subject-oriented events, including the 'PMO Days', as well as the 'PM Forum', the largest event dedicated to project management in Central Europe, which was attended by more than 1.000 participants before the pandemic.

With its Public Affairs department, GPM is actively involved in the 'Future Congress State & Administration', the leading event of the public sector for digital change, which is hosted annually by the German Federal Ministry of the Interior. GPM moderates panel sessions there on topics related to project management for public administration. These discussions resulted in the action program 'Shaping Germany's Future with Projects', which is intended to foster dialog between GPM representatives and those from the federal and state governments as well as local authorities. In this regard and in the specific context of the 2015 surge of refugees, GPM volunteers carried out a refugee project in which experienced project managers contributed to helping and integrating refugees by using PM (see Figure 8).

Figure 9: The refugee project of GPM
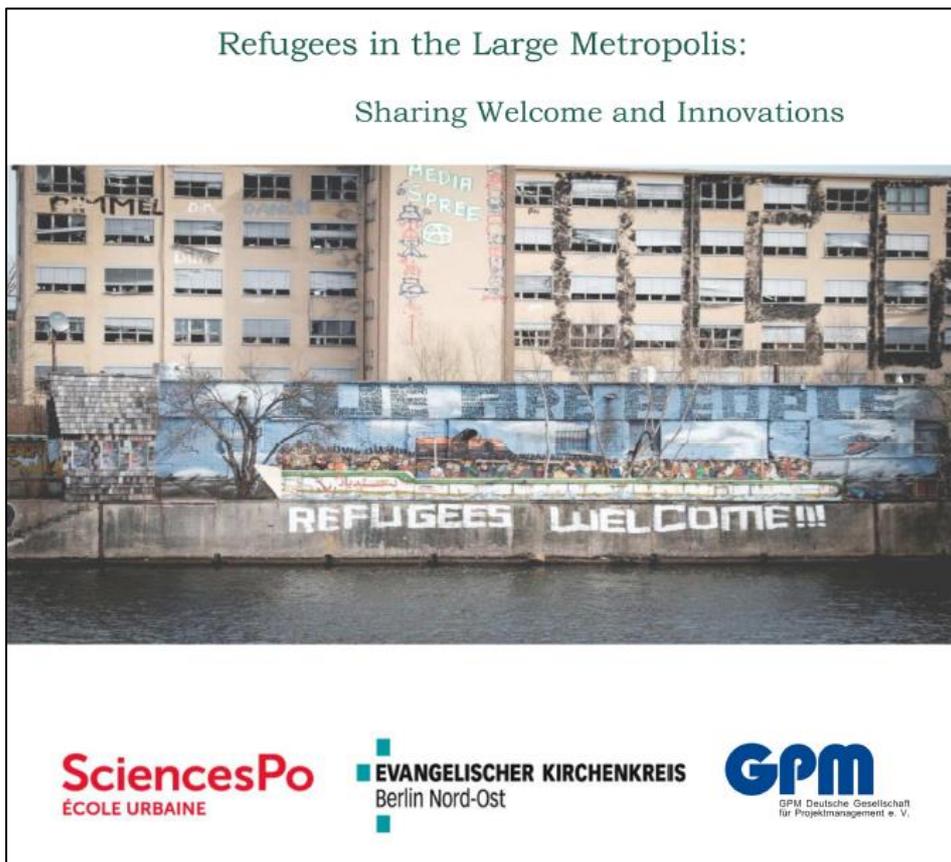
Source: Khedjari, Xie, and Sundareswaran 2017.

Since mastering the language is a first barrier for refugees in Germany to complete administrative procedures or to obtain a job, GPM has organized language classes together with a non-profit educational institution, trained refugees in project management and supported them even up to certification. In addition, a master plan as well as a PM manual for the integration of refugees was developed together with GPM's specialist group for public administration and it was in fact also introduced in several cities and municipalities, for example in the German Capital (Wagner 2018, 76).

As mentioned above, GPM has been a member of IPMA from the very beginning and played a significant role for its development on a global level, e.g. for the development of the competence standards applicable to individuals and organizations, for the implementation of the IPMA 4-level system for certification in many countries outside of Germany, and for the establishment of various country organizations all over the world (IPMA 2015).

3.4.1.5 Institutional work practices of GPM

For a comparison between the GPM's aspirations, which are formulated in its Articles of Association, among other things, and their implementation in practice, the focus group workshop explored those activities of the GPM that have an impact on social institutions and are relevant for projectification by drawing on institutional theory. This resulted in the following key statements about GPM's practices with respect to institutions:

- Influencing *regulative institutions* is currently not being pursued by GPM with priority. The few activities include support and/or application of national or international standards in the context of projects and dissemination of IPMA standards as requirement for training as well as certification of project managers. GPM strives to persuade ministries, public authorities and employers' associations to apply their standards. Nevertheless, it has not yet succeeded in exerting any influence on legislative procedures or policy making.
- Whereas the influence on *normative institutions* has been a high priority for GPM from the outset, including the development of standards, concepts and a uniform terminology, the publication of the periodical 'PM Aktuell', networking with universities in Germany where GPM content is lectured, and the dissemination of subject-specific standards, such as most recently 'Commercial Project Management'.

- The question of how GPM influences *cultural-cognitive institutions* in Germany was answered rather self-critically in the workshop and showed little awareness of the importance of this institution or its influence on the projectification of society. However, what was highlighted in this context was that GPM organizes one of the largest annual events on project management in Germany ('PM Forum'), attracting more than 1,000 participants. During the event, visitors may learn about best practices, innovative products and services, and related narratives. GPM is present on social media, where it tries to educate opinion on project management, influence the younger generation, as well as organize campaigns. One of the campaigns, for example, was concerned with supporting refugees who arrived from Syria, among other places, in large numbers to Germany in 2015. GPM also has an influence through the large number of people who are qualified and certified as part of the professional development program at GPM. Through the qualification, several thousand people each year come into contact with GPM, learn essential terminology, methods and the advantages of project management and subsequently apply them in their own environment. The growth of GPM in recent years has been driven primarily by the narrative of more efficient project delivery through professional project management in the business arena. Little has been done to extend the influence on other sectors, such as government, public administration, sports, arts, and leisure activities, for example. GPM and the relevance of projects and project management are still unknown in large parts of society in Germany.

For more detailed insights, please also refer to Annex E, which was prepared in parallel to the workshop as a synchronous transcript, summarizing the responses to the questions and reflecting the present and desired level of GPM's influence on the respective institutions.

The major finding is that GPM has so far exerted little influence on regulative and cultural-cognitive institutions. This has not been formulated as a strategic priority either in the Articles of Association or by the association's leadership. As with many other associations (Grabher, 2002), GPM's focus to date has been primarily on fostering normative institutions. The practice in this area has included the definition of terminology, competence and method standards and their dissemination through qualification and certification offerings, publications and corresponding professional events.

This may be related to the fact that GPM was founded by industry representatives and from the beginning primarily pursued the interests of these industrial organizations. Promoting qualification and certification in industry also served the GPM to obtain the necessary financial means to realize its non-profit work. On the other hand, this certainly also had an influence on the fact that many enterprises today work in a project-oriented manner, have professionalized themselves in recent years on the basis of the know-how provided by the GPM, and are successfully using this know-how in times of globalization. In fact, according to one of the last GPM Career and Salary Studies, employees with PM responsibilities have been able to achieve significant salary increases and career advancement through qualification and certification in recent years. Nevertheless, recent trends in the economy such as Industry 4.0, New Work, agilization, digitalization, etc. are on the rise, challenging traditional project management practices and thus putting GPM under pressure.

3.4.1.6 GPM and the projectification of society – the internal perspective

In the workshop with the GPM focus group, the reciprocal influence of GPM and societal developments, including projectification, was also discussed. Important societal trends are, for example, an increased demand for cooperation and collaboration, a move away from hierarchy toward more teamwork across all functions, the quest for purpose in work, work-life balance, and the like. Digitalization is an accelerator of this development, but it also triggers fears. Increasing polarization is also frequently experienced in Germany, both politically and between different societal groups. Sustainability in a comprehensive sense, not only related to nature and the environment, is perceived as important, not only by young people, but increasingly also by middle-class groups. The dissolution of old certainties is lamented and orientation is sought. With regard to work, leisure and family play a much more important role than before. Lifelong careers are no longer desired; instead, the temporality of work relationships and work itself are moving to the center of professional life. For more on current societal developments in Germany, see Appendix E.

The workshop participants agreed that increasing projectification and the development of society in Germany will have clear consequences for GPM. However, it was critically noted that GPM only has a limited influence on these developments, that no strategy or goals have been formulated, and that corresponding measures are only being realized in one of the organizational units of GPM, namely its public affairs office in Berlin.

It was formulated that the GPM should be much more involved in society. To this end, it is necessary to orient more strongly to the previously mentioned trends, to adapt to them and also to network more strongly with other associations, research and educational institutions and the political arena. The increasing projectification of society is driving the need for qualified project personnel not only in industry, but increasingly also in the areas of public administration, policymaking and social life. Among the critical comments made in the workshop was the fact that GPM is very much concerned with maintaining what already exists and that novel developments with a corresponding need for innovative services are largely overlooked by GPM and left to other institutions.

It was very clearly expressed in the workshop that the strategic orientation of GPM should be more strongly oriented towards societal developments in order to remain attractive as one of the main agents driving this development. What is required is a 'societal narrative' that focuses on the relevance and benefits of projects and project management for society as a whole. GPM should also position itself as a service provider not only for business, but also more strongly for civil society and become increasingly involved in the societal discourse on the climate crisis, energy transition or combating pandemics. The focus of GPM on the business-relevant areas of qualification and certification was also called into question and it was suggested that separating the charitable function of the association from its business function could be a possible alternative. In summary, there was a call for a top-down reorientation of the strategy. Notwithstanding this, GPM has to become much better anchored in society, e.g. through a stronger involvement of the younger generation and other social groups as well as through new forms of social engagement. Forty years after its founding, the GPM management team sees a need for change in terms of strategic alignment with an increasing focus on social developments.

The increasing projectification of society is already having a relatively strong impact on the GPM. On the one hand, GPM's offerings in the fields of qualification and certification are attracting the attention of a much wider range of society, projects and project management are attracting an increasing amount of public attention, albeit often rather negative (see the example of Berlin's major airport), and the topic of PM is becoming increasingly nuanced into many individual aspects. In the opinion of the workshop participants, GPM is being pushed along by developments and is not proactively helping to shape them.

3.4.2 Analysis of quantitative data

Following the analysis of qualitative data obtained in phase 2 of the research, now the data collected through the quantitative survey in phase 3 will be analyzed and key findings will be presented.

3.4.2.1 Present state and evolution of the projectification of society in Germany

The participants of the quantitative survey were asked to give an indication on the state of projectification of society in Germany in the year of the survey (2021) as well as five years before and five years after. This resulted in a value of 4.27 on the scale of 0 to 7 for 2021. The value five years earlier was given as 3.43 and the value five years later as 5.32 (see Figure 10). This represents a compound annual growth rate (CAGR) of 2.4% for the past five years and an accelerated CAGR of 3% for the coming five years. This result complements the findings of Wald et al. (2015b), who predicted a CAGR of up to 3% for projectification in the German economy for the years 2013 to 2019.

Figure 10: Impact of projectification of society in Germany over time
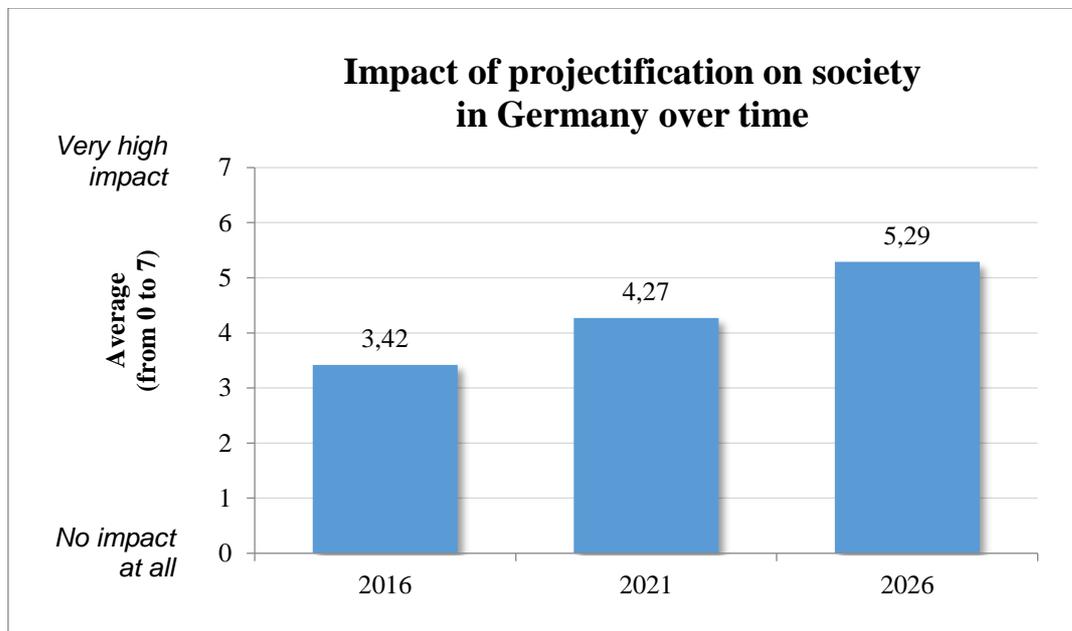
Source: Wagner 2021.

Since our study was the first to collect empirical data on the state of projectification in the wider society, the results are of particular interest. Figure 11 shows that projectification in the economy is already well advanced and significantly ahead of the other sectors.

Figure 11: Impact of projectification on various sectors of society in Germany
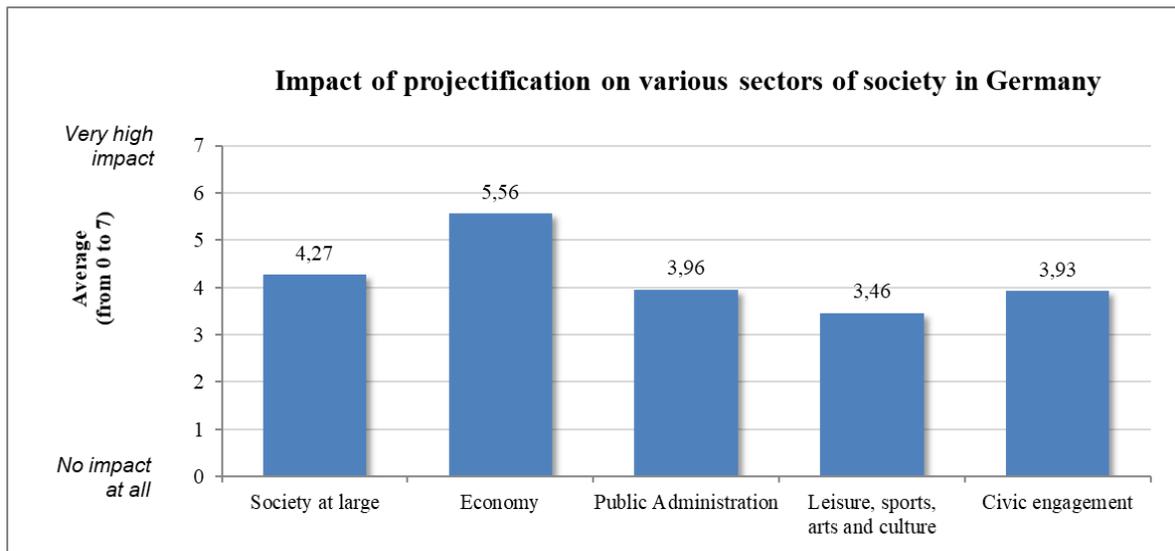
Source: Wagner 2021.

On average, the participants provided a value of 5.56 for projectification in the economy, while public administration falls significantly behind with a score of 3.96. This is consistent with the study by Wald et al. (2015b), who also found a clear difference in the projectification of the two sectors. However, this study did not consider the other sectors of society. With a score of 3.93, our analysis of projectification in the area of civic engagement is almost on a par with that of public administration. Only projectification in the areas of leisure, sport, art and culture is even lower, at 3.46.

Projectification takes place in the context of societal developments. When asked which trends are essential for society in Germany, participants mentioned 'digitization' by a wide margin, ahead of 'sustainability' and 'climate change'. On the list of drivers for projectification, digitization was ranked second, just after 'increasing complexity" as well as followed by 'need for innovation'. Societal challenges ranked only in the middle of the ranking list (see Figure 12). Personal desires and expectations tend to be found in the lower half of the ranking, such as the 'search for structure', the 'desire for cooperation', or the 'need for security' and 'self-realization'. Overall, the ranking table can thus be divided into three areas, the drivers that belong more to the economy, which are listed in the upper section of the table, the societal challenges, which are in the middle, and then the personal wishes and needs in the lower section. One explanation for this may be that more than two-thirds of the respondents are from the economy.

Figure 12: Main drivers of the projectification of society in Germany

Main drivers of the projectification (Ranking)

Increasing complexity — 3,6
Digitalization — 4,1
Need for Innovation — 4,3
Efficiency pressure — 4,5
Need for change — 4,7
Societal challenges — 5,2
Search for structure — 6,5
Desire for cooperation — 7,2
Need for security — 7,3
Self-realization — 7,5
Other — 10,1

Rank 1   Rank 3   Rank 5   Rank 7   Rank 9   Rank 11

Average assigned rank (Rank 1 to 11)
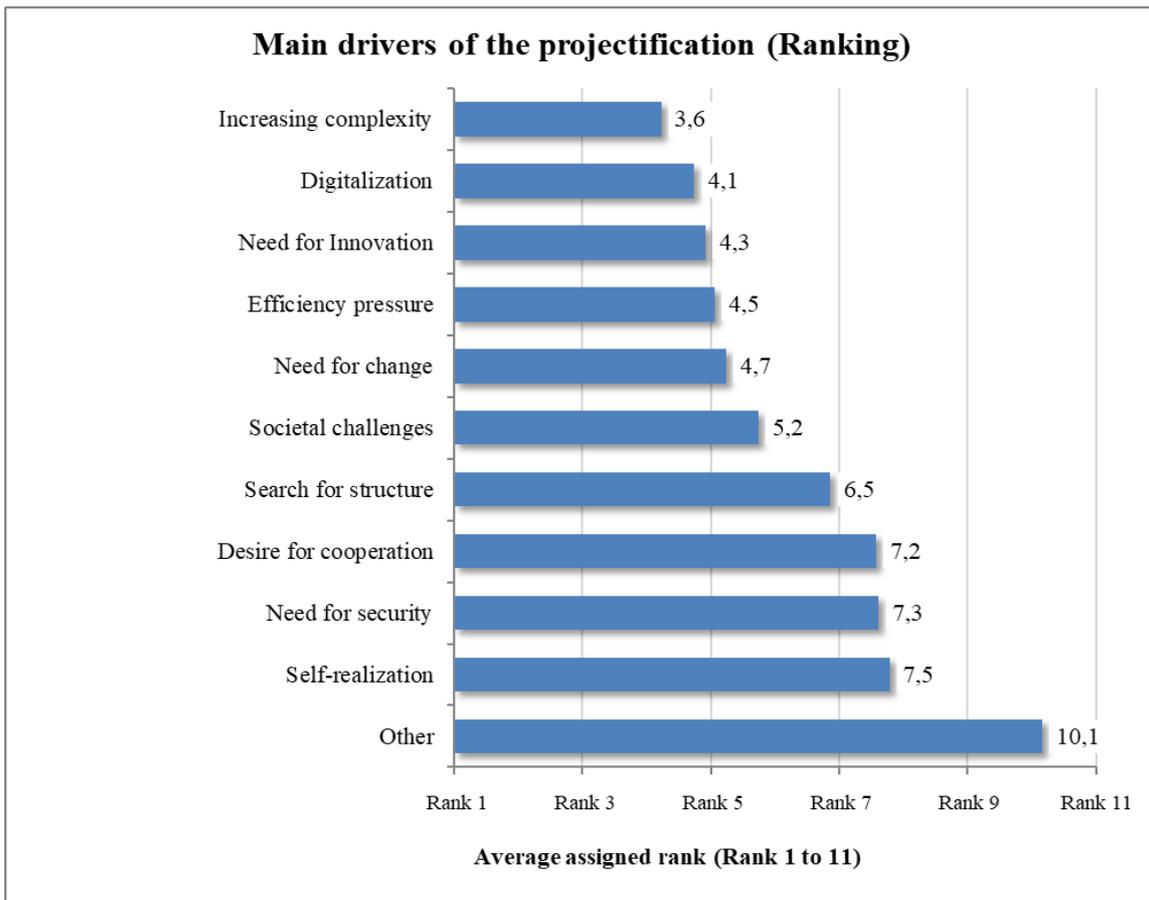
Source: Wagner 2021.

3.4.2.2 Influence of institutions and actors on the projectification of society in Germany

To examine the extent to which institutional theory as a construct is applicable to the question of projectification of society, we asked in our questionnaire what influence institutions and the actors have on projectification. Therefore, one of the next questions asked to what extent institutions influence the projectification of society in Germany. In a direct comparison, cultural-cognitive institutions were scored higher (4.10) than normative (3.81) and regulative (3.74) institutions (see Figure 13). The cultural-cognitive institutions include, for example, common perceptions, beliefs, and values of a community. They often have an unconscious effect and are taken for granted. For the participants in our study, the most important cultural-cognitive institutions include a positive image of projects wherever possible, followed by exemplary corporations and entrepreneurs, and an attractive narrative of successful projects.

Figure 13: Impact of different institutions on the projectification of society

Impact of different institutions on the projectification of society
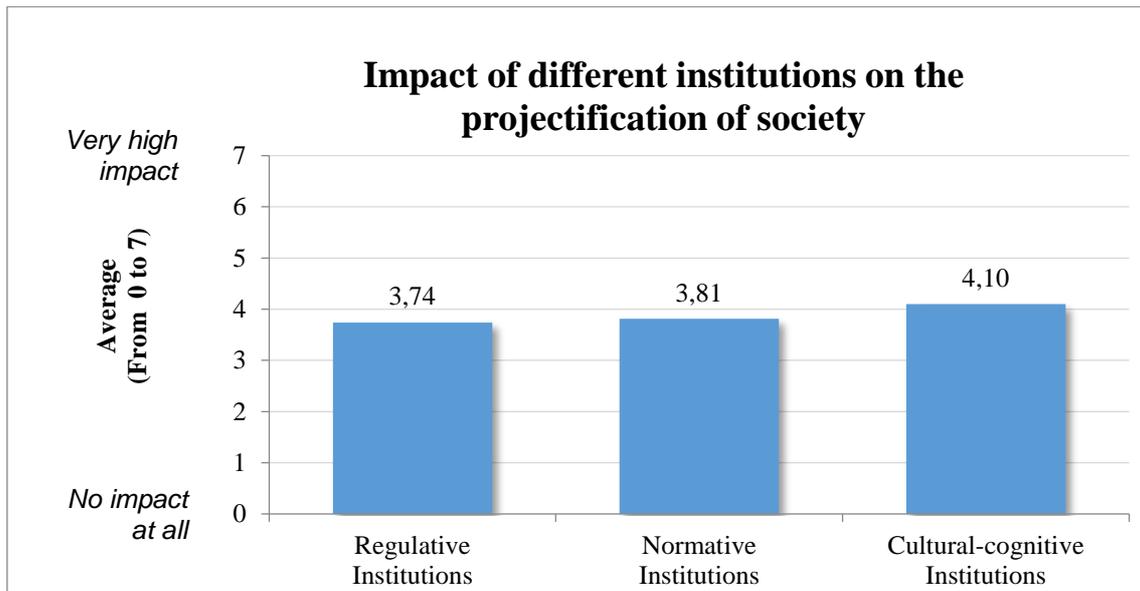
Source: Wagner 2021.

Finally, we also wanted to know which actors in Germany are of particular importance for the projectification of society. In direct comparison, the organizational actors, which include exemplary corporations, service providers, educational institutions, professional associations and public authorities, scored with 4.36 ahead of institutional fields (4.22) and individual actors (3.88). See Figure 14 for the results.

Figure 14: Impact of different actors on the projectification of society

Impact of different actors on the projectification of society
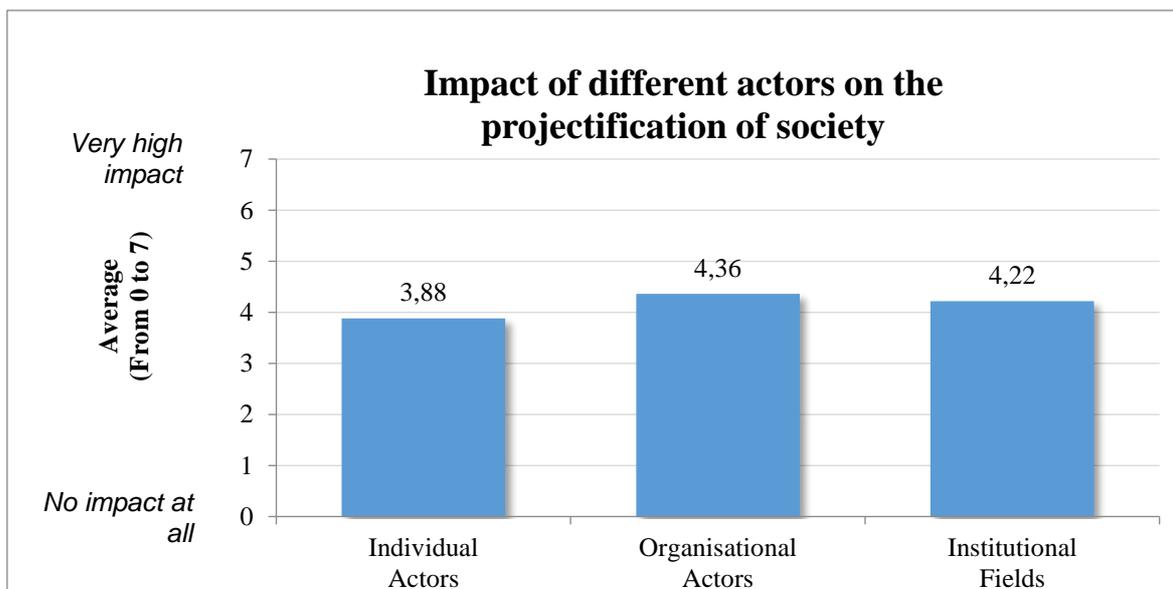
Source: Wagner 2021.

Unlike what is stated in the literature (e.g. Hodgson and Muzio 2012), the participants in our study saw not much direct influence of project management associations such as GPM on the projectification process. In a ranking of organizational actors, the association was only granted a moderate influence (see Figure 15). This somewhat surprising assertion will be further investigated with the help of structural equation modeling.

Figure 15: Impact of organizational actors on the projectification of society
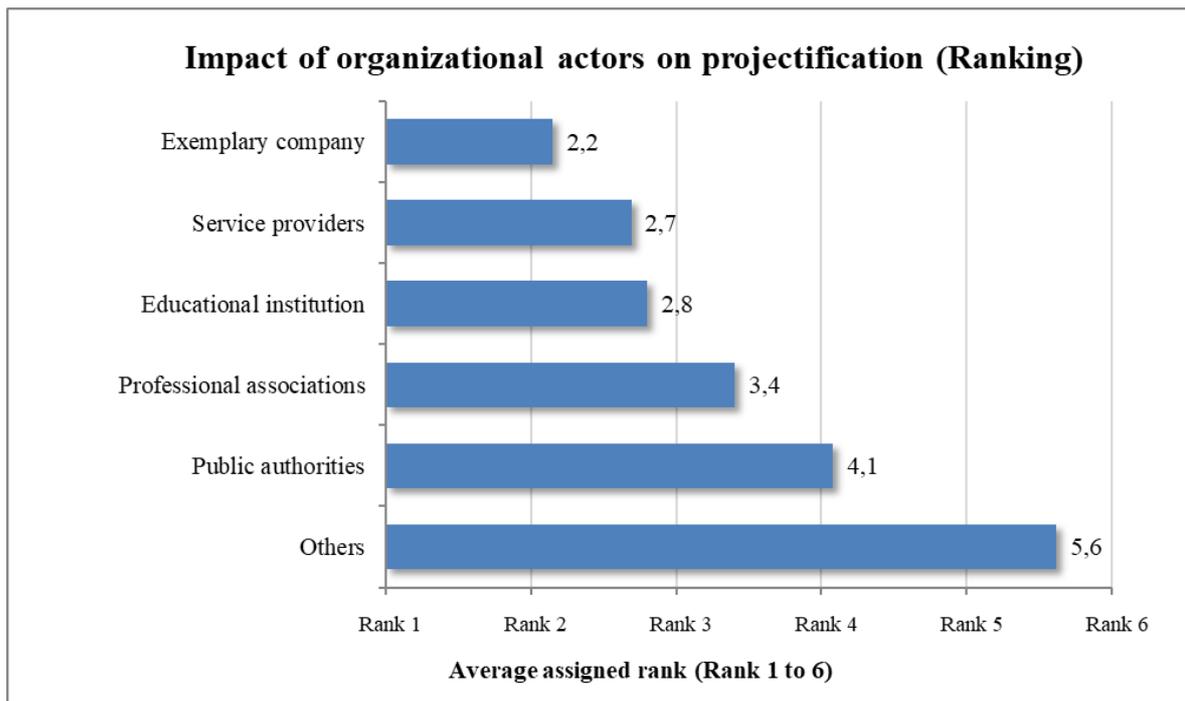
Source: Wagner 2021.

3.4.2.3 GPM and the projectification of society – the external perspective

Initially, we asked the participants about their perception of how influential the GPM actually is on the projectification of society and how strong the influence of the GPM should be in future. In addition, we asked about the influence of GPM's umbrella organization, namely IPMA, on the projectification in Germany. The results are shown in Figure 16 and indicate that there is a considerable discrepancy between the actual (2.86) and the desired (4.05) influence of GPM. The IPMA also has comparatively low influence (2.52) on the projectification of society in Germany, which is not surprising, since the IPMA is not active in Germany itself, but is represented by the GPM. Thus, it only has an indirect effect on the projectification. Nevertheless, its value is fairly close to that of GPM.

Figure 16: Actual and desired impact of GPM / IPMA on projectification overall
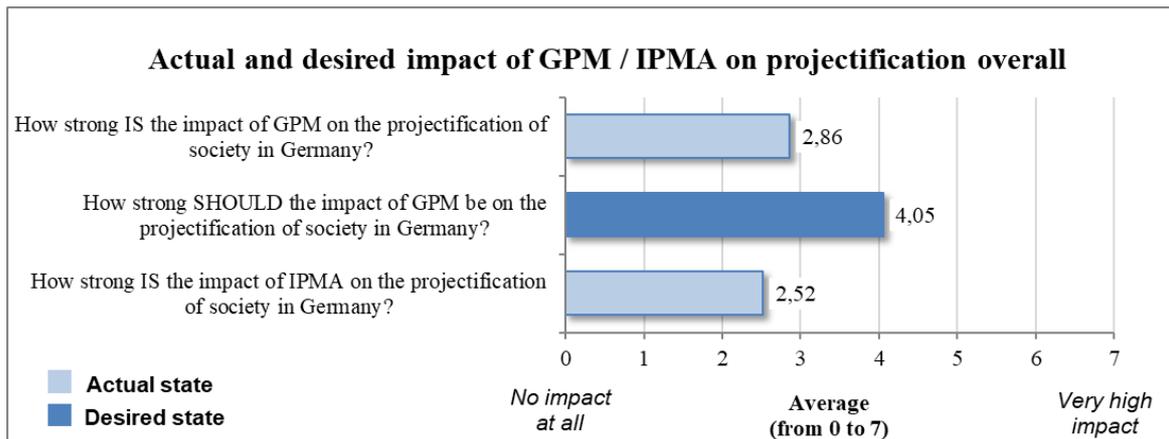
Source: Wagner 2021.

Next, we asked the participants in the study to rate the extent to which GPM influences regulative, normative, and cultural-cognitive institutions, or how much influence they would like to see in the future (see Figure 17). There is a gap between the actual and desired value for all three institutions, but the gap is the largest for the regulative as well as the cultural-cognitive institutions. So far, the participants see the strongest influence of GPM on the normative institutions and would like this to continue. This would be a confirmation of the literature (Hodgson and Paton 2016) that attributes a strong impact on normative institutions to project management associations. However, we have subsequently given further attention to this interrelation and analyzed it in more depth using a structural equation model.

Figure 17: Actual and desired impact of GPM on various institutions
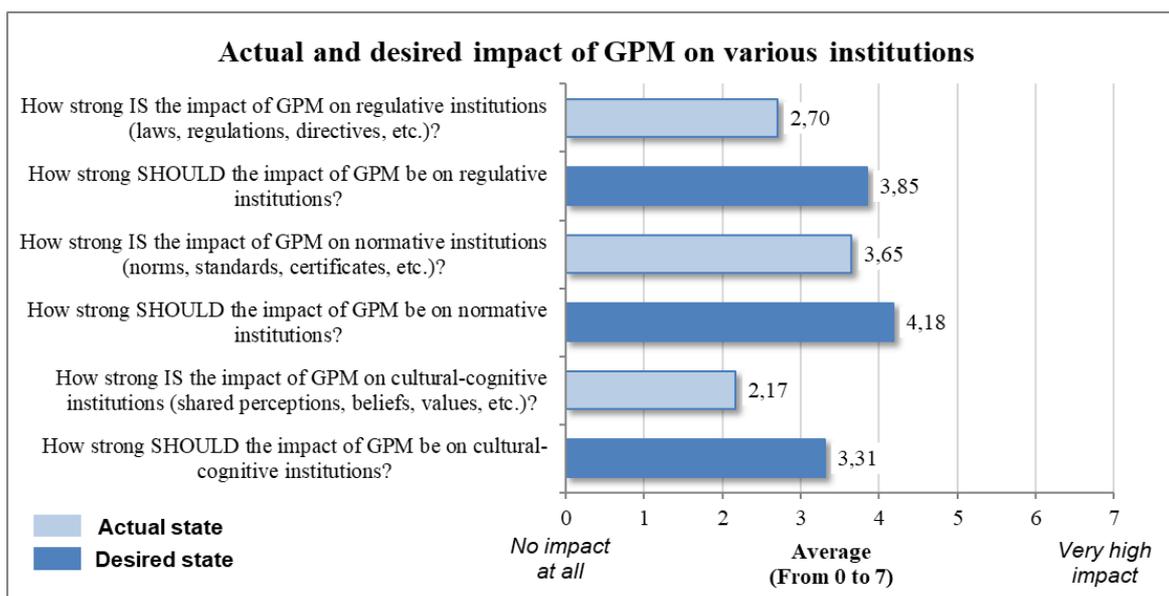
Source: Wagner 2021.

In a subsequent step of analysis, we used the confirmatory composite analysis (CCA) of Hair, Howard, and Nitzl (2020) to evaluate our measurement models. For the reflexive second-order measure of projectification of society, we first estimated indicator loadings and their significance for the higher-order construct. With the exception of 'projectification of leisure, sports, arts, and culture', all first-order constructs exceeded the common threshold of .708 and were highly significant with t-values greater than 1.96. While the loading for projectification of leisure, sports, arts, and culture was .606, the relationship was highly significant. Furthermore, projectification of society showed satisfactory values for construct reliability. This was indicated by a composite reliability (CR) greater than .700, and convergent validity, indicated by an average variance extracted (AVE) greater than .500, also met the conventional threshold. Therefore, we retained the projectification of leisure, sports, arts, and culture in the study.

We then examined discriminant validity using the heterotrait-monotrait (HTMT) ratio of the correlations, which is less than .850 (Henseler, Ringle, Sarstedt 2014). This analysis confirmed that the model met the required quality criteria and could be used for further investigation of the proposed interrelationships (see Appendix F for more details). In a further analysis step, we examined the collinearity of the structural model. Since the Value Inflation Factor (VIF) yielded a value below 3.0, it appeared that multicollinearity was not a problem at the structural level. As indicated by the coefficients of determination ($R^2 = .249$) and Stone-Geisser's ($Q^2 = .117$) values (Hair et al. 2020), the data fit the model well. We determined the path coefficients and their corresponding significances using a bootstrapping procedure across 2000 subsamples to test our hypotheses (Hair et al. 2018). Figure 18 shows the results of the analysis.

The results indicate that actions of the project management associations (PMA) do not have a significant *direct* impact on the projectification of society. This means that our hypotheses H1, H2 and H3 are not supported. However, the PMAs' actions have significantly positive effects on their respective institutions, which is a necessary condition for the mediation effects proposed with the hypothesis H4. The regulative actions of PMAs positively affect regulative institutions ($\beta = .253$, $p < .001$), normative actions of PMAs positively affect normative institutions ($\beta = .279$, $p < .001$) and cultural-cognitive actions of PMAs also positively affect cultural-cognitive institutions ($\beta = .179$, $p < .01$).

Figure 18: Results of the analysis using PLS-SEM
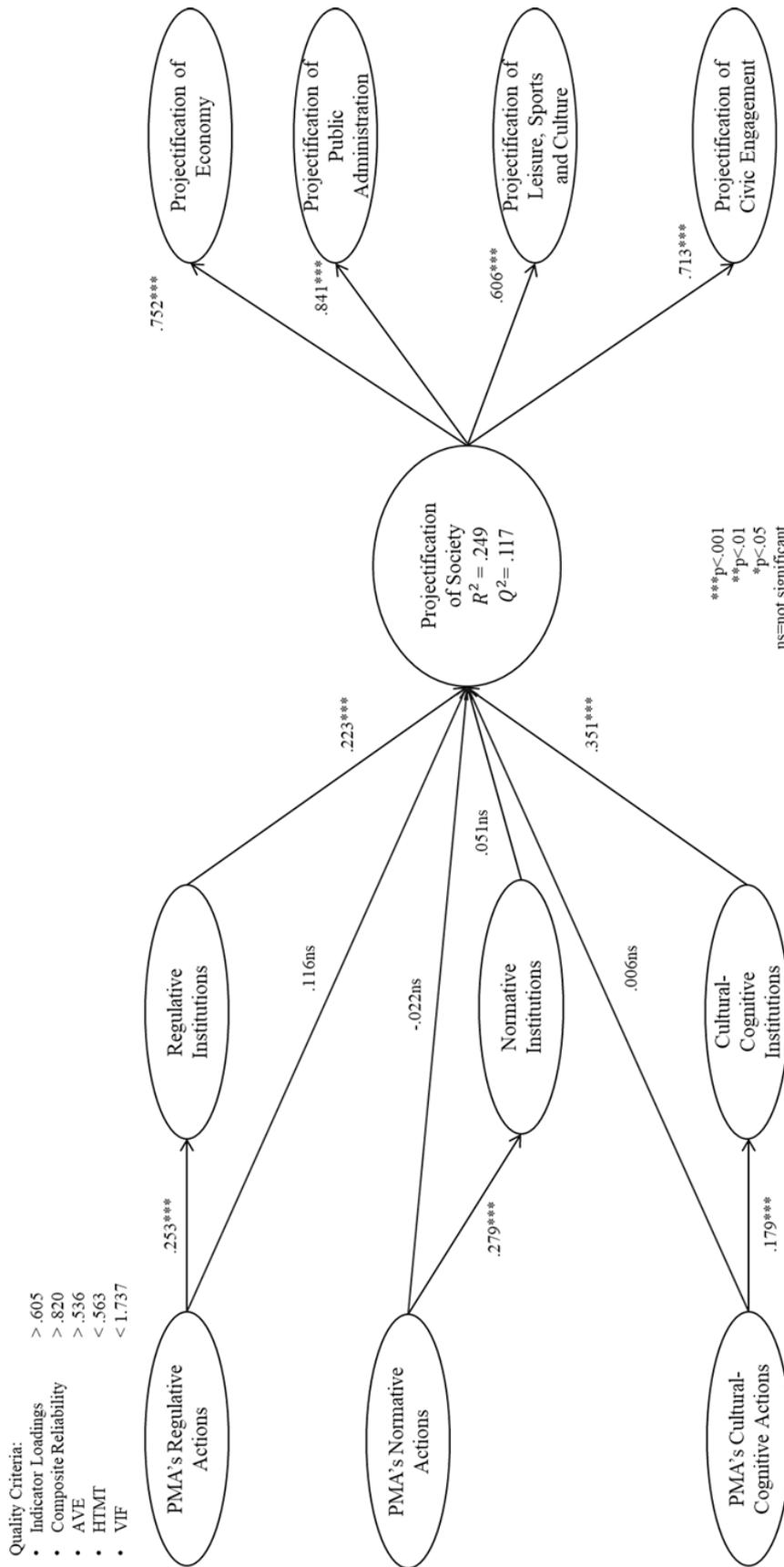
Source: Wagner, Huemann and Radujkovic 2021b.

Moreover, regulative (β = .223, p < .001) and cultural-cognitive institutions (β = .351, p < .001) show significant positive effects on the projectification of society. Normative institutions, on the other hand, have no significant impact on the projectification of society (β = .051, p = .524). In order to fully validate our mediation hypotheses, we examined the direct and indirect effects of PMA's actions on society's projectification. The results are presented in Table 1.

We find that the direct effects of PMAs' actions on society's projectification are not significant. However, regulatory (β = .056, p < .01) and cultural-cognitive actions of PMAs (β = .063, p < .05) show significant indirect effects on projectification through their respective institutions. However, the normative actions show no significant indirect effect (β = .014, p = .550). Drawing on Zhao, Lynch, and Chen (2010), our results suggest complete mediation for the effects of PMAs' regulatory and cultural-cognitive actions, while normative actions do not directly or indirectly affect society's projectification. Therefore, our results support the hypotheses H4a and H4c, while hypothesis H4b is not supported.

Table 3: Direct and Indirect Effects of PMA's Actions on Projectification of Society

Relationship	Direct Effect	Indirect Effect
Regulative Actions → Projectification of Society (PoS)	.116	-
Regulative Actions → Regulative Institutions → PoS	-	.056**
Normative Actions → Projectification of Society	-.022	-
Normative Actions → Normative Institutions → PoS	-	.014
Cultural-Cognitive Actions → Projectification of Society	.006	-
Cultural-Cognitive Actions → Cultural-Cognitive Institutions → PoS	-	.063*

Notes: *** significant at p<.001; ** significant at p<.01; * significant at p<.05

Source: Wagner, Huemann and Radujkovic 2021

These results suggest that GPM is still doing too little to exert indirectly influence on the projectification of society in Germany via the cultural-cognitive institutions. The leadership of GPM should therefore reconsider a reorientation of its portfolio of activities. We ended the survey by asking what GPM can do in concrete terms to foster the projectification of society in Germany.

The following list represents only an excerpt from the responses:

- Do more public relations work to become more visible
- Expanding cooperation and partnership with corporations
- Gain a presence in educational institutions (schools, vocational schools, universities etc.)
- Establish contact with all ministries at federal and state level
- Publish use cases on lighthouse projects
- Best practice sharing / project management awards
- 'Contemporary' project management - reach young professionals
- Coin a positive image of projects / project management
- Cooperation with other professional and industry associations (VDI, VDA etc.)
- Further develop PM, e.g. accept and integrate agile methods
- Stronger presence in social media (Facebook, XING, LinkedIn etc.)
- Promote collaboration and exchange between members
- Influence legislation and public administration
- Cooperate with science and research
- Becoming more visible outside the group of people whose professional work is predominantly related to PM
- Support at the community level in local groups or initiatives
- Be visible on major issues (Corona, climate change etc.)
- Start cooperation with SMEs
- Become a 'real' professional association
- Useful project management videos on YouTube
- Provide coaching for social projects

Based on the above results, there is a clear need for GPM to take action. So far, in the view of the respondents, GPM has mainly exerted influence via normative institutions, such as DIN or ISO standards. GPM currently exerts much less influence on regulative and cultural-cognitive institutions. For the latter two, the study participants would like to see significantly more activity. This is also consistent with the statements obtained from the workshop with GPM representatives in phase 2 of this research.

3.5 Discussion of empirical research

The following chapter discusses and reviews the results obtained from the analysis of both the qualitative and quantitative research findings.

3.5.1 Discussion of qualitative research

In Phase 2 of our research, we used qualitative research methods to obtain data through expert interviews, a case study on GPM, and a focus group workshop. These have been analyzed in the previous chapter. Now the results are discussed, compared with the literature and research propositions are deduced. In doing so, we refer to Wagner, Huemann, and Radujkovic (2021a).

3.5.1.1 The increasing importance of projectification at the level of society

The interviews with the international experts confirmed that projectification is a phenomenon that has been discussed and researched for more than 25 years and is becoming increasingly prominent. In this respect, the studies by Midler (1995) at the car manufacturer Renault gave a boost to the topic. In the meantime, the implications of the phenomenon on the execution of temporary tasks in the context of project teams, organizations, networks up to the societal level have been thoroughly studied and explained. It is becoming accepted that projectification is ultimately a sociological phenomenon that requires insights from sociology (Boltanski and Chiapello 2017), organizational theory (Lundin and Söderholm 1995), and institutional theory (Scott 2014) to better explain the underlying relationships.

Looking more closely at societal 'project ecologies' (Grabher and Ibert 2012), complex social interactions become visible in a multifaceted network of actors accomplishing complex tasks in their context or solving societal challenges. Actors are meant to be individuals, organizations or organizational fields that engage in collective activities across nested social layers in an institutional milieu (Sydow, Lindkvist, and DeFillippi 2004). It is projects that provide a vehicle for creating, maintaining, or even disrupting society and its institutions; at the same time, societal developments also affect projects and the individuals operating in that context. As previously highlighted in a number of international studies, projectification is increasing in all countries, but there are clear differences in the extent of projectification as well as in the sectoral manifestation (Schoper et al. 2018).

The trend toward increasing projectification was explicitly confirmed by the answers given during our interviews. This is a global trend and affects society in its entirety. However, the experts emphasized that projectification has so far been studied primarily in the economic sphere and that studies on developments at the societal level are still missing. In addition, projectification should be considered in a more nuanced way. It varies depending on the context. For example, there are differences in how projectification actually unfolds, how prevalent it is in a given country or among different sectors, or what its implications are in the end. Once again, it was made clear how many different actors are involved in the process of projectification. However, it was also emphasized that these actors are often not even aware that this process is taking place, how it is proceeding and what their respective contribution is in this process. To date, the literature and those involved in the process have tended to focus on the development of competences for implementing projects and have given less attention to the influence that the institutional environment has on project implementation and vice versa.

Based on the expert interviews we deduced the following research proposition (RP):

- ***RP1****: Projectification of society is growing in importance and becoming increasingly nuanced. It occurs as a social process in an emergent way through interaction of a multitude of actors in different sectors of society. The process happens rather unconsciously, without any of the actors consciously orchestrating the process.*

3.5.1.2 Explaining projectification by institutional theory featuring actors and institutions

Literature suggests that institutional theory can be used to explain fundamental issues of social order, societal evolution, and collective meaning systems (Scott 2012). Actors behave according to and recursively interact with the regulative, normative, and cultural-cognitive institutions present in a given context. Institutions provide stability and meaning in the social milieu. To date, however, there have been few attempts to apply institutional theory to the process of projectification of society, despite calls to do so in the literature (Lundin et al. 2015: 228) and an increasing prevalence of institutional theory in management and organizational studies. It is therefore a significant contribution of this research that by using institutional theory a new perspective for understanding projectification at the level of society has been opened up.

Although for most of the scientifically experienced interviewees the institutional theory as such was known, most of them, just like the practitioners of the focus group in the workshop, found it difficult to apply this theory directly to the process of projectification. Nonetheless, they were all able to name relevant actors and relate their activities to the regulative, normative, and cultural-cognitive institutions.

Altogether, we suggest the following research proposition:

- ***RP2:** Institutional theory is instrumental for exploring the projectification of society and explaining the influence of actors on the process of projectification via regulative, normative and cultural-cognitive institutions.*

The research in phase 2 focused on the question of how project management associations influence projectification in society. To this end, we asked in the interviews about the participants in this process and received a large number of individual and collective actors, starting with those directly involved in projects, those working in the immediate sphere of projects and within their organizations, as well as actors from the wider sphere, such as institutional fields, the government or the European Union.

Even though this finding is not new and has already been outlined in principle in the literature (Morris and Geraldi 2011), a nuanced picture of the actors involved in the process of projectification emerges on the basis of our interviews. The role of project management associations with their activities was particularly emphasized, however, criticism of their orientation was also voiced and it was stressed that in many respects they do not yet contribute enough to meet the challenges of society.

Based on these findings, we recommend the following research proposition:

- ***RP3:** The process of projectification is influenced by a variety of actors, from individuals through organizations to organizational or institutional fields. Project management associations are seen as playing a key role in this process even if they are criticized for their contribution to the development of society.*

Even though the relevant literature emphasizes that all three elements of societal institutions are influential (Scott 2012), the experts during the interviews mainly emphasized the regulative and normative elements in the context of projectification of society. Nevertheless, they particularly emphasized that the influence of cultural-cognitive institutions should receive much more attention in future. As regulative institutions push actors toward a further projectification by means of coercion and normative institutions by means of adaptation, cultural-cognitive institutions actually make a big difference in that they bring about a change in behavior through a change in the inner attitude and commitment of the actors. However, regulative institutions (e.g. legal requirements for managing projects), normative institutions (e.g. project management standards that must be adhered to), or cultural-cognitive institutions (e.g. the image of a project manager) altogether play a role in fostering projectification at the level of society.

The projectification is spurred by the fact that the actors influence the creation, maintenance or also disruption of institutions through their actions, in a direct as well as in an indirect way. According to the experts, the process of influencing seems to happen rather unconsciously and in an indirect way, which seems to be no longer sufficient in view of the serious societal challenges. Greater awareness of the processes and a better cooperation, especially on the international stage, are therefore called for by the experts.

Literature also emphasizes the reverse influence of institutions on the actions of actors, particularly through both regulative and normative institutions, such as a Body of Knowledge in the field of project management (Hodgson 2002). Yet there is little awareness of the role of cultural-cognitive institutions. This is not surprising in a so far rather 'technically' understood discipline like project management, as it touches on the 'softer' aspects of how things are done. Here, education, socialization in a particular social or cultural environment, and other contextual factors play an increasingly important role.

Consequently, we have derived the following research proposal:

- **RP4:** *The influence of actors on the projectification of society occurs primarily through the rather comprehensible normative and regulative institutions and appear to be less purposive as reported in the literature. The role of cultural-cognitive institutions has been so far hardly understood and considered.*

3.5.1.3 Institutional work of project management associations and projectification

As emphasized above, project management associations have a special role as facilitators for the projectification process, both in the literature (Scott 2010) and in the interviews conducted. Traditional professional associations, such as lawyers or doctors, try to keep their professional group closed to the outside world through regulations that reference the knowledge and experience of the protagonists. However, this is less true for project management associations, which originated in the 1960s and are less concerned with professional cohesiveness than with solving challenges faced by organizations in a professional manner, most notably the improvement of efficiency and effectiveness related to managing complex tasks in the context of economy (Muzio, Brock, and Suddaby 2013).

Literature (Hodgson and Muzio 2012), expert interviews, case study and focus group workshop with GPM indicate that the activities of project management associations are diverse in nature. These above all consist largely of the formulation of terminology, concepts, standards and corresponding practices, the organization of professional events and the dissemination of knowledge in form of publications and qualification programs. Certification systems play a special role in demonstrating competence.

However, it was critically noted during the interviews that the project management associations place (too) much emphasis on qualification and certification, lack innovation, and still do relatively little to help politics, public administration, the public sector, or civil society. It was made clear that project management associations primarily focus their institutional work on the normative institutions and pay less attention to the regulative elements. Moreover, it became particularly evident that these associations are hardly aware of the importance of cultural-cognitive institutions and their mediating potential to exert an influence on the projectification of society.

On this basis, we deduced the next research proposition:

- **RP5:** *Project management associations exert their influence on the projectification of society predominantly via normative institutions. Their strategic focus is on the corporate sector, other areas of society receive little attention and are lagging behind in terms of project management know-how.*

3.5.1.4 Contribution of project management associations to the common good

Through the case study with GPM in Germany and the workshop with the focus group of GPM leadership, we gained intimate insights into the contribution of a project management association on the projectification of society, which has not been available in the literature to date. It became clear both in the interviews and during the focus group workshop that project management associations are coming under increasing pressure from societal challenges, such as COVID-19 or the climate crisis, to face up to their societal responsibility and to provide corresponding solutions. Using the example of GPM in Germany, it also appeared that there is a lack of a specific strategy to support projectification at the level of society. It was emphasized that this could lead to a loss of relevance for project management associations or that, more generally, projects and project management are seen as of marginal value to society. Both could result in a long-term decline in projectification. One of the experts noted that project management associations are not very innovative and that, as a result, innovative firms, such as start-ups, are moving away from projects and conventional project management, which means that projectification in certain areas is coming to a halt or may even be regressing.

A strategic reorientation of the project management associations will necessitate the active involvement of additional societal groups, particularly the younger generation, and will entail new forms of interaction between societal groups and those engaged in project management. In one of the interviews, for example, it was mentioned that initiatives such as 'Fridays for Future' could be supported by the project management associations in order to show more commitment to society with some of the know-how gained in the economic environment. In this context, it is evident that societal developments have an impact on the work of project management associations and that they should take a more intensive look at these developments.

This brings us to the sixth and final research proposition:

- ***RP6:*** *As society faces new and ever increasing challenges, project management associations such as GPM will need to become more active in supporting the common good. To be effective, the association must anchor itself better in society and act from its midst.*

3.5.2 Discussion of quantitative research

Phase 3 of our research was characterized by a quantitative survey, which was analyzed in the previous chapter. In the following, we discuss the results, revisit the hypotheses, and interpret the findings. Here we refer to Wagner, Huemann, and Radujkovic (2021b).

3.5.2.1 Projectification of society in Germany

Our research was inspired on the one hand by the call of Lundin et al. (2015, 230) for more empirical research and on the other hand by the study on the prevalence of projects in the German economy (Wald et al. 2015b). The mixed methods of our research approach helped us to explore the field qualitatively and to prepare the field for a quantitative survey in Germany. With the responses of 200 people from all sectors of society in Germany, we were able to survey the current state and evolution of projectification at the societal level. It quickly became clear that the phenomenon of projectification is already well advanced in the German society. After an average annual growth of 2.4% over the past 5 years, projectification is expected by the respondents of the survey to grow by as much as 3.0% during the next five years and to expand across all sectors of society. As the literature suggests and the experts in our qualitative research had also predicted, business is well ahead of public administration, civic engagement and other areas of society such as leisure, sports, arts and culture.

This development is taking place in a fluid society. Trends such as digitalization, sustainability and climate change are dominating the development and are also having an impact on the projectification. Society is called upon to find answers to this development and to evolve as a result, including through the use of projects and project management capabilities. The quantitative survey shows that the factors driving projectification in Germany are primarily the dominant themes of the economy, such as dealing with an increasing complexity, digitalization, innovation and efficiency. This may not be surprising, as 2/3 of our respondents were from the world of business. Accordingly, societal challenges and also personal needs and demands tended to be in the bottom half of the ranking list of drivers for the projectification. This is surprising in view of the ongoing pandemic, the current discourse on measures to protect the environment as well as to accommodate far-reaching opportunities for self-realization, and certainly requires further consideration.

After research has so far focused primarily on the development of the projectification in economy (Wald et al. 2015b; Schoper et al. 2018), with our study using the example of Germany it becomes apparent for the first time that projectification is also increasing in other areas of society. Even if it has not yet achieved the same level of prevalence there as in the economy, we can expect projectification to become more widespread across the breadth of society in future. Thus, our results from the quantitative survey are in line with the expectations voiced in the literature and in our qualitative study.

3.5.2.2 Institutions and actors and their impact on the projectification of society

Our research is the first to apply institutional theory as an explanatory model to the question of how the process of projectification is affected by both societal institutions and actors and their activities. As Scott (2010) have made clear, regulative, normative, and cultural-cognitive institutions shape the ways actors think and behave in a social field, including when they engage in project activities. On the one hand, institutions have a stabilizing effect on behavior; on the other hand, they can help to induce and achieve change (Söderlund and Sydow 2019). Interestingly, our analysis of the data from the quantitative survey in Germany reveals that respondents attribute the greatest influence on projectification to cultural-cognitive institutions. This is in some ways surprising, as the literature emphasizes the influence of regulative and normative institutions, for example, Scott (2012) in the environment of global construction projects.

As described earlier in our qualitative research, this can be interpreted as a shift away from being coerced or 'pushed' by regulative and also normative institutions and a shift toward gaining a better understanding of 'what for' and as a 'pull'. At the same time, this result also indicates a shift in project management, previously understood in more technical terms, to a more sociological purpose of projects (Boltanski and Chiapello 2018, 112), where people come together and collaborate to create something meaningful out of inner conviction and without prescriptions. This is also reflected in the manifestations of cultural-cognitive institutions, where survey respondents emphasized the positive image of projects above all else, followed by the role models of successful companies and entrepreneurs, and narratives of successful projects that make them more inclined to get involved in projects.

So far, no clear picture has emerged from the literature on the actors having a decisive influence on the process of projectification. Although a large number of different individual as well as collective actors have been mentioned in the literature (Manning 2008), attention has mainly been drawn to the reciprocal relationships between temporary and permanent organization in the context of projects (Sydow and Windeler 2020), the actors in a project network or organizational field (Auschra et al. 2019), or even in the context of global project work (Manning and von Hagen 2010). In this respect, our quantitative survey represents the first structured analysis of the actors involved in the process of projectification, in which the influence of organizational actors was emphasized above all, ahead of institutional fields and individual actors.

It is also noteworthy that among organizational actors, project management associations do not come first in fostering projectification, but come only fourth in the ranking, after exemplary companies, service providers and educational institutions. Thus, both the literature (Hodgson and Muzio 2012) and our expert interviews in phase 2 of the research all emphasized the peculiar role of project management associations. This may perhaps be related to the fact that, so far, the influence of regulative and normative activities in particular has been seen as essential to the process of projectification. With the focus on cultural-cognitive activities and the accentuation of individual as well as societal expectations towards projects and their management, perhaps the perception of the role that project management associations and projects in general have today is also changing.

3.5.2.3 The impact of project management associations on projectification of society

In view of the above, it is not surprising that our survey revealed that, in the case of the GPM in Germany, the respondents have so far ascribed only a limited influence of the project management association on the projectification of society and would like to see a significantly stronger influence. In this context, they demand that GPM should considerably expand its activities in relation to all three societal institutions, but most strongly in the activities related to the cultural-cognitive institutions. For project management associations, this is more or less a shift from the rather normative activities they are currently engaged in, e.g. developing and disseminating standards such as project management terminologies, process models or respective methods and tools.

With the prevailing view in the literature to date (Scott 2010; Lundin et al. 2015) and also the assertions gathered in phase two of our research that project management associations influence the projectification of society through their activities, we used hypotheses 1 to 3 to test whether the regulative, normative, and cultural-cognitive actions of project management associations positively influence the projectification of society. However, the result of our analysis shows that those three hypotheses are not supported. In other words: As our research reveals, the actions of project management associations do not directly influence the process of projectification.

Nonetheless, using PLS-SEM analysis, we were able to proof that project management associations exert an indirect influence on the projectification of society through their activities, via societal institutions. Activities targeting cultural-cognitive institutions showed the highest influence on projectification, followed by activities targeting regulative institutions. With this result, our hypotheses 4a and 4c are supported, while the influence of project management association activities via normative institutions is not significant and thus our hypothesis 4b could not be supported. This confirms that the previous view in the literature of projectification occurring primarily through regulative and normative actions by project management associations, such as pursuing new laws and regulations (Sabini and Paton 2021) or enacting a body of knowledge, which is then used for certification of project personnel (Hodgson 2002).

The study participants call for a considerable refocusing of GPM and a stronger orientation towards societal issues. In their opinion, GPM should address more strongly challenges facing society and offer suitable solutions based on project management. The list of suggestions for improvement includes not only active support for social projects and initiatives, but also more commitment to enhancing the general image of projects (e.g. through purposeful public relations efforts), to promoting role models (e.g. by relaunching the German Project Excellence Award) as well as to promoting a project-friendly narrative (e.g. by sharing success stories).

4 ASSUMPTIONS, LIMITATIONS AND RESTRICTIONS

At this point it is important to outline the assumptions, limitations and restrictions of this research and comment on the quality of the findings. Our research initially assumed that projectification, explored by Midler (1995) with a focus on industrial firms, would spread beyond the economy over to other sectors of society. While there is some indication in the literature in this regard (Lundin et al. 2015), the authors lament that there is as yet no empirical evidence of projectification spreading outside of the economy. In this respect, it was literally our mission through our research to address the issue and make a scientific contribution through the research questions, hypotheses, and the application of qualitative and quantitative methods.

In the search for a theoretical basis, the decision was made to apply institutional theory. This assumed that, with the help of this theory, the interaction of actors and institutions on the projectification of society could be both measured and explained. In doing so, we were guided on the one hand by an increasing number of references in the literature, e.g. Söderlund and Sydow (2019), and on the other hand by discussions with experienced scientists in the context of this dissertation, who have made suitable recommendations. However, since institutional theory is still relatively unknown in the field of research subject, projects or project management, we assumed that the research respondents in phases 2 and 3 of our research would be able to relate this theory in some way and apply it to the object of study, respectively. For this purpose, we repeatedly referred to the pertinent literature, reiterated terminology and relevant concepts in order to avoid making systematic errors when evaluating the data. At the same time, we also assumed that all respondents would answer our questions honestly and truthfully.

Finally, our assumption was that through the research would also emerge clear statements about the mechanisms of action in the projectification of society, with the actors involved, relevant institutions and their interaction both indirectly and directly. For this, we adopted a staged and mixed-methods research approach that, after studying the literature with pointers on the interplay and the intensive discussions with the international experts and the focus group of GPM representatives, we were ultimately in a position to obtain quantitative survey evidence in the context of the society in Germany.

The present research is also subject to limitations due to the given framework of a dissertation and circumstances specific to the subject. Thus, given the time available, the research had to be focused in terms of content and could not cover the full breadth of the research field. Thus, particular emphasis was placed on the interactions of actors and institutions in the context of society on the basis of institutional theory, and the research questions were aligned to that accordingly. In terms of time, only a limited part of the projectification could be covered by the qualitative and quantitative research. It was not possible to conduct any comparative or long-term research. Limitations due to the time constraint of the dissertation also affected the research approach and methods. Therefore, only a limited number of methods were used. Emphasis was placed on combining research methods in the form of qualitative and quantitative techniques in order to achieve both high-quality results and generalizable findings (Saunders, Lewis, and Thornhill 2019, 185).

Another limitation was the available literature and theoretical basis for the topic. Due to the fact that it was the first time that an empirical study of projectification was carried out at the level of society and it was also the first time that institutional theory was applied in this context, there was only very limited literature available on which we could build. For this reason, we started with an exploratory study using expert interviews and a focus group workshop to explore the issues and then integrated the findings into a holistic picture with an in-depth quantitative survey.

Finally, the restricted sample sizes, both in the qualitative and quantitative phases of our research, represent a limitation. While we paid attention to a diversity of perspectives and experiences when selecting the experts in Phase 2, just as we did when selecting the representatives of the focus group on GPM, this nonetheless imposes limits on the representativeness for the results (Lune and Berg 2017, 39). When interpreting research results, sample characteristics need to be carefully considered as well. Thus, expert interviews can potentially lead to a cognitive bias, both on the part of the interviewee and the researcher (Shepherd 2015, 192). Therefore, during the interview, attention was paid to just reading out again the questions that had been sent out in advance without any explanation. The transcription of the answers was made automatically as well as through an independent service provider. The number of 200 respondents for the survey was adequate, but the fact that 2/3 of them belonged to the economy represents a limitation that must be considered when interpreting the results.

Finally, we deliberately limited our research on projectification at the level of society in order to accomplish it in the time available. For this, we limited the scope of the research to Germany and one of the actors, namely GPM. When limiting the scope to one country, contextual factors such as the level of development of the society and cultural influencing factors have to be considered. This needs to be addressed in future with the help of international benchmark studies. Focusing on one case study also entails restrictions: "validity in interpretivist social science is complicated by subjectivity, so pervasive in interpretivist practice that some claim the researcher *is* the method" (Mabry 2008, 221). For this reason, we derived research propositions from the case study, which we were then able to validate as part of the quantitative study. This technique, also known as triangulation, helps to prevent possible bias.

Focusing our research questions on the interactions of one of the actors, namely the project management associations, societal institutions, and projectification at the level of society is a restriction as well, which was necessary to keep focus within the scope of the dissertation. Certainly, future research can address other actors, e.g. examine the impact of entrepreneurs or exemplary companies, the government or even non-governmental organizations on projectification. What was also out of scope here is the positive or perhaps negative consequences of projectification on society. Apart from the drivers of projectification, enabling or constraining boundary conditions could be investigated in future research.

According to Maylor, Brady, and Huemann (2017), the quality of research results can be assessed by means of four criteria, namely 'validity', 'reliability', 'credibility', and 'generalizability'. We established validity of results by selecting and combining research methods, robust measurement and data analysis (Saunders, Lewis, and Thornhill 2019, 213). Reliability is achieved by ensuring that research produces the same or similar results when repeated (Maylor, Brady, and Huemann 2017, 376). This certainly reaches its limits in exploratory or qualitative research because of working with people (Neuman 2014, 542). As described above, triangulation, mixed method use, and the application of automated procedures and tools helped to minimize potential bias. The results of this research can only be generalized within the limitations and restrictions described above. Further research must be conducted to deepen the available findings. Finally, the results of the research were supported by a large number of sources, original quotes and data from the survey. This thesis integrates the pieces of the puzzle into a holistic picture and hence provides credibility.

5 SYNTHESIS OF RESEARCH RESULTS

In the following, a synthesis of the research results is now undertaken, which pursues the purpose of convergence, corroboration and correspondence (Fielding and Fielding 2008, 559). Accordingly, the integration of research findings is recommended especially when using a mixed methods approach. This is because after studying the literature in phase 1, we conducted interviews with international experts as well as a case study and a focus group workshop with GPM in a more explorative second phase. After analyzing the context in Germany, we then conducted a quantitative survey and analyzed the data obtained in a third phase. Results can be found in chapter 3 of this dissertation.

Figure 19 shows the constituents that are considered in the synthesis. We will also look at whether the research propositions resulting from our qualitative research and respectively the hypotheses made at the beginning can be confirmed by the quantitative data. In addition, the research questions raised at the outset of our research will be systematically answered based on the research findings. Finally, this also forms the basis for a concluding discussion on the rigor of the research findings in the following chapter.

Figure 19: Constituent parts of the research synthesis

Source: Wagner 2021.

5.1 Answers to the sub-research questions

Looking at the results from the second and third phases of our research, the analysis conducted on them and by comparing them with the literature, the findings on the eight sub-research questions will be compiled and help to complete the picture.

5.1.1 Results for sub-research question 1

The first sub-research question, "What is meant by the term 'projectification' in the context of society?" was aimed at obtaining a sound characterization of the phenomenon that is becoming increasingly popular in the literature (Kuura 2020). There are a large number of descriptions of this in the literature (see chapter 2.1), which take their starting point with Midler (1995) in the automotive industry. Triggered by the immense competitive pressure and the ensuing race for innovative products and services, there is an increase in the number and importance of projects. However, this is not enough to do justice to the phenomenon, because "projectification is more than a formalisation of project management. It refers to a major organisational transformation that organisations still struggle with at the project and organisational levels" (Aubry and Lenfle 2012, 681). This view is followed by other authors who characterize projectification from a transformational perspective, for example Maylor et al. (2006, 666) describing organizational projectification as "a change in organisational and governance structure to increase the primacy of the processes of projects within a central organisation", Fred (2015, 52) frames it "as something that changes the more permanent organizations, a way to communicate or something that creates structure and meaning in day-to-day-work," Packendorff and Lindgren (2014, 10) highlight that the projectification encompasses "processes of organisational restructuring initiatives taken in order increase the primacy of projects within a firm" and Lundin (2016, 9) summarizes the phenomenon in a simple sentence: "Project Organizing is spreading."

A review of the literature revealed that the number of publications on the topic has increased significantly in recent years (Kuura 2020, 21) but is also spreading to other social structures (Jalocha 2019, 580). This ranges from the individual to the societal perspective. In terms of the former, Kuura (2011) writes that "personal projectification is a change in person´s work relations and/or private life to increase the primacy of participation in projects."

Jensen, Thuesen, and Geraldi (2016, 22) go even further, observing that "projects have become intrinsic to our lives. They permeate what we do, how we speak, how we think of our daily activities, how we construct our identities, and ultimately, who we are." In addition, the phenomenon is also described in the context of society, that capture "the colonisation of many quarters of life by project-related principles, rules, techniques and procedures" (Maylor et al. 2006, 664). Maylor and Turkulainen (2019, 566) emphasize that "projectification can take many forms and can also be considered at different levels of analysis…. Projectification is a process; it is a path taken towards increased orientation to and use of projects." However, Packendorff, and Lindgren (2014, 10) advocate a much broader view of projectification as "processes of invoking projects as habitual, legitimate and performative responses."

The statements collected during the expert interviews confirm that the phenomenon of projectification takes place at very different levels of society, that although the starting point of the research was at the level of organizations, in the meantime projectification extends from the individual level to the level of society at large; it is also at each of the various levels differently manifested and has varying effects. Thus, while the synopsis of the above definitions provides a basic understanding of what projectization is, the conceptualization changes per application field and requires a much more nuanced examination. For example, several of the expert interviews addressed the fact that although companies are working project-like due to the pressure to innovate, they use other terms such as 'agile product development' or akin and thus avoid using the term 'project'. Something similar can be observed in the areas of civil society or in the areas of leisure, sports, art and culture. Here, the term project is used again and again (see the example of the advertising of the Hornbach DIY chain), but it often remains ambiguous what is meant with the term and what its implications are. The same applies to the civic engagement in the context of flood or refugee aid in Germany. For this reason, both the experts and the literature call for continued research that addresses the unresolved issues in greater depth. One is the manifestation of the phenomenon itself at different levels of society, and the other is the underlying causes and implications of the projectification. Here, in addition to a number of positive implications, such as providing a form of coping with complex challenges or achieving progress by working on interesting tasks (e.g. Bogacz-Wojtanowska and Jalocha 2016), a number of negative consequences are pointed out both in our interviews and in the literature (e.g. Cicmil, Lindgren, and Packendorff 2016).

5.1.2 Results for sub-research question 2

Our research has provided many clues to answer the second research question, which inquires "what is the status quo of projectification of society and how does it evolve?" Lundin, in particular, has consistently stressed that projectification at the level of society is a phenomenon that should be researched further, while at the same time complaining that too little empirical research is available in this area (see Lundin and Söderholm 1998; Lundin et al. 2015; Lundin 2016). In fact, the status quo of projectification in relation to the economy has been surveyed in some countries over the past few years (see Wald et al. 2015b; Schoper et al. 2018; Radujkovic and Misic 2019). Based on a comparison of data from several countries, the proportion of working time spent on projects at the time of the respective survey varies from 27.7% in Iceland to 42.7% in China (Schoper 2018). Whereas this is data from surveys conducted in the period 2013 to 2016, a forecast predicts a significant increase in the share of project work for all countries, in China even to a value of 53%. These values are of course subject to inaccuracies, if only because the term project cannot always be clarified flawlessly and the figures have been highly aggregated via national statistical data (Wald et al. 2015a). Nevertheless, they indicate for the economy that projectification is on the rise and is a notable phenomenon. Depending on the context and sector, the figures vary; for example, in Germany as an industrialized country, projectification is most advanced in the manufacturing sector, but the figures in the public sector lag significantly behind, whereas the figures for the two sectors in China are roughly the same (Schoper 2018). However, the surveys conducted so far have always been focused on the economy, a systematic survey of the phenomenon of projectification at the level of society has not yet been conducted.

The expert interviews resonate with the growth of projectification at all levels of society identified in the literature. It has been called a global phenomenon that has become part of people's socialization and is of great importance for certain industries (ICT and construction, among others). Projects increasingly determine the careers of many people, yet it is not only a phenomenon in the economy, but is also increasingly taking hold in other areas of society. This also became clear in the analysis of the context in Germany, in the case study of GPM as well as in the quantitative survey in this context. Several studies (e.g. Rumpp, Schabel and Groh 2010) in Germany have shown the increase in projectification in the business sector, and the growth of GPM in recent years also clearly reveals this.

At the same time, there are indications that a large number of projects are also being carried out outside the economy, even if they are not always named in this way or do not use the project management tools that have been proven in the economy. The growth of projectification in the German economy is reported at an average of 3.5% annually (Wald at el. 2015b) and varies greatly depending on the sector. For example, projectification is not yet as advanced in the public sector as it is in the manufacturing industry (Schoper et al. 2018). This also distinguishes the situation in Germany from other countries (Schoper 2018).

The quantitative survey provides a clear picture of the state and the evolution of projectification in Germany. On the one hand, the analysis confirms that projectification is on the rise in Germany and will continue to grow at an annual rate of 3% over the next five years. On the other hand, it is evident that the economy in Germany has a clear lead in terms of projectification and is followed by the public sector only with a larger gap - as has been the case in previous studies (Wald et al. 2015b). The areas of civic engagement as well as leisure, sports, art and culture are also not yet ready, but with the current study there is now data for these areas of society available for the first time ever.

As for the drivers of projectification, there is little reference in the literature. In the interviews, the experts mentioned factors such as pressure to innovate, which is a driver of projectification in the economy, especially for developed countries, or digitalization, which necessitates considerably more transparent and inclusive project work, or the desire of the younger generation to network and realize their potential through projects. The quantitative survey shows a straightforward picture of the drivers, with particularly business motives such as dealing with complexity, digitalization and innovation leading the way (see Figure 12), while societal or personal reasons tend to follow further down the list.

The answer to SRQ 2 is unambiguous with regard to the situation in Germany and converges in the assertion that projectification is significantly advanced in the economy and continues to grow, that other areas of society follow at a considerable distance, but that projectification is also gaining in importance there. So far, the drivers of this development are rather the factors known from the economy, such as complexity, digitalization and innovation; societal challenges are not yet foremost in the awareness of the respondents. However, this may change in the future in view of the prevailing societal challenges.

5.1.3 Results for sub-research question 3

The third sub-research question, "How can institutional theory be used to explain the projectification of society?" is of particular importance because this dissertation is the first time institutional theory has been applied to the topic of the projectification of society. While the literature describes institutional theory and its application in practice in considerable depth (e.g. Scott 2014), there have been few references to date in the context of projects and project organizations (e.g. Scott, Levitt, and Orr 2011; Scott 2012; Söderlund and Sydow 2019). Lundin et al. (2015, 171) are rather critical about the role of institutions in the context of projectification, arguing that they have a stabilizing effect on social behavior while possibly preventing change, and call for further investigation: "Institutions and even institutional change… thus constitute a counterforce, slowing down the development toward a Project Society… it may be helpful to investigate their relationship to management, work, and the industrial order in more depth."

Therefore, in our qualitative as well as quantitative research, attention was paid to the main actors, their relationship with regulative, normative and cultural-cognitive institutions, and the impact on the projectification of society. In the expert interviews, the first step of our research approach was to find out which actors and institutions might have an influence on the projectification of society. In the workshop with the focus group of GPM executives, the aim was then, from the angle of a project management association, to identify the influence of GPM's activities both on the institutions and on the projectification of society. The quantitative survey then allowed an analysis of the reciprocal effects between actors and their activities, the institutions and the projectification of society.

The results of the analysis using the example of GPM in Germany show, within the limits of the limitations and restrictions mentioned in chapter 4, statistically significant interrelationships between the actor, the institutions and the projectification of society in Germany that are of relevance in the overall context. Even though the application of institutional theory should be more extensively tested on additional actors and in further context conditions, the research approach turns out to be particularly promising to explain the processes of impact towards a projectification of society.

5.1.4 Results for sub-research question 4

The fourth sub-research question asks, "which institutions have an impact on projectification of society and how?" There are no direct answers to this question in literature. Lundin and Söderholm (1998, 19) have in fact argued, in their conceptualization of the project society, that "there have been very few, if any, serious efforts to account for institutional aspects of the project area" and further elaborate "that these institutions are of potential importance for the future development of the projectified society." Subsequent work continues to make connections between institutions and projects in terms of how stakeholders at different levels of society interact (Grabher 2002), to better describe how projects are embedded in their contexts (Morris and Geraldi 2011), how different partners in the construction industry work together (Scott 2012; Lieftink, Smits, and Lauche 2019), and how inter-institutional differences (Dille and Söderlund 2011) potentially challenge projects. Söderlund and Sydow (2019) emphasize that projects and institutions mutually influence each other and studies conducted in the context of projects should consider the influence of institutions by all means. Although there have been studies on the role of institutions on market dynamics (Beckert 2010), on project implementation in a national context (Jalocha 2019), or in an emerging economy (Narayanan and Huemann 2021), no systematic coverage of institutions and their impact on the phenomenon of projectification in society has been done so far.

During the expert interviews, it was repeatedly emphasized that, up to now, mainly regulative and normative institutions have been considered in connection with projectification and that efforts have been made to influence them by activities. For example, the experts highlighted legislation and the contractual arrangements for public (construction) projects, the development and dissemination of norms and standards for the implementation of projects or with regard to the qualification and certification of project personnel. At the same time, it was also repeatedly emphasized that this depends on the respective (national) context, for example, the influence of regulative institutions is considerably more accepted in countries such as China or that the subsidies of the European Union in countries of Eastern Europe, for example, have led to a significant change in the way of working in public administration. The experts agreed that far too little attention has been paid to the cultural-cognitive institutions and that these may exert a much stronger influence on projectification than the regulative and normative ones.

It also became clear in the discussion with the focus group of GPM executives that the activities of this project management association focused primarily on the normative and, to a lesser extent, the regulative institutions, that there had been little awareness of the cultural-cognitive institutions to date, and that this was where the greatest need for action was seen. This is also reflected in the results of the case study on GPM and its activities. In recent years, for example, a great deal of emphasis has been placed on the enforcement of norms and standards via the specialist groups of GPM, participation in standardization projects of the DIN, ISO and IPMA as well as the establishment of standardization in the training and continuing education of project managers in Germany. However, GPM has had much less influence on the legislation and the strategic goals emphasize that GPM must raise awareness of the importance of projects and corresponding know-how in society, but how or via which cultural-cognitive institutions this could be done remains unclear.

In the quantitative survey in Germany, we took a deeper look at this question and got straightforward answers. Thus, the respondents are of the opinion that the cultural-cognitive institutions have a greater influence on the projectification of society than the normative and regulative institutions. In a ranking of the respective institutions, the cultural-cognitive institutions place the image of projects ahead of role models, narratives about successful projects and the adopted language. Among normative institutions, industry-specific standards are ahead of international norms and standards followed by national norms and the provision of certificates. In the case of the regulative institutions, the respondents ranked national laws ahead of European directives and regulatory requirements as well as state regulation. The respondents also pointed out that cultural-cognitive institutions will continue to grow in importance in the German society and that so far the role of media and education in shaping them has not been explored enough.

So, the answer to this question stems from the synopsis of this research's findings. Literature provides only limited insights into the relationship between institutions and projects, but it does not provide an answer to the role of institutions for projectification. The experts in our interviews, like the case study and focus group discussion, emphasized the role of normative and regulative institutions, but called for more exploration of cultural-cognitive institutions and their influence. Finally, our quantitative analysis provides ample support that cultural-cognitive institutions exert the greatest influence on the projectification process, with a positive image, exemplary role models, and narratives of successful projects being essential.

5.1.5 Results for sub-research question 5

Now to the fifth sub-research question, which asks "Which actors have an impact on projectification of society and how?" There is no systematic review of this question in the literature either. The literature refers to individual actors, such as entrepreneurs (Auschra et al. 2019), firms (Grabher 2002; Maylor and Turkulainen 2019), project networks (Manning and Sydow 2011), professional fields (Greenwood et al. 2002), industries (Scott, Levitt, and Orr 2011), the public sector (Hodgson et al. 2019), and the European Union (Jalocha 2019).

The expert interviews also produced a very diverse picture, ranging from individual actors to local, regional, national and global organizations; also mentioned were cross-organizational project networks, organizational or institutional fields and industries. The actors mentioned are listed in 3.5.1.3. It was also emphasized that the importance of the actors can vary significantly depending on the context. For example, the influence of the government or the public sector is much more pronounced in China than in Germany. In Germany, on the other hand, the economy tends to be dominated by small and medium-sized enterprises (Welter 2018), where family-run entrepreneurs are much more innovative and agile in a niche market than large corporations (Pahnke and Welter 2019). Industrial companies and corresponding service providers play a much larger role in Germany than in emerging countries such as Croatia, for example, due to their economic importance (Radujkovic and Misic 2019). In the interviews, the special role of project management associations was emphasized, both the ones with a more regional or national scope and those operating on the international stage, such as IPMA and PMI. Trade unions and employers' associations were seen only marginally and also rather critically. The role of transnational organizations, such as the United Nations and its sub-organizations, was also considered rather critically, as these could be significantly more involved in the global community in the form of projects, but do not fulfill this role due to political blockades and other issues. The role of consultants, the educational institutions from primary school to university, research institutions dealing with current developments and standardization and certification bodies were also mentioned by the experts in the interviews. Contextual analysis still revealed that citizens' groups can join forces and achieve good through grassroots initiatives in the form of projects, see the example of the Elbe flood (Rudolph and Kuhn 2018), during the refugee crisis in Germany (Kiess, Lahusen, and Zschache 2020), or through retiree volunteering with the Senior Expert Service (SES).

In the case of Germany, the quantitative survey provided an initial, systematic survey of the actors involved and their importance for the projectification of society. The participants in our survey attribute the greatest importance to organizational actors, ahead of institutional and individual actors. In a ranking, exemplary corporations were given the greatest influence on the projectification of society, followed by service providers and educational institutions. The associations and public authorities actually came in the bottom ranks. Among the institutional fields, professional groups, industries and corporate groups took the first three ranks, respectively, by a small margin, followed by networks and clusters. Among individual actors, companies were seen ahead of activists, ministers, award winners and association officials, who followed by a considerable margin.

The answer to the fifth sub-research question is rather difficult in that the literature, our expert survey and also the context analysis have revealed a large number of actors to be considered for the projectification of society. Only with the help of the quantitative survey the question can be answered in a systematic way. With reference to Germany, the survey shows that organizational actors are placed ahead of institutional fields and individual actors, and that it is primarily exemplary corporations and entrepreneurs that have an impact on the projectification of society. This is surprising insofar as the literature and also the experts in our interviews have repeatedly emphasized the role of project management associations. In the expert interviews, it was also expressed that the influence of the actors happens rather indirectly and unconsciously, via certain activities, behaviors or interactions that take place, for example, in the context of a particular form of collaboration.

5.1.6 Results for sub-research question 6

This leads us to the sixth sub-research question, inquiring as to "Which role play project management associations (PMAs) for the projectification of society?" The literature emphasizes the role of associations as facilitators in general (Scott 2010; Scott 2014; Boltanski and Chiapello 2018), connecting people and fostering collaboration through specific practices. This is generally true for professional associations (Suddaby and Viale 2011) as well as to a particular extent for project management associations (Muzio et al. 2011). As institutional agents, they influence and shape work in a particular field (Scott 2008). This can be by developing and disseminating appropriate standards (Morris et al. 2006; Hodgson and Muzio 2012).

However, a systematic exploration of the role of project management associations in the context of projectification of society is lacking so far. There are only a few studies on the work of selected project management associations in a national context, such as the APM in the United Kingdom (Hodgson, Paton, and Muzio 2015) or the case of the project management associations in Italy (Sabini and Muzio 2017; Sabini and Paton 2021). For Germany, there is so far only one paper that sheds light on the situation of project managers and asks the question when PM will become a real profession (Nicklich, Braun, and Fortwengel 2020).

In the expert interviews, all participants emphasized the special role of project management associations for project certification. This is seen as their original task, which they do successfully by developing and disseminating standards, know-how and capabilities in the form of training and educational or certification programs. The role of project management associations as a platform for exchange and networking is also highlighted. At the same time, however, the experts are not sparing in their criticism of project management associations. They complain that they focus too strongly on the economy and still do far too little for other sectors of society. They are too stuck in the status quo, do too little for new fields of application of project management and hardly help society to cope with challenges such as the climate crisis.

With the GPM case study as well as the focus group workshop with executives, we were able to gain deeper insights into a project management association in order to better answer the sixth sub-research question. For example, since its founding in 1979, GPM has grown primarily in the context of the economy and has helped to advance the qualification and certification of project personnel in this field by developing and disseminating respective PM standards. Through a variety of SIGs, regional groupings, and the activities of the representatives of GPM in the capital of Berlin addressing government and the public sector, there have been attempts to raise awareness of the social importance of project management, but according to the focus group of GPM executives, far too little has been done. Especially in times of major societal challenges, it would be time for GPM to place a much stronger strategic focus on societal concerns. Examples of this could be the GPM project on refugee support during the years 2015 and 2017, or the initiative 'Project Management at Schools', which involved volunteers who made a significant contribution to society.

Once again, our quantitative survey enables a systematic evaluation of the role of GPM as an example of a project management association with respect to the projectification of society. Thus, the respondents rate the influence of GPM on projectification in Germany relatively low and would like GPM to make a significantly higher contribution in the future. A long list of options is identified as to how GPM can exert more influence in the future, including better networking with societal groups, volunteering for societal initiatives, creating awareness in society of the special role of projects in shaping the future, and recognizing projects that have been appropriately successful (e.g. by re-establishing) the German Project Excellence Award.

The answer to this sub-research question thus shows a clear discrepancy between the literature and the experts on the one hand and the results of our quantitative survey on the other. Not only does the project management association GPM in Germany follow well behind other actors in the ranking of organizational actors for projectification of society, but its impact on projectification still has significant room for improvement in the perception of the study participants. This also confirms the critical view in the literature, the expert interviews and the case study, according to which GPM is too strongly focused on the economy and should do more for the interests of society. The desire for a strategic reorientation toward better anchoring in society, the strengthening of commitment to the common good and the provision of support to society in solving current challenges is becoming apparent.

5.1.7 Results for sub-research question 7

The seventh sub-research question is closely related to the previous one. It concerns the question "Which actions of PMAs affect the projectification of society and how?" On the one hand, for example, the literature emphasizes the mediating role of project management associations that they play in the wider social context (Scott 2014) and, on the other hand, highlights above all the normative activities (Hodgson and Muzio 2012) that often run through a BoK, which is the basis for the implementation of projects and the qualification and certification of project managers (Hodgson and Paton 2016). It can also be seen that activities are greatly dependent on the national context and the relevant institutions (Hodgson, Paton and Muzio 2015; Sabini and Muzio 2017).

The normative activities of the project management associations were also emphasized in the expert interviews. There is close cooperation between national and international associations, as the example of IPMA and PMI indicates. However, the associations also help to link professionals and to advocate the importance of projects and professional project management to the public. According to the opinion of the experts, this also includes sharing stories of successful projects.

The case study and the discussion with the focus group of GPM executives also allow a systematic review of the relevant activities to answer this question. As a result, the diversity of activities in the context of German society becomes clear through the example of GPM, which can, however, only be interpreted in its specific context. Thus, the Articles of Association alone outline a wide range of activities of GPM, which are further emphasized with the current strategic goals and put into practice with the help of the various organizational entities of GPM. In the discussion with the focus group, it was expressed that the activities of GPM in connection with regulative institutions have not yet been pursued with a suitable priority and that there is definitely a need to catch up here. The normative activities, on the other hand, have been in focus since GPM was founded, which includes the development and dissemination of national and international norms and standards in the field of project management. Furthermore, the qualification and certification of persons is also regulated on the basis of these standards and delivered by accredited training providers and the PM ZERT, based on a systemized approach, for annually several thousand project managers.

However, the discussion with the GPM leadership revealed that there was no awareness of activities aimed at cultural-cognitive institutions. It is true that GPM sees itself as the largest network of project managers in Germany, organizes a large number of events and attempts to influence education through the SIG 'Project Management at School' as well as the SIG 'Project Management at Universities'. Nevertheless, the results of the quantitative survey also confirm a clear deficit in this area. The answer to this sub-research question thus turns out to be rather sobering, in which primarily normative activities of GPM were emphasized, activities aimed at regulatory institutions were not given priority, and no awareness of the impact of cultural-cognitive activities was discernible. These are carried out, but rather unconsciously and without knowledge of their impact on the projectification of society.

5.1.8 Results for sub-research question 8

The eighth and last sub-research question addresses the reciprocal interactions between the institutions and the project management associations in the context of the projectification of society and wants to know, "How do institutions and PMAs affect the projectification of society?" As described above, there is scant evidence for this in the literature, other than that PMAs tend to take on a facilitator role and connect stakeholders (Scott 2014), that they focus primarily on normative activities (Hodgson and Muzio 2012) and thus discipline experts (Hodgson 2002) rather than seeking to persuade them using cultural-cognitive measures. In the expert interviews, the opinion was expressed that the projectification of society tends to occur rather unconsciously and takes effect in an indirect way only, via individual measures taken by the PMAs that affect particular institutions. During the focus group workshop, the other direction of impact was also emphasized, namely that current developments in society are putting pressure on GPM to adapt, that trends such as New Work, Industry 4.0, Generation Z, the climate crisis and sustainability issues are increasingly dominating the association's agenda and that GPM needs to align itself accordingly.

The statistical analysis of the data obtained from the survey in Germany reveals a particularly clear picture of the interaction between institutions and PMAs with regard to the projectification of society. Based on the results (see 3.4.2.3), it becomes apparent that the GPM, as representative of the PMAs in our analysis, does not have a significant direct effect on the process of projectification, yet its activities indirectly affect the projectification via the institutions. It could also be shown that the activities of the PMAs that have an effect on cultural-cognitive institutions have the greatest influence on the projectification of society, followed by regulative activities. In contrast, the most pronounced field of action of the PMAs to date, normative activities, has no significant direct or indirect influence on the projectification of society. This is thus probably the most surprising finding of this research and indicates a clear need for action with regard to the strategic orientation of the PMAs.

The answer to the last sub-research question is that PMAs only indirectly influence the projectification of society through the institutions, first and foremost the cultural-cognitive institutions, and the normative activities that have been strategically focused so far do not have a significant influence. Given the developments in society, PMAs are challenged to reconsider their strategic direction.

5.2 Findings on research propositions and hypotheses

Based on the qualitative research in Phase 2, we derived research propositions (see 3.5.1) that can now be tested against the quantitative results from Phase 3 of our research.

Research proposal (RP1) stated that "*projectification of society is growing in importance and becoming increasingly nuanced. It occurs as a social process in an emergent way through interaction of a multitude of actors in different sectors of society. The process happens rather unconsciously, without any of the actors consciously orchestrating the process.*" The results from the quantitative survey coincide with RP 1. Taking Germany as an example, the projectification of society is growing and evolving to different areas of society. In the process, a large number of actors are involved who influence projectification through their social activities, in the case of our main object of investigation, the project management association of GPM, via the institutions, without this being carried out consciously or being orchestrated by any of the actors.

With the second research proposition (RP2) it is posited that "*institutional theory is instrumental for exploring the projectification of society and explaining the influence of actors on the process of projectification via regulative, normative and cultural-cognitive institutions.*" The analysis of our qualitative as well as quantitative research corroborates that institutional theory is instrumental for exploring how the activities of actors - such as the GPM in our case - can influence the process of projectification via regulative and cultural-cognitive institutions. An influence via normative actions of GPM, however, was not significant. Due to assumptions, limitations and restrictions in our research (see chapter 4), further research should explore this research proposition further, for example with other actors or within different contexts.

Now about the third research proposition (RP3) which states that "*the process of projectification is influenced by a variety of actors, from individuals through organizations to organizational or institutional fields. Project management associations are seen as playing a key role in this process even if they are criticized for their contribution to the development of society.*" Yet only the first sentence of this proposition, guided by literature statements and the expert interviews in Phase 2 of our research, appears to be confirmed by our quantitative research.

The quantitative survey in Germany confirms the influence of a large number of individual and organizational actors as well as institutional fields on the projectification process. However, the project management associations with the example of GPM only come in fourth place in the ranking of organizational actors, following exemplary corporations, service providers and educational institutions. Future research should therefore reconsider and focus more on the role of other actors in a subsequent survey.

Also the fourth research proposition (RP4) can only be confirmed with restrictions. It formulates that "*the influence of actors on the projectification of society occurs primarily through the rather comprehensible normative and regulative institutions and appear to be less purposive as reported in the literature. The role of cultural-cognitive institutions has been so far hardly understood and considered.*" An analysis of the survey results using a structural equation model revealed that the influence of one of the actors, being the GPM, is indirectly exerted via the institutions. Although in the case of the GPM the focus of activities is in the normative area, their influence on the process of projectification is not significant, neither directly nor indirectly via the normative institutions. The analysis result, on the other hand, confirms that the influence via the cultural-cognitive institutions is most effective, but here the actor still does far too little. This also applies in a comparable way to the regulative institutions. Like the focus group of GPM executives, the survey respondents also see a great need for awareness raising and more conscious action with regard to cultural-cognitive institutions.

This leads us immediately to the next research proposition (RP5), which suggests that "*project management associations exert their influence on the projectification of society predominantly via normative institutions. Their strategic focus is on the corporate sector, other areas of society receive little attention and are lagging behind in terms of project management know-how.*" The presentation of the results of the analysis for the influence of the GPM given in the previous research proposition shows that the activities of this project management association do not have a direct effect on projectification, but indirectly via cultural-cognitive and regulative institutions. Normative institutions are of no significance in this context. Both the focus group and the survey participants see a tendency for GPM to focus too strongly on the economy and the need to change.

The need for change is also reflected in the final research proposition (RP6), which outlines that "*as society faces new and ever increasing challenges, project management associations will need to become more active in supporting the common good. To be effective, the associations must anchor themselves better in society and act from its midst*." Following the expert interviews, it was also expressed during the discussion with the focus group and as part of the quantitative survey that society's emerging challenges are a driving force for projectification. These challenges pose pressure on project management associations and require an appropriate response. The example of GPM illustrates that this project management association still does too little for the benefit of society and ought to do more for the common good. To this end, it is suggested to better integrate with the relevant societal groups and to jointly master the challenges ahead.

To test the quantitative results regarding sub-research questions RP7 and RP8, we formulated the hypotheses illustrated in an overview in Figure 20. Hypotheses H1 to H3 deal with the direct impact of project management associations´ (PMAs) activities on the projectification of society. Hypothesis set H4, on the other hand, describes the mediating effect of the institutions and their effect on the projectification of society. The results have been explained comprehensively in 3.4.2.3.

Figure 20: Overview of research hypotheses
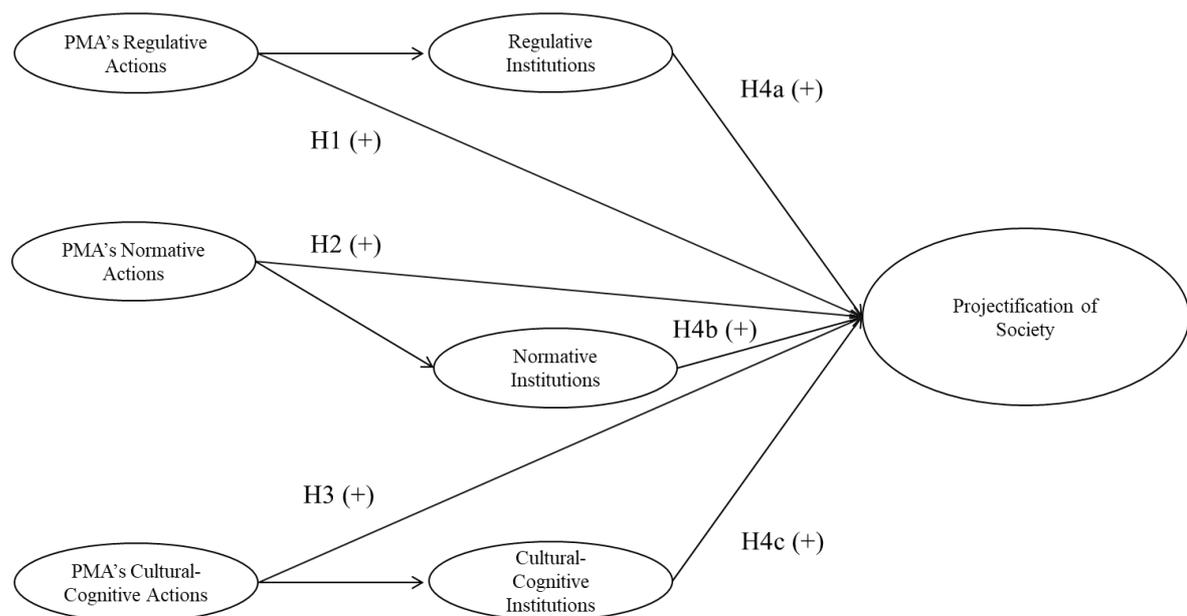
Source: Wagner, Huemann, and Radujkovic 2021b.

Accordingly, the results of our survey clearly indicate that the actions of PMAs do not have a significant direct effect on the projectification of society, neither regulative, normative, nor cultural-cognitive actions. Thus, H1 to H3 were not supported. However, the PMAs' actions have significant positive impact on the corresponding institutions, which is a prerequisite for the mediating effect of the institutions on projectification, as described under H4. Moreover, the regulatory and cultural-cognitive institutions have a significant positive effect on the projectification of society, so hypotheses H4a and H4c are supported. However, H4b cannot be corroborated because normative institutions do not have a significant effect on the projectification of society.

5.3 Answer to the main research question

With the answers to the sub-research questions, the research propositions and hypotheses, the main research question can now be answered: "*Which impact do institutions have on the projectification of society*?" As stated in the sections answering the third and fourth sub-research questions, there is no direct answer to the main research question in the literature. To date, there has been only a few references to how institutional theory and institutions might be effective in the context of projects, project organizations, or project delivery networks. This dissertation is the first systematic analysis of the influence of institutions on the projectification of society. The experts in the interviews during the second phase of our research have expressed the view that so far mainly regulative institutions (e.g. legislation and contractual regulations for construction projects) and normative institutions (e.g. certification of individuals and organizations based on PM standards) have had an impact on projectification. According to these experts, the cultural-cognitive institutions have so far been underestimated and not deliberately brought into play. However, this depends also strongly on the context of the projects and in particular on the unique features of the country-specific systems. The country-specific peculiarities became clear during the interviews with the international experts. Also through the case study of the project management association GPM and the focus group discussion with their executives, it became clear that so far the focus has been primarily on actions that have paid into normative institutions, whereas little has happened in the area of regulative institutions. The greatest need for action is in relation to the cultural-cognitive elements of institutions. What could be realized in this direction by the GPM remained unclear, however, and the association´s leadership clearly expressed that this requires a strategic reorientation and better integration with society.

The analysis of the quantitative survey shows that the respondents attribute a greater degree of influence on the projectification of society to the cultural-cognitive institutions, even ahead of the normative and regulative ones. A ranking of the possible manifestations of these institutions shows that, in the case of the cultural-cognitive institutions, it is primarily the image of projects, the role model function of both entrepreneurs and enterprises, and the prevalence of a narrative describing successful projects, that contribute to projectification.

The analysis of the statistical data by means of a structural equation model and testing of hypotheses 4 a to c revealed that institutions play a mediating role for the activities of actors such as GPM in Germany. Thus, based on the survey data, hypotheses 4 a and 4 c could be confirmed. Accordingly, cultural-cognitive and regulative institutions mediate the effects of PMAs' actions and have a significant positive effect on the projectification of society, whereas normative institutions do not.

The answer to the main research question is interesting insofar as, on the one hand, it becomes clear that cultural-cognitive institutions have the greatest influence on the projectification of society by mediating the activities of the actors involved, in our research taking GPM as an example. On the other hand, however, it also becomes clear that the role of cultural-cognitive institutions are little known, they are not consciously considered, and efforts are made to influence projectification mainly through normative and regulatory activities and related institutions. In this respect, this dissertation shows a clear need for action.

6 CONCLUSIVE DISCUSSION

The purpose of this chapter is to reflect again thoroughly on our research and its findings (Lune and Berg 2017, 210) and to discuss the extent to which the findings addressed the research problem (Maylor, Blackmon, and Huemann 2017, 389). The starting point for this research was the prevalence of projects in wide areas of our society, as described in the literature and perceptible in practice. Although data on projectification in the economy of various countries already existed (Schoper 2018), the analysis of projectification in the breadth of society was missing up to now. Furthermore, insights into how projectification is affected and by whom have also been lacking.

Based on institutional theory and a set of research questions, we addressed the research problem by using a mix-methods research approach. Based on an extensive study of existing literature and latest research findings in the first phase of our investigation (see Figure 1), we subsequently chose a set of quantitative methods in the second phase to explore the research field and derive propositions to guide further research. Especially when investigating a hitherto under-researched issue in the context of social systems, it is advisable to start with qualitative methods in order to gain a basic understanding, which can then be examined in more detail using quantitative methods and tested on the basis of the research propositions and hypotheses derived in the qualitative phase (Maylor, Blackmon, and Huemann 2017). Thus, as a first step of exploration, it was beneficial from the perspective of our research to talk to international experts about the topics under consideration as well as the application of institutional theory and to determine the next steps that would be useful in this context. Based on the results of these interviews, we then focused our further research on one of the actors, the project management associations, using GPM in Germany as one example. In addition to an in-depth case study of GPM, we selected a focus group comprising GPM representatives with whom we elicited the influence of GPM on the projectification of society. The findings revealed in Phase 2 of our research could then be both validated and reinforced with the help of a quantitative survey in Phase 3. With this research approach, many new insights could be gained, previous assumptions could be discarded, or contexts could be re-evaluated. When evaluating the research results, the assumptions, limitations and restrictions outlined in chapter 4 must be acknowledged. Recommendations for research and practice derived from these results can be expected in chapter 9 of this dissertation.

As the synopsis of the results in the previous chapter shows, the assumption of a further increase in projectification at the level of society is not only confirmed by this research, but also an outlook on further growth in the future is given. For the first time, our research confirms that projectification is not only advancing in the economy, but that it is also happening in other sectors of society. This means that the project society described by Lundin et al. (2015) is increasingly becoming a reality. It was for the first time that institutional theory was used to explain the process of projectification in our research. This has proven helpful in getting a sense of the actors involved, their actions, and their impact on the projectification process. Here, a surprising finding occurred, that project management associations are not - as predicted in the literature and by the experts - the main actors in regard to projectification, but mainly exemplary enterprises and entrepreneurs, which serve as role models and in this way foster projectification.

When analyzing the influence of institutions on the process of projectification, the next unexpected finding became apparent. So far, the literature has tended to focus on the influence of normative and, subsequent to that, regulative institutions. However, it emerged both from the expert interviews, the focus group discussion and also the quantitative survey that the cultural-cognitive institutions have the greatest influence on the projectification of society and have received little attention so far.

Using the example of GPM and in the context of Germany, we were than able to show how the actions of the project management association affect the projectification of society via institutions. While the GPM does not have a direct influence on the projectification process, it does have an influence primarily via the cultural-cognitive and secondarily via the regulative institutions. They virtually mediate between the actor and the projectification of society. In this context, it became clear that GPM has so far focused strongly on the economy and has done too little for society at large. This was recognized both by the GPM leadership and by the study participants, and it was suggested that GPM should link up much more closely with relevant societal groups in order to make a contribution aimed at contributing to the common good. This was deemed necessary in view of the major challenges society faces. The recommendations for project management associations are drawn from the findings on GPM in chapter 9.2. However, the special features of the context in Germany must also be taken into account. Here, it could be beneficial in future to carry out cross-national and longitudinal studies.

With the application of institutional theory, we were able to shed light on the process of projectification of society and clarify our research questions. We have thus uncovered a promising area of research in which there are still plenty of questions waiting to be resolved. For example, it was not possible to clarify in detail here what influence other actors, such as exemplary enterprises and entrepreneurs, have on projectification, what effects projectification may have on the society, and what framework conditions in a society are conducive or even obstructive to projectification. Future research in this field is outlined in chapter 9.1.

Nevertheless, we were able to fulfill the purpose of our research, which was to investigate the extent to which projectification of society has progressed, to identify how the underlying process is taking place, and to determine the main drivers of this process. Furthermore, based on institutional theory, we wanted to identify which institutions and actors are involved in the process of increasing projectification at the societal level and what the main cause-and-effect relationships are. The main and all sub-research questions were answered and the research propositions as well as the hypotheses were tested (see Chapter 5). Based on Bosch-Rekveldt's (2015) suggestion, we applied the mixed methods approach to our research, which is particularly appropriate in a social setting with many actors. Especially in a hitherto under-researched field such as projectification, the combination of a qualitative with a quantitative approach has proven to be effective. On the basis of the expert interviews and the literature, we were able to gain valuable insights into practice during the case study and the discussion with GPM's leadership team, which were then largely confirmed, but also partially revised, during the quantitative survey. For example, the findings were somewhat surprising that it was not the project management associations that had the greatest influence on projectification and that it was primarily the cultural-cognitive activities of these associations that mattered, rather than the normative activities as described in the literature.

Our research took place during the COVID-19 pandemic, which on the one hand had an impact on the application of the research methods, e.g. we could not do the expert interviews and the workshop with the focus group of the GPM leadership in presence, but had to organize both via the internet as a virtual event. However, this did not harm the quality of the exchange and eased the possibilities to record the interviews and transcribe them. On the other hand, the pandemic situation raised the participants' awareness of the societal challenges and the need to find a solution.

Synthesizing the research findings from the different phases (Fielding and Fielding 2008), combining different research methods (Saunders 2019), and examining the validity of the data (Maylor, Blackmon, and Huemann 2017) ensured that we achieved all five objectives formulated in the introduction with an appropriate quality of the research findings in an explorative study (Neuman 2014). Limitations related to the generalizability of the results were addressed in Chapter 4.

The catalyst for this research was the accumulated own experiences over more than 35 years with projects, project management as a professional field as well as the work of project management associations, nationally and internationally. On the one hand, this provided an ideal starting point for the research, because the researcher is familiar with current developments, has sufficient contacts to experts and organizations in that field, and is aware of the challenges encountered. However, there is also a risk of bias on the part of the researcher. By having the expert interviews transcribed by a neutral service provider and having the transcript from the workshop with the focus group reviewed by the executives themselves, an attempt was made to reduce any potential bias on the part of the researcher to a minimum.

The partially unexpected results presented above now provide an excellent basis for gaining further insights in this context and for following the recommendations for research as well as practice presented in chapter 9. As a result, even before completion of this dissertation, the possibility has emerged to extend this research work beyond Germany, within the framework of IPMA, to other countries and to conduct comparative as well as in-depth studies. The feedback from the GPM presidency, which intends to use the focus group workshop to reflect on its own work as an opportunity to rethink GPM's own positioning in Germany, is also a recognition and acknowledgement of this research and implies that the results will prove to be fruitful.

7 CONCLUSION

This dissertation is addressing the issue of projectification that is being increasingly prevalent in our society. On the one hand, the phenomenon is experienced in everyday life, it has been addressed in research for more than 25 years (Kuura 2020), and renowned experts in the field, such as Lundin et al. (2015), have called for more research on this topic. This is because, to date, there is only data on projectification in the economy from some of IPMA's national societies (Schoper 2018), in which the respective status and prevalence of the projectification was assessed. An analysis of the current status and development is so far missing in the breadth of the society. In addition, there has not yet been any research on the process of projectification and the actors involved. Lundin et al. (2015) have suggested applying institutional theory and other theories from the social sciences to further explore the social processes behind the evolution toward a 'project society', the authors' vision for the future. Since projectification describes, on the one hand, the increase in the number and importance of projects, and, on the other hand, related changes in the organizational, cultural and institutional context (Midler 1995), institutional theory, already widely used in the social and organizational sciences, seemed to provide a good basis for exploring projectification at the level of society.

Based on an initial analysis of the available literature, the main research question was formulated, asking "*which impact do institutions have on the projectification?*", and being detailed into a series of sub-research questions. The purpose of our research was to investigate the extent to which projectification of society has progressed, to identify how the underlying process is taking place, and to determine the main drivers of this process. Based on institutional theory, we identified which institutions and actors are involved in the process of an increasing projectification in society. The main focus of interest was the cause-effect relationships between the actors, their actions, the institutions and projectification. Based on the statements in the literature and the expert interviews, we focused on the project management associations, in particular the GPM, and identified the other actors, but did not further investigate their influence on the projectification. Furthermore, our research did not focus on the impact of projectification on society, whether positive or negative. In Chapter 4, the assumptions, limitations, and constraints of our research are described, and Chapter 9 provides recommendations for researchers and practitioners.

A mixed methods approach was adopted, building on the findings of an intensive study of the literature in the first phase of our research (see Figure 1). Subsequently, a qualitative approach was used to start the second phase, involving interviews with internationally acknowledged experts on the topic and performing a case study of the German project management association GPM as well as a focus group discussion with their leadership. Finally, in the third phase of the research, a quantitative survey was conducted in Germany and by integrating the results (see Chapter 5), all research questions were answered and the research propositions as well as hypotheses were evaluated.

The results of the research indicate that projectification is already well advanced, especially in the economy, but is also progressing in other sectors of society. Overall, the projectification of society is increasing by a rate of two to three percent annually. These figures refer to Germany, but also confirm surveys focusing on the economy from other countries (Schoper 2018). This is fuelled by a number of drivers, including but not limited to the digitalization affecting all areas of society. The process of projectification involves a variety of individual and collective actors with their actions. Contrary to what is posited in the literature and in the expert interviews, it is not the project management associations that exert the greatest influence here, but primarily exemplary enterprises and entrepreneurs. Nevertheless, using the example of the German project management association, GPM, we have examined their influence on projectification in more detail.

While literature portrays the influence of project management associations on projectification via normative and regulative activities, our research reveals that GPM, as an example, exerts influence on projectification indirectly only, via the mediating effect of cultural-cognitive and regulative institutions. The actions pursued with priority so far by GPM, using norms and standards as well as qualification and certification based on them, do not have a significant influence. It is primarily the cultural-cognitive activities aimed at a 'pull' instead of a 'push', which emphasize the positive image of projects and bring the success stories of exemplary enterprises and role models to the fore, and in this way foster projectification. At the same time, it was stressed by interview participants, the focus group, and study participants that project management associations have so far focused too much on the economy and, in the face of increasing challenges affecting society, should shift their strategic focus more to societal concerns and link up more closely with societal groups.

Particularly in light of increasing societal challenges, the insights gained from this research are highly relevant. For example, they demonstrate to the relevant actors in society how, on the basis of the concepts tested in the economy, the challenges pertinent in the context of society can also be dealt with. The examples of flood relief in Germany as well as civic engagement as part of the refugee crisis in Germany show that projects, project managers, project management and also project management associations can contribute to finding solutions. The example of the successful and speedy development of vaccines during the COVID-19 pandemic by a mid-sized biotechnology company in Germany, demonstrates the capabilities of industry in realizing projects under high pressure. At the same time, however, the pandemic also exposed the fact that public administration in Germany was initially overwhelmed by the task of securing the conditions for the rapid procurement and distribution of vaccines in the country. This is consistent with the finding of our study that in Germany, the public sector lags significantly behind in terms of projectification. In this respect, this research is not only useful for researchers, leaders of project management associations and project management experts, moreover, it is also useful for governments, public institutions and authorities as well as citizens' groups representing societal interests that can be implemented by means of projects.

The following two chapters summarize the scientific contributions and recommendations for research and practice. Indeed, the application of institutional theory has opened up a promising area of research that can be further explored in multiple ways. In this respect, all of this research has come full circle, as it has been inspired and supported by decades of experience in the field, the insights will now make a meaningful contribution to society, and further researchers and research will be inspired to advance the common good as a result.

8 SCIENTIFIC CONTRIBUTION

While there is already a large body of knowledge in the field of research on projects and project management, the chosen topic of this dissertation has been deliberately aimed at eliciting new insights. On the one hand, it is the first time that institutional theory has been applied in the context of the projectification of society, and on the other hand, this research provides a variety of empirical insights into the field. Both are outlined in the following section.

8.1 Application of institutional theory to the field of projectification

Triggered by the research of Midler (1995) at Renault, a field of research on projectification has been establishing over the last 25 years (Kuura 2020), which has intensively dealt with the phenomenon and its consequences on an individual, organizational, economic as well as societal level. A large number of publications are available on this subject. However, Lundin and Söderholm (1998) complained early on that there were few empirical findings on projectification at the level of society, and this has not changed to date. This research undertakes the first systematic exploration of the projectification of society, employing institutional theory. Although this theory is relatively widely adopted in sociological and organizational studies research (Scott 2014) it has not yet been applied at all in the context of the projectification of society. Following the call of Lundin et al. (2015, 230), advocating for more extensive and empirical research on the dissemination of projects at the level of society, we set out in this research at contributing to this effort.

To date, institutional theory has been used in a limited number of cases related to the management of individual projects (Söderlund and Sydow 2019), the operations of project-oriented organizations (Scott 2012), or organizational fields (Narayanan and Huemann 2021). Although there have been calls for a conceptual broadening of projectification over some time (Packendorf and Lindgren 2014), little has been done to respond to these calls. "Despite this broadening research interest and the growing societal importance and complexity of projects, our advancements toward understanding the embeddedness of projects into organizational, inter-organizational or even wider institutional contexts is still quite limited" (Söderlund and Sydow 2019, 2-3).

Probably triggered by views informed by philosophy (Jensen, Thuesen, and Geraldi 2018) and also sociology (Boltanski and Chiapello 2018; Barondeau and Hobbs 2019), new momentum came to the research on projectification and an increasing number of project management researchers is referring to institutional theory (Munk af Rosenschöld 2019; Lieftink et al. 2019). There are claims "that a more institutions-rich approach can inform not only the strategic decisions of business managers but those of a 'wider range of actors' – including host governments, oversight bodies, consumer of services, community members and interest groups" (Scott 2012, 29). Institutional theory and its application in the context of projectification enables researchers to analyze the interrelations among actors and the processes by which social systems in a particular context are shaped, maintained or disrupted.

By applying institutional theory for the first time to the area of study of projectification at the societal level, we were able to show which actors have an impact on projectification via which institutional elements and how. In doing so, we relied on the construct of institutional work to figure out the mode of interaction. Using the example of GPM in Germany, it became obvious that this project management association does not act directly, but indirectly, with institutional work primarily on the cultural-cognitive and regulative institutions, which in turn drive projectification in society. As a result, there is now not only a research approach available for explaining projectification at the level of society, it can even be extended in the future using the example of other actors and also elaborated further in different contexts. Even before completion of this dissertation, interest was expressed from various countries in conducting a follow-up survey using the questionnaire presented in Appendix C together with the analytical methodology based on the PLS-PEM. This will allow the approach to be both refined and further validated in other contexts, opening up a promising new field of research. The research proposals derived in the qualitative part of our research certainly contribute to this.

8.2 Contribution to practice research on projectification of society

However, this dissertation offers not only a new research approach with the application of institutional theory, but also a wealth of empirical findings on the projectification of society, which stimulate scientific debate in this subject area and contributes to the deepening and broadening of research.

Thus, there is a fundamental clarification of what is meant by projectification at the level of society and how the process is taking shape through the lens of institutional theory. In addition to an explorative study of the topic, a quantitative survey of Germany reveals how far the projectification of society has progressed, which drivers are at work, and at what speed this development is progressing. A key contribution is that unlike in other studies (Wald et al. 2015b), the focus is not only on developments in the economy, but also on other sectors of society.

Taking Germany as an example, and on the basis of a large-scale survey, we identified the key individual and collective actors as well as the relevant institutions that have a significant influence on the process of projectification in society. In doing so, we could work out that, contrary to what is emphasized in the literature (see, among others, Lundin et al. 2015) and also in the expert interviews that we conducted, project management associations only rank fourth in a comparison of the most influential actors in Germany. This is a finding of further significance, as in the future other actors with their influence on the projectification of society should now also be included in the research.

Another finding of interest to researchers is the contribution of regulative, normative, and cultural-cognitive institutions on the projectification of society. While literature (see Hodgson and Muzio 2012) emphasizes the particular role of normative institutions in the process of increasing professionalization as well as projectification, we found that the expert interviews we conducted, the discussion with the GPM focus group, as well as the quantitative survey all clearly show that above all it is the cultural-cognitive and regulative institutions, and the actions of actors aligned with them, that drives projectification forward.

Project management research has so far predominantly focused on the rather 'technical side' of project-related work with the (normative) institutions necessary for the management and governance of projects. The 'soft side' of projects, which has been examined more in connection with psychology, sociology and also parts of organizational science, has received insufficient attention so far. Exceptions to this are Grabher (2002) and Scott (2012), who, with a different scientific background, approach the issues relevant to project work also from a cultural-cognitive and sociological background. This implies that project management research needs to take a much broader and more interdisciplinary approach, which is clearly evident from our research.

With the more in-depth analysis of the role of a project management association using the example of GPM in Germany, we have for the first time obtained reliable information providing more detailed insights in addition to the previously rather general descriptions (see Muzio et al. 2011). The statements from the expert interviews, the internal perspective from the case study and focus group with GPM executives, and the external perspective from the quantitative survey all paint a rather critical picture of the strategic positioning of GPM and its specific activities. According to the survey, these are too strongly focused on economic activities in the context of the economy and still too little on the common good and the many societal challenges in Germany. In view of major challenges, such as the pandemic, climate crisis and akin, a much stronger orientation of GPM - as an example of a project management association - towards societal issues is called for. This is not only an important finding for practice or the leadership of project management associations, but also opens up new perspectives for research activities in connection with the specific societal activities of project management associations.

The contextual analysis we conducted, the case study and focus group discussion (see the questions in Appendix B), and the questions from the quantitative survey can serve as a blueprint for other researchers to conduct their own research. All this together with the recommendations in the following chapter offer a solid contribution to science and the pursuit of continued research in this area.

9 RECOMMENDATIONS

The dissertation concludes with essential recommendations for research as well as for practice. These refer on the one hand to the results of our research and on the other hand to the limitations described.

9.1 Recommendations for research

The application of institutional theory to the projectification of society theme promises to provide further, interesting insights into the nature of the projectification process, the interactions between participants and institutions, and the implications. In doing so, the hitherto narrowly defined research in the field of project management should include a variety of new and promising disciplines, including sociology, organizational sciences, and psychology, in order to gain new insights that go far beyond the current focus of project management. For example, research to date has tended to focus on the management of projects rather than their context (Engwall 2003; Manning 2008; Lundin 2016). In addition, research should also look more closely at projects outside of business, namely projects in social and community settings and the contextual factors critical to their realization (Cicmil and O'Laocha 2015; Mintzberg 2015).

Since it was necessary to focus in the present work, future research should take a broader approach and go deeper at certain points, which Lundin et al. (2015) had already called for. Thus, our research has focused on the situation of projectification of society in Germany and has shed light on the extent of the development with its causes and cause-effect mechanisms. Here, international comparative studies are useful in the future, looking at the situation in other countries and also considering a comparison of the different framework conditions. Historical, cultural and other aspects can play a role in the evolution of projectification. Elaborating these factors in a comparison can provide important insights. This means that the focus of our exploratory work was primarily to provide an overview of the situation, to show those involved and the interrelationships with institutions and projectification. A more detailed analysis of the root causes and, above all, the long-term consequences of projectification for the actors, especially the people and society as a whole, should be further explored.

Since the focus of our work has been on just one of the actors for projectification of society, namely project management associations, and our research suggests that other organizational as well as individual actors play a much larger role in the process of projectification, this is where the research should be focused in future. Among organizational actors, these include exemplary corporations, specialized management consultancies, as well as educational institutions, as shown above. However, the role of exemplary entrepreneurs such as Elon Musk, the initiators of grassroots movements such as Greta Thunberg, or the role of public administration should also be further investigated.

Due to time constraints, we were only able to use a limited number of research methods in a mixed-methods approach to our research. Here, our recommendation is to use other, proven research methods of qualitative social research (Neumann 2014; Lune and Berg 2017). Care should also be taken to ensure that people from the context of society outside of business in particular have their say or that their framework conditions are considered more than has been the case to date. Nevertheless, using the same research approach as in this study, it is recommended to conduct another quantitative survey in about five years in order to see how the development continues from today and what has changed in terms of projectification.

9.2 Recommendations for practice

The results of our research suggest that project management associations should look more closely at their role for society. As the literature already shows, they have so far been more concerned with the business enterprises and their concerns (Hodgson and Muzio 2012; Hodgson, Paton, and Muzio 2015). The spread of projectification beyond the business sector into many other areas of society offers a good opportunity to engage more intensively with the conditions of project work there and to offer hands-on support services. Not by 'pushing' the norms and standards, qualification and certification offers that make sense primarily for business, but rather in the sense of 'pulling' actors in these areas to create awareness of what projects actually are, what added value the professional management of these projects offers, and how citizens can make this work for them. Project management associations should of course also be interested in the framework conditions that facilitate projectification in social sectors beyond the economy, in the causes of increasing projectification and in the anticipated repercussions for people, organizations or entire sectors of society.

With corresponding analyses, project management associations can be advisors to the political sphere, prepare corresponding decisions and align themselves accordingly with a suitable offer. This, of course, also affects GPM in its specific context in Germany. The results of both the qualitative and quantitative research indicate a need for action with regard to GPM's strategic focus. The respondents expect GPM to focus much more on its common-interest tasks, to make appropriate offers and to place these at the core of its activities. For example, the respondents would like GPM to become more involved in social and societal projects and initiatives such as the refugee project in the past, to focus more on the concerns of the public sector and to make proposals for its reorientation in the sense of professional project management. GPM should focus more on actions that address cultural-cognitive and regulatory institutions, e.g. by drawing attention to outstanding projects and achievements in the social sphere, emphasizing the narrative of successful entrepreneurs and undertakings, which can be transferred to society as a whole and lead to further dissemination of the projects.

Both in the description of the context of Germany, in the literature (Wald et al. 2015b) and in our quantitative survey, it is clear that the public sector in Germany clearly lags behind the economy in terms of projectification and, above all, professionalism in the implementation of projects. There is a clear need to catch up here. In this respect, it is recommended that the public administration intensively reflect on the findings of this research and take active steps to improve the situation. The pandemic has clearly shown that in crisis situations, the use of know-how and experience in implementing projects are important success factors. This has previously been evident in the context of flood relief and the refugee crisis, and will also prove true in future with the climate crisis. The sector should work more closely with project management associations and develop appropriate concepts.

After all, our work also affects every citizen of society. This is because if the number and importance of projects continues to increase, then everyone ought to think about what this means for them personally, in the spirit of Jensen (2012) and Jensen, Thuesen, and Geraldi (2016), who predict projectification of everything for everyone with a vision of a project society. This offers opportunities for everyone, but also threats for those who are not prepared or qualified (Kovách and Eva Kučerova 2009).

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ANNEXES

Annex A: Interview questions

No.	Questions
01	To what extent is projectification happening on the (macro) level of society?
02	Which impact does projectification have on society and its development (in your country)?
03	How does society itself influence the process of projectification?
04	Which actors are involved in the projectification of society (name the Top 10 individuals, organizations and/or organizational fields) and how?
05	Which institutions are impacting the projectification of society in your country and how?
06	Which institutions are not yet influential and need to be developed in your country?
07	Which impact does PM Associations in your country have on the aforementioned institutions and how does this impact the projectification of society?
08	How does this process of projectification of society unfold in reality (directly & indirectly)?
09	Is this process happening unconsciously or is it a process, which is steered (by whom/what)?
10	What else do you want to add to this topic?

Annex B: Guiding questions during the workshop

No.	Questions
01	What influence does GPM have on the regulation of project work in Germany and how is this influence rated on a scale of 1 (very low) to 10 (very high)?
02	What influence does GPM have on PM norms & standards in Germany and how is this influence rated on a scale of 1 (very low) to 10 (very high)?
03	What is the cultural-cognitive influence of GPM on project work in Germany and how is this influence rated on a scale of 1 (very low) to 10 (very high)?
04	In what other way does GPM influence projectification Germany and how is this influence rated on a scale of 1 (very low) to 10 (very high)?
05	In what other way does GPM influence societal development in Germany and on a scale of 1 (very low) to 10 (very high) how is its influence assessed?
06	What influence does projectification in Germany have on GPM and how is the influence assessed on a scale of 1 (very low) to 10 (very high)?
07	What influence does societal development have on GPM and how is the influence rated on a scale of 1 (very low) to 10 (very high)?
08	What need for action for GPM arises in the course of the increasing projectification in Germany?

Role of institutions in the projectification of society in Germany

General information

Situation:

In recent years, the number and importance of projects for the realization of ambitious goals has increased significantly. Not only in the economy, but also in other areas of our society, such as public administration, activities of leisure, sports, arts and culture, and social engagement. However, it is still largely unexplored how the process of projectification of society takes place, what causes and effects it has and what influence various institutions as well as the GPM Deutsche Gesellschaft für Projektmanagement e.V. as a professional association exert. This survey is conducted as part of Reinhard Wagner's dissertation (reinhard.wagner@almamater.si) at the Alma Mater Europaea in cooperation with GPM.

Objective:

With this Germany-wide survey, the status quo regarding the projectification of the society with its main causes and effects is to be surveyed. In addition, the influence of various institutions, a number of stakeholders and GPM as a special stakeholder will be investigated. With the results, decision makers in politics, economy, associations and especially GPM will get hints on how to consciously shape the projectification of society in Germany.

Target group:

All those who live in Germany and are involved with projects in any way, whether as a member of a project team or in one of the following roles, can participate in this survey: Project manager, client, consultant, trainer and coach. It is also worth attending if you have a general interest in social developments in Germany.

Benefits of participation:

By participating in the study, you make a valuable contribution to researching the projectification of our society. You will reflect on your own role in this context and, through your participation, you can provide decision-makers in Germany with important insights into what needs to be done to steer developments in the right direction. On request (if you provide an e-mail address), you will be sent the study's key findings before they are officially published. You also have the chance to win one of ten valuable books on the subject.

Anonymity and data protection

Your data will be collected anonymously. It is not possible to assign the data to you personally. The data will be evaluated and used exclusively within the framework of the research project. All data will be processed without your name or any other direct means of identification. If results of the study are published, it is not possible that the data can be assigned to your person.

Projectification of society

The phenomenon of 'projectification of society' describes "*the capture of many areas of life by project-based principles, rules, and techniques...and the accompanying changes in power, politics, knowledge, and norms*" (Maylor et al 2006, 664). That is, the number and importance of projects is increasing both in business and in many other areas of life, and at the same time this has implications for the people, organizations, and institutions affected by project delivery.

Question 1:

Which social trends are currently of particular importance in Germany? Please name at least three trends.

(For the purpose of this study, we will use the following definition for the term society: "totality of people living together under certain political, economic and social conditions" (Duden) and relate this definition to Germany).

Question 2:

What is the overall impact of projectification on society in Germany? (On a scale from 0 = not at all to 7 = maximum).

Question 3:

How much does projectification affect the economy in Germany? (on a scale from 0 = not at all to 7= maximum).

Question 4:

How much of an impact does projectification have on public administration in Germany? (on a scale from 0 = not at all to 7 = maximum).

Question 5:

How much does projectification affect leisure, sports, arts and culture in Germany? (on a scale from 0 = not at all to 7 = maximum).

Question 6:

How much of an impact does projectification have on civic/voluntary/social engagement in Germany? (on a scale of 0 = not at all to 7 = maximum).

Question 7:

On which of the above areas does projectification have the greatest impact on society and why? Please explain briefly in 2-3 sentences

Question 8:

How strong was the impact of the projectification of society in Germany 5 years ago? (on a scale from 0 = not at all to 7 = maximum).

Question 9:

How strong will be the impact of the projectification of society in Germany in 5 years? (on a scale from 0 = not to 7 = maximum).

Question 10:

What are major causes of the increasing projectification of society in Germany? Rank the following causes: digitalization; increasing complexity; need for innovation; pressure for efficiency; desire for collaboration; societal challenges; self-actualization; need for change; search for structure; need for security; other.

Question 11:

How do current social developments (e.g. globalization, Covid 19, climate crisis) affect the projectification of society in Germany?

Institutions

Institutions can be characterized as follows: "Institutions consist of regulatory, normative, and cultural-cognitive elements that, together with associated activities and resources, provide stability and meaning to social life." (Scott 2014, 56)

Regulative institutions

Regulative institutions are typically laws, regulations, policies, etc. They are prescribed, monitored, and sanctioned.

Question 12:

Which of the following regulatory institutions have the greatest influence on the projectification of society in Germany? Rank them in order of importance: National laws (e.g. Renewable Energy Sources Act (EEG)); European directives (e.g. European Social Fund (ESF) directive); Government regulations (e.g. Public Procurement Ordinance (VgV));

Regulatory requirements (e.g. for transparency in reporting); Administrative regulations (e.g. Technical Building Regulations); Other

Question 13:

How strong is the overall influence of regulatory institutions on the projectification of the company in Germany? (On a scale from 0 = not at all to 7 = maximum).

Question 14:

How strongly are regulatory institutions influenced by the projectification of society? (on a scale from 0 = not at all to 7 = maximum)

Normative institutions

Normative institutions are typically norms, standards, certificates, etc. They operate through social or moral obligation.

Question 15:

Which of the following normative institutions have the greatest influence on the projectification of society in Germany? Please rank: National standards (e.g. DIN 69901 Project Management); International standards (e.g. IPMA Individual Competence Baseline (IPMA ICB)); International standards (e.g. ISO 21500 Project Management); Industry-specific standards (e.g. for transparency in reporting); Certificates (e.g. according to the IPMA 4-Level-Certification-System for Project Management); Others

Question 16:

How strong is the overall influence of normative institutions on the projectification of society in Germany? (On a scale from 0 = not at all to 7 = maximum).

Question 17:

How strongly are normative institutions influenced by the projectification of society? (on a scale from 0 = not at all to 7 = maximum)

Cultural-cognitive institutions

Cultural-cognitive institutions are typically views, beliefs, values, etc. They are accepted as a matter of course.

Question 18:

Which of the following cultural-cognitive institutions have the greatest influence on the projectification of society in Germany? Rank them in order of importance: (inter)action (including projects as opportunities for action and collaboration); role models (including successful project managers or companies); narrative (including stories about successful

projects); image of projects (including how projects are viewed in society); colloquial language (including frequent use of the word 'project'); other

Question 19:

How strong is the overall influence of cultural-cognitive institutions on the projectification of society in Germany? (On a scale from 0 = not at all to 7 = maximum).

Question 20:

How strongly are cultural-cognitive institutions influenced by the projectification of society? (on a scale from 0 = not to 7 = maximum).

Question 21:

If applicable, are there any other institutions (beyond the above) that have an influence on the projectification of society in Germany? Please explain with 1-2 sentences

Question 22:

Do you think that the influence of regulatory, normative and cultural-cognitive institutions on the projectification of society in Germany will remain unchanged, increase or decrease in the future? Please explain with 1-2 sentences

Actors

Actors are "social constructions that possess institutionally defined identities, including capabilities, rights, and obligations" (Scott 2014, 228). In the context of this study, we focus on individuals, organizations, and institutional fields.

Individual actors

Individual actors can be role models, recognized personalities, or experts, among others.

Question 23:

Which of the following individual actors have the greatest influence on the projectification of society in Germany? Create a ranking: entrepreneurs (including Elon Musk); ministers (including the Federal Minister of the Interior, for Construction and Homeland); activists (including Greta Thunberg of 'Friday For Future'); award winners (including Heinz Palme, project manager of the 2006 FIFA World Cup in Germany); association officials (including the president of the German Association for Project Management (GPM)); others.

Question 24:

How strong is the influence of individual actors on the projectification of the company in Germany? (on a scale from 0 = not at all to 7 = maximum)

Organizational actors

Organizational actors can be, among others, flagship companies, associations/associations or public authorities.

Question 25:

Which of the following organizational actors have the greatest influence on the projectification of society in Germany? Create a ranking: associations (including the German Association for Project Management (GPM)); flagship companies (including Siemens with its PM@Siemens initiative); public authorities (including the Federal Office of Administration (BVA)); educational institutions (including colleges and universities); service providers (including consulting and training providers); other

Question 26:

How strong is the influence of organizational actors on the projectification of society in Germany? (on a scale from 0 = not at all to 7 = maximum)

Institutional fields

Institutional fields can include specific industries, professional groups, clusters, or networks.

Question 27:

Which of the following institutional fields have the greatest influence on the projectification of society in Germany? Rank them in order of importance: industries (e.g., construction); professional groups (e.g. IT project management); clusters (e.g. Munich Bio-Tech Cluster); networks (e.g. Hydrogen Research Network); corporations (e.g. Volkswagen Group); others.

Question 28:

If applicable, are there any other actors (beyond those already mentioned above) that have an influence on the projectification of society in Germany? Please explain with 1-2 sentences

Question 29:

How strong is the influence of institutional fields on the projectification of society in Germany? (on a scale from 0 = not at all to 7 = maximum)

GPM

The German Society for Project Management e.V. (GPM) has been active in project management in Germany since 1979, has 8,000 individual and about 300 corporate members. It is a member of the International Project Management Association (IPMA), an umbrella organization with 72 national members.

Question 30:

How strong IS the influence of GPM on regulatory institutions (laws, regulations, guidelines, etc.) in Germany? (on a scale from 0 = not at all to 7 = maximum).

Question 31:

Name the regulatory institutions you are aware of that are influenced by GPM

Question 32:

How strong SHOULD be the influence of GPM on regulatory institutions in Germany? (On a scale from 0 = not at all to 7 = maximum).

Question 33:

How strong IS the influence of GPM on normative institutions (norms, standards, certificates, etc.) in Germany? (on a scale from 0 = not to 7 = maximum).

Question 34:

Name the normative institutions you are aware of that are influenced by GPM

Question 35:

How strong SHOULD be the influence of GPM on normative institutions in Germany? (On a scale from 0 = not at all to 7 = maximum).

Question 36:

How strong IS the influence of GPM on cultural-cognitive institutions (views, beliefs, values, etc.) in Germany? (on a scale from 0 = not at all to 7 = maximum).

Question 37:

Name the cultural-cognitive institutions you know of that are influenced by the GPM

Question 38:

How strong SHOULD be the influence of GPM on cultural-cognitive institutions in Germany? (On a scale from 0 = not at all to 7 = maximum).

Question 39:

How strong IS the influence of GPM on the projectification of society in Germany? (on a scale from 0 = not to 7 = maximum).

Question 40:

How strong SHOULD be the influence of GPM on the projectification of society in Germany? (on a scale from 0 = not at all to 7 = maximum)

Question 41:

What else should GPM do (more of) to support the projectification of society in Germany?

Question 42:

How strong IS the influence of IPMA on the projectification of the company in Germany? (on a scale from 0 = not at all to 7 = maximum)

Personal data

This information is used to classify your answers

Question 43:

In which of the following areas of the company are you predominantly active? Please select one of the following answers: Industrial enterprise; Service enterprise; Public administration; Recreation, sports, arts and culture; Community involvement; Research and teaching; Other.

Question 44:

What is your role in the organization in which you predominantly work? Please select one of the following responses: Executive director/board member; Executive with leadership responsibilities; Project management responsibilities; Professional responsibilities/clerical; Other.

Question 45:

How many employees work in your company / organization? Please select one of the following answers: None of the above options; Less than 25; 25 to 49; 50 to 99; 100 to 249; 250 to 499; 500 to 999; 1,000 to 2,499; 2,500 to 4,999; 5,000 to 9,999; 10,000 to 49,999.

Question 46:

What is the percentage of time worked in your company/organization that is spent on projects?

Question 47:

What type of project is predominantly implemented in your organization? Research and development projects; investment projects; organizational development/change projects; human resource development/HR projects; IT projects; process improvement/ratio projects; marketing/sales projects; customer/business projects; other.

Question 48:

How many years of experience do you have in implementing projects?

Question 49:

Are you a member of GPM? Yes; No; No answer

Question 50:

If you would like us to send you the results report, please enter your e-mail address.

Annex D: NVivo codes for analysis of expert interviews

Main Code	Sub-Codes	References
Extent of Projectification	Positive impact	18
	Negative impact	1
	No impact	3
	Unknown impact	2
	Reverse impact	9
	Issues	29
Impact of projectification on society	Positive impact	17
	Negative impact	1
	No impact	4
	Unknown impact	23
	Reverse impact	4
	Issues	37
Process of projectification	Conscious process	10
	Unconscious process	13
	Direct impact	20
	Indirect impact	19
	Issues	18
Institutions involved in projectification	Regulative institutions	15
	Normative institutions	6
	Cultural-cognitive institutions	41
	Missing institutions	14
Actors involved in projectification	Individual actors	19
	Organizational actors	68
	Institutional fields	15
Impact of project management associations´ actions on institutions	Impact on regulative institutions	5
	Impact on normative institutions	9
	Impact on cultural-cognitive institutions	25
	Criticism	21

Annex E: Synchronous transcript (English translation by means of DeepL)

Transcript, summarizing the responses to the questions asked during the focus group discussion with GPM representatives

1. What influence does GPM exert on the regulation of project work in Germany and how is this influence rated on a scale of 1 (very low) to 10 (very high)?

    o No focus of the GPM (according to the decision of the executive board/presidium of the GPM)

    o Position PM as a politically interesting topic

    o Indirect effects of political talks

    o Public Administration / Standards Group has indirect influence

    o Framework for exchange of experience, presentation of best practices, congress on government and administration, finding new supporters

    o Very fresh... PgM for BIM projects... on the basis of IPMA standards... for cooperation between federal and state governments

    o Platform for various interest groups, including the automotive industry wants to meet with politicians via GPM (no business models)

    o publications: Making research results and project examples transparent, trends and forms of support, participation in calls for proposals... indirect influence

    o GPM must become better known, especially in the ministries, but also in industries and other institutions... GPM unknown, not only by name, but also by performance

    o Südwest Metall: Career in project management and remuneration, collective bargaining policy - GPM as consultant of a trade association, based on IPMA standards

    o Qualification and certification of GPM goes in the direction of a job description, but project management is not yet a profession or job description (as it is e.g. in the UK).

    o GPM is well respected where it is known. Good image, but not yet sufficiently known.

    o Also activities towards anchoring career path PM in public administration

    o No influence on proposed legislation

    o Many lawyers are active in public administration, for whom PM does not really fit into their "world view", they are rather brakemen! Is it changing at the moment?

    o PM is a difficult topic in politics, should be more in focus

    o Trade unions in particular are relevant players, GPM should also have an influence there

    o Management concept PM is diametrically opposed to the way of thinking in public administration

GPM´s influence (from 1 to 10)

As Is: 3, 3, 3, 4, 4, 4

To Be: 7, 7, 7, 8, 8, 8

2.   What influence does GPM exert on PM norms & standards in Germany and how is the influence assessed on a scale of 1 (very low) to 10 (very high)?

- o   Introduction of ICB 4, a major milestone for GPM, is taking hold in many areas
- o   Since the late 80s activities in the DIN Standards Committee, influence on DIN standards series, influence of GPM not always visible...
- o   Most recently, Standard for Commercial Project Management. Developed from a specialist group, from definition of terms a document was created, which was finally published via GPM. Voluntary work in the context of GPM as a basis
- o   About PM News Note, explanation of the standards, including CPM
- o   GPM is not well positioned in the construction sector, there on HOAI and AHO, there was simply a lack of experts, DVP covers this area.
- o   GPM has mainly personal members, therefore rather many individual activities, there is a lack of representation in the industry and therefore also in the industry associations such as VDMA, VDI etc.
- o   No concerted action by GPM
- o   DIN/ISO work on GPM is worth mentioning (ISO series)
- o   Long discussions with the European Commission (PM2) on the implementation or roll-out of the standard (in Germany)
- o   KGSt. Talks for municipal standard via Mrs Kratt
- o   GPM suffers from having too few corporate members and needs to be more open towards other associations - but also requires an interest in cooperation. What is GPM's offer to the partner association?
- o   The Basic Certificate and Level D is propagated and practised at universities via individual representatives of the GPM. However, this should be done more systematically.
- o   At universities, dissemination is still very low, few standard works
- o   At the PMO day, a representative of the German Association of Personnel Managers (BPM) gave a presentation on HR aspects of line vs. project.
- o   With the introduction of ICB4, GPM has specifically addressed HR managers in order to become better known
- o   Partial (local) influence on the IHK in the form of certificate courses
- o   Job description "project manager" is the question, is controversially discussed

     o   International: Much influence of GPM on IPMA standards (e.g. ICB4, OCB, PEB etc.)

     o   Large field of development, strategic approach necessary, approach is needed

GPM influence (from 1 to 10)

As Is: 5, 3, 5, 4, 6

To Be: 8, 8, 8, 8, 9

3.   What cultural-cognitive influence does GPM have on project work in Germany and how is this influence rated on a scale of 1 (very low) to 10 (very high)?

     o   PM Forum THE event for PM in Germany, cross-industry, there exchange of more than 1000 people, many young people who say, "that's where I have to go"... is platform for exchange... attractive place for exchange, trends etc.

     o   Inside view? In the public sector you hear a lot about projects (mostly negative) but too little about project managers and project management.

     o   Publications: in HBR or "Capital" the word is almost never used. The term is not anchored in management thinking

     o   Have not yet succeeded in anchoring PM as a management concept and reaching top management. Aim to change this with PM Aktuell

     o   Topic needs to be charged with emotions, but GPM is too strongly focused on its own community, little external impact. Must be geared more to social discussion.

     o   This can only be done by addressing social issues ...

     o   Future Congress, state and administration are forums where GPM sends messages and actively shapes them... the Roland Gutsch Award can also be used for this purpose

     o   Project Governance was a major step in this direction, as was the Advisory Council on the Action Programme

     o   There is no document like PMI's "Selling Project Management to Senior Executives".

     o   The political work of GPM has developed very well... yet where is the "social movement à la Greta Thunberg"?)

     o   Exciting activities with children, young people, new work (including PMO Day), trend topics - but this is also seen ambivalently: do we speak the language of children, young people and Gen Z? GPM should be much more integrated into the channels of the target groups

- o Social media is a medium that is becoming more important, e.g. LinkedIn, but far too little "influencing" is happening by the target group itself and multiplication in this direction - more impact by including Gen Z? Resources
- o Narratives are sent via the PM Forum in the direction of the project managers and also through political work a narrative is formed, emotionally enriched and linked to specific people and projects.
- o Campaign for the introduction of ICB 4, "coolness factor" conveyed through visual language and language, community feeling of the project management community strengthened, away from the "grey mouse" image. On the other hand, seriousness is also important.
- o However, in society little knowledge and insight into the profession
- o Make narratives difficult for PM, possibly team players, but still lead the way, not only be technocratic, human, GPM would have to position PM as a "solution for social problems", e.g. climate crisis, Covid 19, refugee integration etc.
- o GPM would have to do more press work and thereby shape a positive image, especially for social topics - not only print, the whole spectrum, especially online
- o It's a pity that the Project Excellence Award is no longer visible at the moment and that the prize is a positive reference to examples of successful project work. Relaunch in planning
- o It is precisely the role of the president that is central here, namely in the external impact through narratives for the economy and society
- o It is more about making the contribution of project management to the success of the project visible and less about the details of (technical) project management

GPM influence (from 1 to 10)

As Is: 2, 2, 2, 4, 4

To Be: 7, 8, 8, 8

4.   In what other way does GPM influence project design (micro, meso and macro) in Germany and how is the influence assessed on a scale of 1 (very low) to 10 (very high)?
- o About certification systems and the associated career paths for project managers
- o Certified persons have influence on what is actually carried out as a project and how it is planned and realised
- o GPM has also exerted an influence through publications of the last decades, e.g. a series of articles in the FAZ (Frankfurter Allgemeine Zeitung), which companies can use for their own benefit, or a television series on the subject of network planning technology in the days of Roland Gutsch, which has a wide reach.

- Salary and career study with 6th edition is very much in demand and used... is established with project managers and companies... the question is, what happens with it! It is currently being used in discussions with Südwest-Metall.
- Studies (research) in general are a direct influence and create transparency about what is going on in Germany regarding project management. Platform idea essential
- GPM requires quality assurance, clarification of objectives, target groups and topics and then dissemination (see PR above)
- Specialist groups could be used to a greater extent in certain subject areas with specialist know-how - other associations (e.g. VDE) are also doing this.
- Cooperation (KGSt.) - joint preparation of a document on the role and responsibility of managers in municipal project management, which was then made available to all municipalities (to be widely distributed)
- GPM was approached by Helmut Schmidt University as a network partner
- Level D certificates at universities as a success story for the dissemination of PM in the context of study programmes and among young professionals
- Via regional event programme, stories from companies for companies in the region (through Corona up to 250 participants in regional events), great interest in content and networking with project-oriented companies
- Example Würth, lecture by GPM representatives on Industry 4.0 and what is going on in PM.
- But what is happening across the breadth of the industry? There is relatively little that can be done on a sector-oriented basis, e.g. the automotive/pharmaceutical/construction industry. Major challenges in certain industries could be associated with the professional design of PM, including energy turnaround and projects/companies there, change in the automotive industry towards e-mobility.
- How does the local community, individual members and companies network with GPM, so that information also flows into GPM, so that GPM can exert influence there? Everyone would have to be "ambassadors" for project management (and thus for GPM). Create awareness that each member IS the GPM, so to speak.
- Newschannel if applicable what is going on in the project world could create awareness, short and sweet, "Twitter-like"... "let the people do it", just create a framework
- On the one hand, the character of an association is perhaps a stumbling block (few resources, difficult coordination, little impact on press work), on the other hand,

the character of an association also has a direct influence on social development. Association is also "home", circle of like-minded people...

- o Members should be activated and "put themselves at the service of the cause (the GPM)" and thus promote projectification of the society. But it must also be clearly formulated and transported as a common message. Is everyone behind it?
- o Basic dilemma of charitable orientation and personal, economic interests. Win-Win necessary. GPM also needs a separation between economic purpose and social task in order to be credible.

GPM influence (from 1 to 10)

As Is: 5, 5, 6, 5, 5

To Be: 9, 9, 9, 9, 9, 8

5. In what other way does GPM influence social development in Germany? How is the influence assessed on a scale of 1 (very low) to 10 (very high)?

- o Social lines of development in Germany: oriented towards cooperation and close collaboration, away from hierarchy and towards teamwork across all functions. In the civil service, however, strong line dominance continues. Meaningfulness of work, work-life balance, etc., especially among the younger generation. Collaboration, working together, virtually working together, locally, regionally and nationally, digitalisation is an accelerator of this development, but also triggers fears. Individualisation may stand in the way of this. Polarisation, both politically and between different social groups. Sustainability in a comprehensive sense, not only in relation to nature and the environment. Turning away from America and everything that America brings with it, possibly turning towards Russia etc. Dissolution of old certainties, search for new identity, situation of upheaval, search for new orientation, urge for self-realisation. Hedonism? However, the Fridays4Future initiative, young people taking on responsibility - many contrary developments. VUCA. Milieus change (see Sinus study). In terms of work, leisure and family play a much more important role than before. No lifelong careers, temporality of working relationships and of the work itself, both partners work, sometimes even the men who stay at home and take care of children and the household . Remote work, the workplace is less and less the workplace in the company. Lifelong learning becomes more important if you are not always in the same job. "I live where I work" vs. "I work where I live". Smart City concepts, e.g. Tübingen where residential and commercial areas are mixed ... Artificial intelligence and industry 4.0 plus work 4.0.

- GPM supports social upheavals through project management with a focus on public welfare and sustainability. PM makes a concrete contribution.
- (G)PM supports the transformation in the context of digitisation and industry 4.0
- PM makes it easier to implement new ideas.
- GPM has mirrored the Federal Government's future strategy in its own strategy and derived recommendations for action from it... Objective: to develop position papers and acquire funding. However, there are currently not yet
- Action programme "Shaping Germany's future with projects" - in concrete terms this can support concepts of the Ministry of the Interior
- "Refugee aid" initiative from regional initiative of GPM, with master plans for the cities, support for local actions, certificates for refugees, language training for refugees
- Cooperation with "Teach First": Mentors / multipliers trained in PM
- Founded in the course of reunification PM Association in the GDR and later reunited
- LISUM State Institute for School and Media Berlin Brandenburg ... Project Management in Didactics in the Age of Digitalisation
- PM goes to school... in early childhood interest in projects and PM is encouraged, unfortunately only regionally limited
- However, state support measures are often implemented without PM
- Many initiatives, including energy system transformation, are realised without PM... GPM has tried to structure these topics from the beginning, but no noticeable result! GPM is heard, but not easy to assert itself "thick board"... Authorities are becoming increasingly aware and understand that they are making projects / programmes
- ULA (United Leaders Associations): shaping a new mindset / skillset for leaders, President of GPM on the advisory board
- PM at the university, large specialist group with broad impact on teaching
- Professional group "PM goes Boardroom"... etc .

GPM influence (from 1 to 10)

As Is: 4, 3, 4, 4, 3, 3

To Be: 6, 6, 6, 6, 6, 7

6.   What influence does project planning in Germany have on GPM and how is this influence rated on a scale of 1 (very low) to 10 (very high)?

- o Increased demand for certificates and qualification. Importance of the certificate is well regarded
- o New business models are emerging, including commercial PM, process and change management.
- o Through project planning and an increasing share of added value, the chance for GPM to position itself (and sell) increases
- o Actually "g'mahde Wiesn", but GPM should position itself more clearly. GPM not strong enough, not known, not present, no real platform... GPM cannot do everything on its own, but GPM could be a catalyst in concert with others (associations, companies...).
- o GPM is following the development, not as strong as before, but not at the front line...
- o If a topic is socially relevant, this is an occasion to found specialist groups and to write publications and get involved. GPM may need to address them more actively.
- o In the case of individual topics, e.g. Jörg Gemünden and BER, reacting and publishing quickly has found wide coverage in the national press (but GPM was never mentioned)
- o Projectification drives GPM ahead.
- o It provides much "material" for publications, stories, narratives...demands a clear, prioritised strategy and platform from GPM
- o Should pay off in increasing membership numbers, but not everyone associates with projects the GPM (among others Scrum Masters and Agilists do not necessarily see the GPM as their home). What is the added value of GPM for the members (individuals/companies)?

Impact on GPM (from 1 to 10)

Currently: 7, 7, 6, 7, 9

In 5 years: 5, 7, 5, 9, 6

7.   What influence do societal developments have on GPMs and how is the influence assessed on a scale of 1 (very low) to 10 (very high)?

- o Digitalisation of the range of services required, see virtual certification
- o Work 4.0 leads to new concepts for project management, new forms of project-oriented enterprise, new ways of working (agile methods), new leadership

concepts, new division of labour... GPM has to face this... do we have the right people on board, the right concepts on offer?

- o Artificial intelligence has an influence on project management, albeit in specific areas. How is GPM positioned?

- o Distributed working, swarm intelligence, collaboration, networking... is a requirement for GPM and how GPM organises itself (platform if necessary)

- o The GPM calls for a number of topics for project work (from trainers to Mars exploration), e.g. new specialist groups and experts

- o More non-permanent members (freelancers) who pay less (zero costs) but want to receive a lot of added value - Sharing Economy? Young generation does not want to pay anything, but wants to get involved, rather idealistic "currency", coaching and learning through GPM, possibly club membership, from a certain demand on money flows, or if they get reach / recognition, possibly via platforms

- o New membership models at GPM needed to serve social trends

- o Lifelong learning requires a corresponding offer from GPM - from level D to level A, GPM as the lifelong learning partner.

- o GPM is strongly focused on the handling of projects, but socially the early phase of the project and the post-project phase is increasingly interesting. This also plays a central role for the sustainability of the projects - project success instead of project management success!

- o More and more stakeholders are involved in the social process, which makes stakeholder management extremely important, and the participation of these stakeholders in project implementation.

- o Client is looking for know-how, even before the project is commissioned, is this a target group of GPM?

- o Citizen participation/involvement are central themes for project management, what makes GPM different? "Democratisation of project work"...

- o How are citizens' movements organised and what is the need for project management? As at church congresses

- o Project marketing and communication become central requirements for the implementation of projects. Is centrally important, especially before the project, but also accompanying it. In companies this is still rather less practised, in the political sphere it is more common. Many communication channels active.

- o GPM must feel the social developments, take them up and convert them into offers

Impact on GPM (from 1 to 10)

Currently: 7, 8, 8, 9, 8

In 5 years: 8, 9, 8, 7, 8

8. What action does GPM need to take in the course of the increasing number of projects in Germany?
    o GPM should look into the world and consider what contribution GPM can / wants to make to social development through projects/project management
    o GPM should pay more attention to the social embedding of projects, e.g. in defining project success, in the instruments
    o GPM needs a clear and socially relevant narrative
    o Research of social trends with significance for GPM / PM
    o Prioritising on the major and important issues
    o Development of (differentiated) solutions for individual, relevant sectors
    o Focussing and intensification of specialist work at GPM
    o GPM has to think outside the box, also with theoretical references (e.g. sociology, behavioural economics) and incorporate these more into the development of PM.
    o Platform: networking of the active, (especially) beyond GPM, catalyst function of GPM, activating and involving people across the whole spectrum, from small to large companies, using social media and new media (multimedia)
    o Get ready for the next generation - Integration of Generation Z
    o The statutes and strategy of GPM are already geared to
    o The President's great aim is to draw up an overall strategy, with a big map to implement these things. Also needs time (and resources) and possibly cooperation to achieve this goal.
    o Is this consensus in GPM? Or does it have to be readjusted with the membership?
    o Conflict "business thinking" vs. "common good" at GPM?
    o Certification thinking overlaps many other topics
    o GPM has matured, can set an example for many ground-breaking developments, the club has dealt a lot with values and these are lived (e.g. values coach), has helped during Corona.
    o At GPM, we must also use what we propagate ourselves (be authentic)
    o Cornucopia of topics, huge potential there... there is a lack of prioritisation, profiling (saying yes to one and no to the other)...
    o Making stakeholders into participants. Consensus is infinitely difficult, especially if too many of them represent their individual interests

- o Specialist groups: many, great topics, but little focus on results... what do the members of a specialist group actually want... and how can results be achieved, if necessary by a rewriting of the specialist group organisation and, if necessary, new incentives
- o Publications / books? Rather not, but in modern, digital forms via social media, platforms, subscription channels, multimedia and designed by users themselves. Content marketing, specialist groups as content providers, rather dynamic, reacting directly to questions and ideas from customers
- o A thematic map or roadmap could help to better link topics and skilled work.
- o Dialogue should be in the foreground, answer enquiries quickly etc.

Annex F: Additional statistical information

Inter-construct correlations

Construct	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Projectification of Society	4.23	1.13	1										
2. Projectification of Economy	5.56	1.14	.658**	1									
3. Projectification of Public Administration	3.96	1.67	.662**	.348**	1								
4. Projectification of Leisure, Sports, Arts and Culture	3.46	1.67	.759**	.308**	.233**	1							
5. Projectification of Civic Engagement	3.93	1.71	.828**	.439**	.329**	.606**	1						
6. Regulative Institutions	3.74	1.61	.303**	.223**	.240**	.236**	.195**	1					
7. Normative Institutions	3.81	1.55	.285**	.354**	.187**	.157*	.195**	.377**	1				
8. Cultural-Cognitive Institutions	4.10	1.66	.385**	.344**	.148*	.247**	.404**	.0810	.354**	1			
9. PMA Regulative Actions	2.70	1.60	.242**	.190**	.152*	.153*	.233**	.263**	.386**	.173*	1		
10. PMA Normative Actions	3.65	1.66	.133	.156*	.152*	-.023	.148*	-.008	.294**	.286**	.450**	1	
11. PMA Cultural-Cognitive Actions	2.17	1.51	.159*	.127	.172*	.064	.121	.076	.269**	.189*	.596**	.460**	1

*Notes: *Pearson correlation coefficient is significant at the .05 level; **at the .01 level (2-tailed).*

Measurement validation of second-order construct – Projectification of society

Second-order construct	First-order construct	Items	Loadings	t-value
Projectification of society CR=.821 AVE=.537	Projectification of Economy	How much does projectification affect the economy in Germany?	.752	18.091
	Projectification of Public Administration	How much of an impact does projectification have on public administration in Germany?	.841	43.144
	Projectification of Leisure, Sports, Arts and Culture	How much does projectification affect leisure, sports, arts, and culture in Germany?	.606	9.953
	Projectification of Civic Engagement	How much of an impact does projectification have on civic/voluntary/social engagement in Germany?	.713	16.604

Notes: AVE = Average Variance Extracted; CR = Composite Reliability

First Order Constructs – PMA's actions and societal institutions

First-order construct	Items
Regulative Institutions	How strong is the overall influence of regulatory institutions on the projectification of the company in Germany?
Normative Institutions	How strong is the overall influence of normative institutions on the projectification of society in Germany?
Cultural-Cognitive Institutions	How strong is the overall influence of cultural-cognitive institutions on the projectification of society in Germany?
PMA Regulative Actions	How strong is the influence of GPM on regulatory institutions (laws, regulations, guidelines, etc.) in Germany?
PMA Normative Actions	How strong is the influence of GPM on normative institutions (norms, standards, certificates, etc.) in Germany?
PMA Cultural-Cognitive Actions	How strong is the influence of GPM on cultural-cognitive institutions (views, beliefs, values, etc.) in Germany?

Discriminant validity assessment – Heterotrait-monotrait (HTMT; Henseler, Ringle, and Sarstedt 2014) ratio of correlations

Construct	1	2	3	4	5	6	7	8	9	10	11
1. Projectification of Society	0										
2. Projectification of Economy	na	0									
3. Projectification of Public Administration	na	.602	0								
4. Projectification of Leisure, Sports, Arts and Culture	na	.232	.329	0							
5. Projectification of Civic Engagement	na	.308	.439	.348	0						
6. Regulative Institutions	.364	.236	.195	.24	.223	0					
7. Normative Institutions	.356	.155	.193	.186	.34	.377	0				
8. Cultural-Cognitive Institutions	.466	.247	.404	.148	.344	.081	.351	0			
9. PMA Regulative Actions	.287	.148	.223	.148	.185	.253	.367	.167	0		
10. PMA Normative Actions	.191	.022	.144	.149	.152	.007	.279	.278	.442	0	
11. PMA Cultural-Cognitive Actions	.188	.06	.116	.167	.117	.074	.25	.179	.562	.456	0

Annex G: Povzetek (Slovenian Summary)

UVOD

Ta disertacija obravnava pojav vse večjega širjenja projektov v družbi, ki se v literaturi pogosto imenuje "projektifikacija" (Lundin et al. 2015). S pojavom projektnega vodenja v petdesetih letih prejšnjega stoletja so projekti postali v središču pozornosti raziskovalcev in strokovnjakov, zlasti v industrijskem kontekstu (Morris 2013). V zadnjih desetletjih je postalo očitno, da se projekti vse bolj uporabljajo tudi na drugih družbenih področjih, na primer v javnem sektorju (Hodgson idr. 2019). Vendar je o tem trendu, dejanskem stanju difuzije, o tem, kako proces dejansko poteka in kateri akterji so v njem udeleženi, doslej malo znanega (Wald et al. 2015a).

Namen te diplomske naloge je na podlagi temeljnih raziskav razkriti, kako razširjena je postala projektivizacija v različnih sektorjih naše družbe in kateri so glavni nosilci tega procesa. Na podlagi institucionalne teorije bo ugotovljeno, katere institucije in akterji so vključeni v proces naraščajoče projektivizacije na družbeni ravni in kateri ustrezni vzročno-posledični odnosi obstajajo. V diplomskem delu bodo povzete ugotovitve naše raziskave. Poleg poglobljenega pregleda literature vključuje tudi raziskovalno študijo z mednarodno priznanimi strokovnjaki skupaj s študijo primera in delavnico s fokusno skupino predstavnikov Nemškega združenja za projektni menedžment (GPM). Temu je sledila kvantitativna študija o projektivizaciji družbe v Nemčiji, ki je zlasti proučevala vpliv institucij in akterjev na proces projektivizacije, s poudarkom na vlogi GPM.

Čeprav so rezultati omejeni na poseben kontekst Nemčije, omogočajo oblikovanje pomembnih zaključkov glede razvoja projektivizacije v kontekstu naše družbe. Uporaba institucionalne teorije odpira obetavne nove možnosti za raziskovalce pojava projektivizacije ter temeljnih procesov in vpletenih akterjev. Ugotovitve so dobro izhodišče za bolj poglobljene, meddržavne ali longitudinalne študije in odpirajo nove zanimive raziskovalne smeri na tem področju. Rezultati pa so pomembni tudi za praktike, npr. nosilce odločanja na vseh ravneh družbe, ki želijo obravnavati in bolje razumeti pojav projektifikacije ter uporabiti projekte pri reševanju aktualnih izzivov. Poleg tega lahko rezultati koristijo tudi vodstvu združenj za projektni menedžment pri določanju strateških usmeritev.

Pomembna vrzel v raziskavah je pomanjkanje jasnosti glede tega, kako daleč je napredovala difuzija projektov v različnih družbenih sektorjih, s kakšno hitrostjo se širi projektifikacija in kateri so ključni dejavniki tega razvoja. Poleg tega ostaja nejasno, kako poteka proces projektifikacije na ravni družbe, ali prihaja do navzkrižnega obogatitve med sektorji, kateri akterji sodelujejo v tem procesu in kakšno vlogo imajo dejansko združenja, specializirana za projektno vodenje (PM).

Na podlagi študija razpoložljive literature in priznanih teoretičnih pristopov je bila za pripravo te disertacije najprej izvedena raziskovalna študija, ki je vključevala več kvalitativnih raziskovalnih metod, nato pa še kvantitativna študija na primeru Nemčije. Pri tem je bila v središču raziskave uporaba institucionalne teorije, glavno raziskovalno vprašanje pa se je glasilo: "Kakšen vpliv imajo institucije na projektifikacijo družbe?" Z nadaljnjim raziskovanjem teme je bilo to vprašanje podrobneje razdeljeno na podraziskovalna vprašanja in vpeljano v kvalitativno oziroma kvantitativno raziskavo za iskanje odgovorov.

V okviru te disertacije so bili skupaj predstavljeni štirje prispevki:

- Prvič, rezultati raziskave obogatijo literaturo z vpogledom v stanje projektivizacije družbe na primeru Nemčije. Razkrivajo razširjenost projektov v različnih družbenih sektorjih, tako v preteklosti kot tudi v prihodnosti, in opozarjajo na pomembne dejavnike tega razvoja.
- Drugič, s prvo uporabo institucionalne teorije je podrobneje pojasnjen in analiziran proces projektifikacije skupaj z vključenimi akterji. To pomaga odpreti vrata obetavnemu novemu raziskovalnemu področju in omogoča raziskovalcem, da na nove načine raziskujejo različne vidike projektivizacije.
- Tretjič, rezultati te raziskave osvetljujejo vpliv, ki ga imajo posamezne institucije na projektivizacijo družbe na eni strani in kako na to vpliva razvoj v sami družbi na drugi strani.
- Četrti in zadnji prispevek je določitev vpliva, ki ga imajo združenja za projektno vodenje na proces ifikacije projektov, način, kako se ta vpliv doseže, in kako na ta združenja vpliva sama ifikacija projektov. Na koncu so oblikovani predlogi za vodenje združenj za projektni menedžment.

TEORETIČNI DEL

V svetu podjetij je vse večji pomen projektov že leta 1989 analiziral Gareis. Nov pristop k upravljanju, ki je nastal kot posledica razvoja, je poimenoval "upravljanje po projektih", ki se zdi "logična razširitev 'projektnega upravljanja'" (Gareis 1989, 244). Šest let pozneje je Christophe Midler (1995) v članku z naslovom "Projektifikacija podjetja" objavil svojo prelomno analizo dela na projektih pri proizvajalcu avtomobilov Renault. V tem članku ne obravnava le tega, kako se projekti širijo po korporaciji, temveč tudi, kakšne spremembe to prinaša v organizacijske strukture, vodenje, vloge in odgovornosti ter kulturo podjetja. Midlerjevo delo je omogočilo, da se je pozornost v raziskavah, povezanih s projekti, razširila s tehničnih zadev, kot so procesi, metode in orodja, na bolj strateške vidike projektnega dela v organizacijah, vključno z organizacijsko vpetostjo in prenovo, upravljanjem programov in portfeljev ter številnimi drugimi vidiki (Aubry in Lenfle 2012). Od takrat so se raziskave intenzivno osredotočile na temo projektifikacije in jo razvijale v različnih smereh (Kuura 2020).

Po tem, kar smo navedli, pa se vprašamo, kakšen je pomen projektov na ravni družbe? "Popularna konvencionalna modrost nam pravi, da je razširjenost projektov v porastu, in vsakdo lahko opazi, da je družba, ki nas obdaja, vsaj v delnem smislu že 'projektivizirana'. Vendar je trenutno na voljo zelo malo makro usmerjenih in merljivih spremenljivk, ki bi lahko potrdile ali ovrgle takšno trditev." (Lundin in Söderholm 1998, 13) Do danes se je v tej izjavi spremenilo razmeroma malo (Lundin et al. 2015). Objava makroekonomske raziskave s projekti povezanih dejavnosti v Nemčiji leta 2015 je bila uvod v izvedbo kvantitativne analize razširjenosti projektov, vendar je bil obseg omejen na gospodarstvo (Wald et al. 2015b). Pozneje so bile podobne študije izvedene v okviru Mednarodnega združenja za projektno vodenje (IPMA), kar je privedlo do primerljivih rezultatov, da je delež časa, porabljenega za projekte, glede na celoten delovni čas približno tretjinski (Schoper et al. 2018). Čeprav so bile doslej opravljene raziskave o posameznih vidikih projektivnosti na ravni družbe, kot so vpliv projektivnosti na skupnosti (Fred 2015), na javni sektor (Godenhjelm, Lundin in Sjöblom 2015) ali družbene spremembe (Cicmil in O'Laocha 2016), še vedno manjka sistematična pokritost projektivnosti v družbi.

Čeprav je bilo na začetku projektnega vodenja govora predvsem o metodah in orodjih v življenjskem ciklu projekta, se v zadnjih letih vse bolj zavedamo, da so projekti socialni sistemi. Zato pristopi družboslovja pomagajo pojasniti dinamiko projektov in vzajemne interakcije z njihovim okoljem (Grabher 2002). Zdi se, da zlasti institucionalna teorija ponuja bogat nabor teoretičnih perspektiv za opis nadaljnjega širjenja projektov v naši družbi. Po eni strani lahko institucije razumemo kot opis lastnosti družbenih okolij, ki zagotavljajo stabilnost in usmerjenost delovanja v vsakdanjem življenju (Scott 2014), hkrati pa opisujejo okvirne pogoje za vse večjo projektnost. Po drugi strani pa institucionalna teorija, razširjena na teorijo prakse in perspektivo institucionalnega dela, zagotavlja razlagalno shemo za dejanja deležnikov z njihovimi učinki na obstoječe institucije (Thornton, Ocasio in Lounsbury 2012). Za našo raziskavo je še posebej pomembno, kako lahko namensko delovanje akterjev, ki so pomembni za projektifikacijo, ustvarja, ohranja in ruši institucije (Lawrence in Suddaby 2006). Zanimivo je, kako zapletene interakcije med posameznimi in kolektivnimi akterji s svojim delovanjem na prevladujoče institucije vplivajo na projektivizacijo družbe. To se dogaja prek posredniške dejavnosti omrežij (Boltanski in Chiapello 2018), ki pa imajo koristi od samih projektov, saj zaporedje projektov vodi v pomnoževanje povezav in povečevanje vezanosti, kar povzroči nadaljnjo širitev omrežja (Chiapello in Fairlough 2002).

V okviru te disertacije nas zanima, kako akterji vplivajo na družbene institucije in kako neposredno ali posredno vplivajo na projekcijo družbe. Kot je razvidno iz literature in rezultatov predhodnih raziskav, so v ta proces vključeni različni individualni in kolektivni akterji. V literaturi je poudarjena vloga združenj za projektno vodenje pri širjenju projektov in projektnega vodenja v naši družbi v zadnjih desetletjih. Na primerih Združenega kraljestva in Italije je pozornost usmerjena na različne oblike vpliva in značilnosti dejavnosti nacionalnih združenj za projektni menedžment ter na kontekstualne dejavnike, ki pri tem sodelujejo. Poudarjen je tudi pomen mednarodnih združenj za vodenje projektov (Hodgson in Muzio 2012) in širjenje standardov projektnega vodenja, kot so BoK ali določeni certifikati. "Ta združenja skušajo oblikovati različne vrste standardov, načel in pojmovanj 'najboljših praks', da bi spodbudila sočasnost in skladnost med različnimi elementi in sistemi." (Scott 2010, 17) Na splošno pa ostaja celotno medsebojno delovanje nejasno in ga bomo podrobneje raziskali v okviru naše raziskave.

EMPIRIČNI DEL

Namen te raziskave je raziskati, v kolikšni meri je napredovala projektivizacija družbe, ugotoviti, kako poteka temeljni proces, in določiti posebne vloge vpletenih akterjev in institucij. To se izvaja v luči institucionalne teorije (Scott 2014), ki omogoča razložiti in preučiti družbene medsebojne odnose in interakcije. Cilj je družbi glede na vse večje družbene izzive omogočiti izvajanje projektov v širokem spektru dejavnosti.

Kot prvi cilj predvidevamo, da bomo ugotovili obseg projektifikacije v družbi ter z njo povezane vzroke in učinke ter predvideli smeri njenega nadaljnjega razvoja. Drugi cilj naše raziskave je opisati, kakšen vpliv imajo družbene institucije, tj. regulativne, normativne in kulturno-kognitivne institucije, na proces projektivizacije in kako same vplivajo na ta proces. Kot tretji cilj smo si izbrali opredelitev akterjev, ki sodelujejo pri projektivizaciji družbe, in opis njihovega neposrednega ali posrednega vpliva na s tem povezan proces. Kot zadnji, a pomemben cilj smo izbrali enega od akterjev, in sicer združenja za vodenje projektov, da bi na njihovem primeru ponazorili, kako poteka medsebojno delovanje med dejavnostmi tega akterja, institucijami in projektifikacijo družbe. Ti cilji sledijo pozivu Lundina in drugih (2015, 230), ki se zavzemajo za znatno razširitev raziskav, ko se približujemo projektni družbi, in pozivajo, naj te raziskave vključujejo "praktike in druge 'tam zunaj', da bi navdihnili raziskovalce z 'empiričnimi motnjami' in spregovorili o tem, kaj potrebujemo in kako stvari v resnici so". Koristniki naše raziskave torej niso le raziskovalci na širokem področju uporabe institucionalne teorije na ravni družbe, temveč tudi akterji, kot so združenja za projektno vodenje, ki se ukvarjajo z izvajanjem projektov za reševanje kompleksnih izzivov.

Da bi dosegli zgoraj navedene cilje, smo oblikovali niz raziskovalnih vprašanj, na katera smo nato med preiskavami odgovarjali korak za korakom. Poleg tega smo oblikovali niz raziskovalnih predlogov in hipotez, ki smo jih preverjali med kvantitativno raziskavo. Raziskovalni pristop, izbran za to disertacijo, temelji na mešanih metodah (Saunders, Lewis in Thornhill 2019). V treh zaporednih fazah je bila najprej preučena literatura, relevantna za raziskovalno vprašanje, na podlagi katere so bila oblikovana dodatna raziskovalna vprašanja ter zanimivi pogledi na temo. Druga, raziskovalna faza, je bila osredotočena na kvalitativne metode, vključno z intervjuji z mednarodnimi strokovnjaki na temo disertacije ter študijo primera in razpravo v fokusni skupini o vlogi GPM za projektifikacijo družbe v Nemčiji (Yin 2018). Na podlagi ugotovitev druge faze je bila nato v tretji in zadnji fazi v Nemčiji izvedena kvantitativna raziskava za oceno raziskovalnih predlogov in hipotez.

Kontekst Nemčije

Projektifikacija v Nemčiji poteka v posebnem družbenem kontekstu, ki glede na okoliščine v gospodarstvu, javnem sektorju in civilni družbi spodbuja ali ovira širjenje projektov ali projektifikacije. Nemčija je kot četrta največja gospodarska sila in izvozna prvakinja v mednarodni konkurenci, zato mora na trg ponuditi inovativne storitve po privlačnih cenah. Zato ni presenetljivo, da je projektifikacija v nemškem gospodarstvu zelo razvita (Wald idr. 2015b) in je z več kot 40-odstotnim deležem delovnega časa del vsakdanjega dela v številnih podjetjih (Rumpp idr. 2010). Pri tem imajo v mednarodni primerjavi prevladujočo vlogo mala in srednje velika podjetja, ki se osredotočajo na specifične storitve, njihovo izvajanje organizirajo decentralizirano in so bistveno bolj kooperativna kot velike korporacije (Audretsch 2018). Projektifikacija gospodarstva v Nemčiji je ugodna prav zato, ker se podjetja osredotočajo na svoje ključne kompetence, na trgu pa obstaja povpraševanje po svežnjih storitev, ki se razvijajo v okviru kooperativnih projektov prek meja podjetij. Hofmann, Rollwagen in Schneider (2007) menijo, da lahko Nemčija svoj konkurenčni položaj na področju inovativnosti, prilagodljivosti in uspešnosti v mednarodni primerjavi ohrani le s sodelovanjem.

Ravno to je področje, na katerega se nanaša kritika javnega sektorja v Nemčiji. Po eni strani ta sektor očitno zaostaja za gospodarstvom v smislu projektifikacije (Schoper idr. 2018), po drugi strani pa mu primanjkuje tudi potrebnih zmogljivosti za uspešno izvajanje projektov, kar na področju infrastrukture (Fiedler in Wendler 2015) vedno znova vodi v povečevanje stroškov in zamude v terminskem planu. Naravne nesreče, begunska kriza leta 2015 in tudi reševanje podnebne krize kažejo, da želijo državljani v Nemčiji z usklajenim delovanjem sami stopiti v ospredje in prevzeti vajeti ukrepanja ter se ne zanašati več na javni sektor (Rudolph in Kuhn 2018). Čeprav se kolektivno delovanje ne imenuje vedno projekt, izpolnjuje značilnosti "projektnega mesta", ki sta jih opredelila Boltanski in Chiapello (2018), v katerem projekti služijo povezovanju različnih akterjev in spodbujanju sodelovanja za dosego skupnega cilja. Še vedno ni jasno, kako daleč je projektnost napredovala v tem družbenem sektorju, vendar zasebne pobude (Mergenthaler idr. 2017) in mednarodna gibanja, kot je FFF (Wallis in Loy 2021), kažejo, da bi to lahko v prihodnosti postalo zanimivo področje za projekte.

Kvalitatuvni rezultati

Intervjuji z mednarodnimi strokovnjaki so potrdili, da je projektifikacija pojav, o katerem se razpravlja in raziskuje že več kot 25 let in ki postaja vse bolj pomemben. V zvezi s tem so študije Midlerja (1995) pri proizvajalcu avtomobilov Renault dale tej temi zagon. Medtem so bile posledice pojava na izvajanje začasnih nalog v okviru projektnih skupin, organizacij, omrežij do družbene ravni temeljito preučene in pojasnjene. Vse bolj velja, da je projektifikacija navsezadnje sociološki pojav, ki za boljšo razlago temeljnih odnosov zahteva vpogled v sociologijo (Boltanski in Chiapello 2017), organizacijsko teorijo (Lundin in Söderholm 1995) in institucionalno teorijo (Scott 2014).

Trend naraščajoče projektivizacije so izrecno potrdili tudi odgovori, ki smo jih podali med intervjuji. Gre za globalni trend, ki vpliva na družbo v celoti. Vendar so strokovnjaki poudarili, da je bila projektivizacija doslej proučevana predvsem na gospodarskem področju in da študij o razvoju na družbeni ravni še vedno primanjkuje. Poleg tega bi bilo treba projektivizacijo obravnavati bolj diferencirano. Razlikuje se glede na kontekst. Razlike so na primer v tem, kako se projektivizacija dejansko razvija, kako razširjena je v določeni državi ali med različnimi sektorji ali kakšne so njene končne posledice. Ponovno je bilo pojasnjeno, koliko različnih akterjev je vključenih v proces projektivizacije. Vendar je bilo poudarjeno tudi, da se ti akterji pogosto niti ne zavedajo, da ta proces poteka, kako poteka in kakšen je njihov prispevek v tem procesu. Doslej so se literatura in udeleženci tega procesa osredotočali predvsem na razvoj kompetenc za izvajanje projektov in manj pozornosti namenjali vplivu, ki ga ima institucionalno okolje na izvajanje projektov in obratno.

Literatura kaže, da se institucionalna teorija lahko uporablja za razlago temeljnih vprašanj družbenega reda, družbenega razvoja in sistemov kolektivnih pomenov (Scott 2012). Akterji se obnašajo v skladu z regulativnimi, normativnimi in kulturno-kognitivnimi institucijami, ki so prisotne v določenem kontekstu, in z njimi rekurzivno sodelujejo. Institucije zagotavljajo stabilnost in pomen v družbenem okolju. Vendar je bilo doslej le malo poskusov uporabe institucionalne teorije v procesu projektivizacije družbe, kljub pozivom v literaturi (Lundin idr. 2015: 228) in vse večji razširjenosti institucionalne teorije v študijah menedžmenta in organizacijskih študij. Zato je pomemben prispevek te raziskave, da se je z uporabo institucionalne teorije odprla nova perspektiva za razumevanje projektifikacije na ravni družbe.

Čeprav je bila večini znanstveno izkušenih intervjuvancev institucionalna teorija kot taka poznana, jih je večina, tako kot praktiki iz fokusne skupine na delavnici, imela težave pri neposredni uporabi te teorije v procesu projektifikacije. Kljub temu so vsi znali našteti ustrezne akterje in njihove dejavnosti povezati z regulativnimi, normativnimi in kulturno-kognitivnimi institucijami.

V intervjujih smo se spraševali o udeležencih tega procesa in dobili veliko število individualnih in kolektivnih akterjev, od tistih, ki so neposredno vključeni v projekte, tistih, ki delajo v neposredni sferi projektov in v svojih organizacijah, do akterjev s širšega področja, kot so institucionalna področja, vlada ali Evropska unija. Čeprav ta ugotovitev ni nova in je bila v literaturi načeloma že opisana (Morris in Geraldi 2011), se na podlagi naših intervjujev izrisuje niansirana slika akterjev, vključenih v proces projektifikacije. Posebej je bila poudarjena vloga združenj za projektno vodenje z njihovimi dejavnostmi, vendar je bila izražena tudi kritika njihove usmeritve in poudarjeno, da v mnogih pogledih še ne prispevajo dovolj k reševanju družbenih izzivov.

Čeprav je v relevantni literaturi poudarjeno, da so vplivni vsi trije elementi družbenih institucij (Scott 2012), so strokovnjaki v intervjujih v kontekstu projektifikacije družbe poudarjali predvsem regulativne in normativne elemente. Kljub temu so še posebej poudarili, da bi bilo treba vplivu kulturno-kognitivnih institucij v prihodnje nameniti veliko več pozornosti. Medtem ko regulativne institucije s prisilo potiskajo akterje k nadaljnji projektivizaciji, normativne institucije pa s prilagajanjem, imajo kulturno-kognitivne institucije dejansko velik pomen, saj s spremembo notranjega odnosa in zavezanosti akterjev povzročijo spremembo vedenja. Vendar pa imajo pri spodbujanju projektivizacije na ravni družbe pomembno vlogo tudi regulativne institucije (npr. zakonske zahteve za vodenje projektov), normativne institucije (npr. standardi vodenja projektov, ki jih je treba upoštevati) ali kulturno-spoznavne institucije (npr. podoba vodje projekta).

Projektifikacijo spodbuja dejstvo, da akterji s svojimi dejanji neposredno in posredno vplivajo na ustvarjanje, ohranjanje ali tudi rušenje institucij. Po mnenju strokovnjakov se zdi, da proces vplivanja poteka precej nezavedno in na posreden način, kar se zdi, da zaradi resnih družbenih izzivov ne zadostuje več. Zato strokovnjaki pozivajo k večji ozaveščenosti o procesih in boljšemu sodelovanju, zlasti na mednarodni ravni. V literaturi je poudarjen tudi povratni vpliv institucij na delovanje akterjev, zlasti prek regulativnih in normativnih institucij, kot je zbirka znanja na področju projektnega vodenja (Hodgson 2002).

Vendar pa se premalo zavedamo vloge kulturno-kognitivnih institucij. To ni presenetljivo pri doslej precej "tehnično" razumljeni disciplini, kot je projektno vodenje, saj se dotika "mehkejših" vidikov tega, kako se stvari izvajajo. Pri tem imajo vse pomembnejšo vlogo izobraževanje, socializacija v določenem družbenem ali kulturnem okolju in drugi kontekstualni dejavniki. Literatura (Hodgson in Muzio 2012), strokovni intervjuji, študija primera in delavnica fokusne skupine z GPM kažejo, da so dejavnosti združenj za projektno vodenje po naravi raznolike. Predvsem so v veliki meri sestavljene iz oblikovanja terminologije, konceptov, standardov in ustreznih praks, organizacije strokovnih dogodkov ter širjenja znanja v obliki publikacij in programov za pridobivanje kvalifikacij. Posebno vlogo pri dokazovanju usposobljenosti imajo sistemi certificiranja.

Vendar je bilo med intervjuji kritično ugotovljeno, da združenja za projektno vodenje (preveč) poudarjajo kvalifikacije in certificiranje, da so premalo inovativna in da še vedno razmeroma malo pomagajo politiki, javni upravi, javnemu sektorju ali civilni družbi. Pojasnjeno je bilo, da združenja za vodenje projektov svoje institucionalno delo usmerjajo predvsem v normativne institucije, manj pozornosti pa namenjajo regulativnim elementom. Poleg tega je postalo še posebej očitno, da se ta združenja skorajda ne zavedajo pomena kulturno-kognitivnih institucij in njihovega posredniškega potenciala za vplivanje na projektifikacijo družbe.

S študijo primera z GPM v Nemčiji in delavnico s fokusno skupino vodstva GPM smo pridobili intimen vpogled v prispevek združenja projektnega vodenja k projektivizaciji družbe, ki v dosedanji literaturi ni bil na voljo. V intervjujih in na delavnici s fokusno skupino je postalo jasno, da so združenja za projektni menedžment pod vse večjim pritiskom družbenih izzivov, kot sta COVID-19 ali podnebna kriza, da se soočijo s svojo družbeno odgovornostjo in zagotovijo ustrezne rešitve. Na primeru GPM v Nemčiji se je prav tako izkazalo, da manjka posebna strategija, ki bi podpirala projektifikacijo na ravni družbe. Poudarjeno je bilo, da bi to lahko povzročilo izgubo pomena združenj za projektno vodenje ali da se na splošno projekti in projektno vodenje obravnavajo kot obrobna vrednost za družbo. Oboje bi lahko povzročilo dolgoročni upad projektifikacije. Eden od strokovnjakov je opozoril, da združenja za projektno vodenje niso preveč inovativna in da se posledično inovativna podjetja, kot so zagonska, oddaljujejo od projektov in običajnega projektnega vodenja, kar pomeni, da se projektifikacija na nekaterih področjih ustavlja ali morda celo nazaduje.

Strateška preusmeritev združenj za projektni menedžment bo zahtevala aktivno vključitev dodatnih družbenih skupin, zlasti mlajše generacije, in nove oblike interakcije med družbenimi skupinami in tistimi, ki se ukvarjajo s projektnim menedžmentom. V enem od intervjujev je bilo na primer omenjeno, da bi združenja za projektni menedžment lahko podprla pobude, kot so "Petki za prihodnost", da bi z delom znanja, pridobljenega v gospodarskem okolju, pokazala večjo zavezanost družbi. V tem kontekstu je očitno, da družbeni razvoj vpliva na delo združenj za projektni menedžment in da bi morala ta združenja intenzivneje spremljati ta razvoj.

Kvantitativni rezultati

Našo raziskavo je po eni strani spodbudil poziv Lundina in drugih (2015, 230) k več empiričnim raziskavam, po drugi strani pa študija o razširjenosti projektov v nemškem gospodarstvu (Wald in drugi 2015b). Mešane metode našega raziskovalnega pristopa so nam pomagale kakovostno raziskati področje in pripraviti teren za kvantitativno raziskavo v Nemčiji. Z odgovori 200 oseb iz vseh družbenih sektorjev v Nemčiji smo lahko raziskali trenutno stanje in razvoj projektifikacije na družbeni ravni. Hitro je postalo jasno, da je pojav projektivizacije v nemški družbi že zelo razvit. Po povprečni letni rasti v višini 2,4 % v zadnjih petih letih anketiranci v raziskavi pričakujejo, da se bo projektivizacija v naslednjih petih letih povečala za kar 3,0 % in se razširila v vseh družbenih sektorjih. Kot izhaja iz literature in so predvidevali tudi strokovnjaki v naši kvalitativni raziskavi, so podjetja daleč pred javno upravo, civilnim udejstvovanjem in drugimi družbenimi področji, kot so prosti čas, šport, umetnost in kultura. Ta razvoj poteka v fluidni družbi.

Trendi, kot so digitalizacija, trajnost in podnebne spremembe, vplivajo na projektifikacijo. Družba je pozvana, da najde odgovore na ta razvoj in se posledično razvija, tudi z uporabo projektov in zmožnosti projektnega vodenja. Kvantitativna raziskava je pokazala, da so dejavniki, ki spodbujajo projektifikacijo v Nemčiji, predvsem teme, kot so soočanje z vse večjo kompleksnostjo, digitalizacija, inovacije in učinkovitost.

Potem ko so se raziskave doslej osredotočale predvsem na razvoj projektivnosti v gospodarstvu (Wald idr. 2015b; Schoper idr. 2018), je z našo študijo na primeru Nemčije prvič postalo jasno, da se projektivnost povečuje tudi na drugih družbenih področjih. Čeprav tam še ni dosegla enake stopnje razširjenosti kot v gospodarstvu, lahko pričakujemo, da se bo projektivizacija v prihodnosti razširila po vsej širini družbe.

Tako so naši rezultati kvantitativne raziskave v skladu s pričakovanji, izraženimi v literaturi in v naši kvalitativni študiji.

Naša raziskava je prva, ki uporablja institucionalno teorijo kot pojasnjevalni model za vprašanje, kako na proces projektivizacije vplivajo tako družbene institucije kot akterji in njihove dejavnosti. Zanimivo je, da naša analiza podatkov iz kvantitativne raziskave v Nemčiji razkriva, da anketiranci največji vpliv na projektifikacijo pripisujejo kulturno-kognitivnim institucijam. To je na neki način presenetljivo, saj literatura poudarja vpliv regulativnih in normativnih institucij, na primer Scott (2012) v okolju globalnih gradbenih projektov.

Kot smo že opisali v naši kvalitativni raziskavi, si to lahko razlagamo kot odmik od prisile ali "potiskanja" s strani regulativnih in tudi normativnih institucij ter premik k boljšemu razumevanju "za kaj" in kot "poteg". Hkrati ta rezultat kaže tudi na premik v projektnem vodenju, ki je bilo prej razumljeno bolj tehnično, k bolj sociološkemu namenu projektov (Boltanski in Chiapello 2018, 112), kjer se ljudje združujejo in sodelujejo, da bi ustvarili nekaj smiselnega iz notranjega prepričanja in brez predpisovanja. To se kaže tudi v manifestacijah kulturno-kognitivnih institucij, kjer anketiranci poudarjajo predvsem pozitivno podobo projektov, sledijo vzorniki uspešnih podjetij in podjetnikov ter pripovedi o uspešnih projektih, zaradi katerih so bolj naklonjeni vključevanju v projekte.

Ta kvantitativna raziskava predstavlja prvo strukturirano analizo akterjev, vključenih v proces projektifikacije, v kateri je bil poudarjen predvsem vpliv organizacijskih akterjev pred institucionalnimi področji in posameznimi akterji. Omeniti velja tudi, da med organizacijskimi akterji združenja za projektno vodenje niso na prvem mestu pri spodbujanju projektifikacije, temveč so na lestvici šele na četrtem mestu, za vzorčnimi podjetji, ponudniki storitev in izobraževalnimi ustanovami. Tako literatura (Hodgson in Muzio 2012) kot tudi naši strokovni intervjuji v drugi fazi raziskave poudarjajo posebno vlogo združenj za projektni menedžment. To je morda povezano z dejstvom, da je bil doslej zlasti vpliv regulativnih in normativnih dejavnosti obravnavan kot bistven za proces projektifikacije. S poudarkom na kulturno-kognitivnih dejavnostih in poudarjanjem tako individualnih kot družbenih pričakovanj do projektov in njihovega upravljanja se morda spreminja tudi dojemanje vloge, ki jo imajo danes združenja za projektno vodenje in projekti nasploh.

Glede na navedeno ni presenetljivo, da je naša raziskava pokazala, da v primeru GPM v Nemčiji anketiranci združenju za projektno vodenje zaenkrat pripisujejo le omejen vpliv na projektifikacijo družbe in si želijo, da bi bil ta vpliv bistveno večji. V zvezi s tem zahtevajo, da GPM bistveno razširi svoje dejavnosti v zvezi z vsemi tremi družbenimi institucijami, najbolj pa v dejavnostih, povezanih s kulturno-kognitivnimi institucijami. Za združenja za projektno vodenje to pomeni bolj ali manj premik od precej normativnih dejavnosti, s katerimi se trenutno ukvarjajo, npr. razvijanje in razširjanje standardov, kot so terminologija projektnega vodenja, procesni modeli ali ustrezne metode in orodja.

Glede na prevladujoče mnenje v dosedanji literaturi (Scott 2010; Lundin in drugi 2015) in tudi trditve, zbrane v drugi fazi naše raziskave, da združenja za projektni menedžment s svojimi dejavnostmi vplivajo na projektifikacijo družbe, smo s hipotezami od 1 do 3 preverili, ali regulativne, normativne in kulturno-kognitivne dejavnosti združenj za projektni menedžment pozitivno vplivajo na projektifikacijo družbe. Vendar rezultati naše analize kažejo, da te tri hipoteze niso podprte. Z drugimi besedami, ukrepi združenj za upravljanje projektov ne vplivajo neposredno na proces projektivizacije.

Kljub temu nam je z analizo PLS-SEM uspelo dokazati, da združenja za vodenje projektov s svojimi dejavnostmi prek družbenih institucij posredno vplivajo na projektifikacijo družbe. Dejavnosti, usmerjene v kulturno-kognitivne institucije, so pokazale največji vpliv na projektifikacijo, sledijo pa jim dejavnosti, usmerjene v regulativne institucije. S tem rezultatom sta naši hipotezi 4a in 4c podprti, medtem ko vpliv dejavnosti združenj za projektni menedžment prek normativnih institucij ni pomemben, zato naše hipoteze 4b ni bilo mogoče potrditi. To potrjuje, da je prejšnje stališče v literaturi, da se projektifikacija pojavlja predvsem prek regulativnih in normativnih dejavnosti združenj za projektni menedžment, kot so prizadevanje za nove zakone in predpise (Sabini in Paton 2021) ali uzakonitev zbirke znanja, ki se nato uporablja za certificiranje projektnega osebja.

Konkluzivni rezultati

Izhodišče te raziskave je bila razširjenost projektov na številnih področjih naše družbe, kot je opisano v literaturi in zaznano v praksi. Čeprav so podatki o projektivnosti v gospodarstvu različnih držav že obstajali (Schoper 2018), je analiza projektivnosti v širšem družbenem prostoru do zdaj manjkala. Poleg tega je manjkal tudi vpogled v to, kako in kdo vpliva na projektivnost.

Na podlagi institucionalne teorije in sklopa raziskovalnih vprašanj smo se raziskovalnega problema lotili z uporabo raziskovalnega pristopa z mešanimi metodami. Na podlagi obsežne študije obstoječe literature in najnovejših raziskovalnih ugotovitev v prvi fazi naše raziskave (glej sliko 1) smo nato v drugi fazi izbrali niz kvantitativnih metod, da bi raziskali raziskovalno področje in izpeljali predloge za usmerjanje nadaljnjih raziskav. Zlasti pri raziskovanju doslej premalo raziskanega vprašanja v okviru družbenih sistemov je priporočljivo začeti s kvalitativnimi metodami, da bi pridobili osnovno razumevanje, ki ga je nato mogoče podrobneje preučiti s kvantitativnimi metodami in preveriti na podlagi raziskovalnih predlogov in hipotez, izpeljanih v kvalitativni fazi (Maylor, Blackmon in Huemann 2017). Zato je bilo z vidika naše raziskave kot prvi korak raziskovanja koristno, da smo se o obravnavanih temah in uporabi institucionalne teorije pogovorili z mednarodnimi strokovnjaki ter določili nadaljnje korake, ki bi bili v tem kontekstu koristni. Na podlagi rezultatov teh pogovorov smo se nato pri nadaljnjem raziskovanju osredotočili na enega od akterjev, združenja za projektno vodenje, pri čemer smo kot primer uporabili GPM v Nemčiji. Poleg poglobljene študije primera GPM smo izbrali fokusno skupino, ki so jo sestavljali predstavniki GPM, s katerimi smo ugotavljali vpliv GPM na projektifikacijo družbe. Ugotovitve, ki smo jih razkrili v drugi fazi naše raziskave, smo lahko nato potrdili in okrepili s pomočjo kvantitativne raziskave v tretji fazi. S tem raziskovalnim pristopom bi lahko pridobili številna nova spoznanja, zavrgli prejšnje predpostavke ali ponovno ovrednotili kontekste. Pri vrednotenju rezultatov raziskave je treba upoštevati predpostavke, omejitve in omejitve. Priporočila za raziskave in prakso, ki izhajajo iz teh rezultatov, lahko pričakujemo v 9. poglavju te disertacije.

Kot je razvidno iz povzetka rezultatov v prejšnjem poglavju, ta raziskava ne le potrjuje predpostavko o nadaljnjem naraščanju projektivnosti na ravni družbe, temveč podaja tudi napoved nadaljnje rasti v prihodnosti. Naša raziskava prvič potrjuje, da projektivizacija ne napreduje le v gospodarstvu, temveč da se dogaja tudi v drugih družbenih sektorjih. To pomeni, da projektna družba, ki jo opisujejo Lundin in drugi (2015), vse bolj postaja resničnost. V naši raziskavi je bila za razlago procesa projektivizacije prvič uporabljena institucionalna teorija. To se je izkazalo za koristno pri razumevanju vključenih akterjev, njihovih dejanj in njihovega vpliva na proces projektivizacije. Pri tem se je pojavila presenetljiva ugotovitev, da v zvezi s projektifikacijo niso glavni akterji združenja za projektno vodenje, kot so predvidevali v literaturi in strokovnjaki, temveč predvsem vzorna podjetja in podjetniki, ki služijo kot vzorniki in na ta način spodbujajo projektifikacijo.

Pri analizi vpliva institucij na proces projektifikacije se je pokazala naslednja nepričakovana ugotovitev. Doslej se je literatura osredotočala na vpliv normativnih in nato regulativnih institucij. Vendar pa se je tako iz strokovnih intervjujev, razprave v fokusni skupini kot tudi iz kvantitativne raziskave izkazalo, da imajo največji vpliv na projektifikacijo družbe kulturno-kognitivne institucije, ki so bile doslej deležne le malo pozornosti.

Na primeru GPM in v kontekstu Nemčije nam je uspelo pokazati, kako ukrepi združenja za projektni menedžment prek institucij vplivajo na projektifikacijo družbe. Čeprav GPM nima neposrednega vpliva na proces projektivizacije, pa vpliva predvsem prek kulturno-kognitivnih in drugič prek regulativnih institucij. Te praktično posredujejo med akterjem in projektifikacijo družbe. V tem kontekstu je postalo jasno, da se je GPM doslej močno osredotočal na gospodarstvo in premalo naredil za družbo kot celoto. Tega so se zavedali tako vodstvo GPM kot udeleženci študije, zato so predlagali, da se GPM veliko tesneje poveže z ustreznimi družbenimi skupinami, da bi prispeval k skupnemu dobremu. To se je zdelo potrebno zaradi velikih izzivov, s katerimi se sooča družba.

Z uporabo institucionalne teorije smo lahko osvetlili proces projekcije družbe in razjasnili številna vprašanja. Tako smo lahko izpolnili namen naše raziskave, ki je bil raziskati razširjenost projektivizacije družbe z njenimi glavnimi dejavniki in na podlagi institucionalne teorije preučiti, kateri akterji in institucije so vključeni v proces projektivizacije ter kakšni so glavni vzročno-posledični odnosi. Odgovori na glavno in vsa podraziskovalna vprašanja so bili podani, raziskovalni predlogi in hipoteze pa so bili preverjeni. Na podlagi predloga Bosch-Rekveldt (2015) smo pri raziskovanju uporabili pristop mešanih metod, ki je še posebej primeren v družbenem okolju s številnimi akterji. Na podlagi strokovnih intervjujev in literature smo med študijo primera in razpravo z vodstveno ekipo GPM pridobili dragocen vpogled v prakso.

Naša raziskava je potekala med pandemijo COVID-19, kar je po eni strani vplivalo na uporabo raziskovalnih metod, npr. strokovnih intervjujev in delavnice s fokusno skupino vodstva GPM nismo mogli izvesti v prisotnosti, ampak smo morali oboje organizirati prek interneta kot virtualni dogodek. Vendar to ni škodovalo kakovosti izmenjave in je olajšalo možnosti snemanja intervjujev in njihovega prepisovanja. Po drugi strani pa so pandemične razmere povečale ozaveščenost udeležencev o družbenih izzivih in potrebi po iskanju rešitev.

PREDPOSTAVKE, OMEJITVE IN RESTRIKCIJE

Naša raziskava je sprva predvidevala, da se bo projektifikacija, ki jo je Midler (1995) raziskoval s poudarkom na industrijskih podjetjih, razširila iz gospodarstva tudi na druge družbene sektorje. Čeprav je v literaturi v zvezi s tem nekaj indicev (Lundin idr. 2015), avtorji obžalujejo, da še ni empiričnih dokazov o širjenju projektivizacije zunaj gospodarstva. V zvezi s tem je bilo naše poslanstvo, da z raziskavo dobesedno naslovimo to vprašanje in z raziskovalnimi vprašanji, hipotezami ter uporabo kvalitativnih in kvantitativnih metod znanstveno prispevamo.

Glede na čas, ki je bil na voljo za to disertacijo, je morala biti raziskava vsebinsko osredotočena in ni mogla zajeti celotne širine raziskovalnega področja. Tako je bil poseben poudarek na podlagi institucionalne teorije namenjen interakcijam akterjev in institucij v okviru družbe, čemur so bila ustrezno prilagojena tudi raziskovalna vprašanja. Časovno je bilo mogoče s kvalitativno in kvantitativno raziskavo zajeti le omejen del projekcije. Primerjalnih ali dolgoročnih raziskav ni bilo mogoče izvesti. Omejitve zaradi časovne omejenosti disertacije so vplivale tudi na raziskovalni pristop in metode. Zato je bilo uporabljeno le omejeno število metod. Poudarek je bil na kombiniranju raziskovalnih metod v obliki kvalitativnih in kvantitativnih tehnik, da bi dosegli kakovostne rezultate in posplošljive ugotovitve (Saunders, Lewis in Thornhill 2019, 185).

Maylor, Brady in Huemann (2017) menijo, da je kakovost rezultatov raziskav mogoče oceniti na podlagi štirih meril, in sicer "veljavnosti", "zanesljivosti", "verodostojnosti" in "posplošljivosti". Veljavnost rezultatov smo ugotavljali z izbiro in kombinacijo raziskovalnih metod, zanesljivim merjenjem in analizo podatkov (Saunders, Lewis in Thornhill 2019, 213). Zanesljivost dosežemo tako, da zagotovimo, da raziskava ob ponovitvi daje enake ali podobne rezultate (Maylor, Brady in Huemann 2017, 376). To pri raziskovalnem ali kvalitativnem raziskovanju zaradi dela z ljudmi zagotovo doseže svoje meje (Neuman 2014, 542). Kot je opisano zgoraj, so triangulacija, uporaba mešanih metod ter uporaba avtomatiziranih postopkov in orodij pomagali zmanjšati morebitno pristranskost. Rezultate te raziskave je mogoče posploševati le v okviru zgoraj opisanih omejitev in zadržkov. Za poglobitev razpoložljivih ugotovitev je treba izvesti nadaljnje raziskave. Nazadnje so bili rezultati raziskave podprti s številnimi viri, izvirnimi citati in podatki iz ankete. To diplomsko delo povezuje koščke sestavljanke v celostno sliko in s tem zagotavlja verodostojnost.

DISKUSIJA

Izhodišče te raziskave je bila razširjenost projektov na številnih področjih naše družbe, kot je opisano v literaturi in zaznano v praksi. Čeprav so podatki o projektivnosti v gospodarstvu različnih držav že obstajali (Schoper 2018), je analiza projektivnosti v širšem družbenem prostoru do zdaj manjkala. Poleg tega je manjkal tudi vpogled v to, kako in kdo vpliva na projektivnost.

Na podlagi institucionalne teorije in nabora raziskovalnih vprašanj smo se raziskovalnega problema lotili z uporabo raziskovalnega pristopa z mešanimi metodami. Na podlagi obsežne študije obstoječe literature in najnovejših raziskovalnih ugotovitev v prvi fazi naše raziskave smo nato v drugi fazi izbrali niz kvantitativnih metod, da bi raziskali raziskovalno področje in izpeljali predloge za usmerjanje nadaljnjih raziskav. Zlasti pri raziskovanju doslej premalo raziskanega vprašanja v okviru družbenih sistemov je priporočljivo začeti s kvalitativnimi metodami, da bi pridobili osnovno razumevanje, ki ga je nato mogoče podrobneje preučiti s kvantitativnimi metodami in preveriti na podlagi raziskovalnih predlogov in hipotez, izpeljanih v kvalitativni fazi (Maylor, Blackmon in Huemann 2017). Zato je bilo z vidika naše raziskave kot prvi korak raziskovanja koristno, da smo se o obravnavanih temah in uporabi institucionalne teorije pogovorili z mednarodnimi strokovnjaki ter določili nadaljnje korake, ki bi bili v tem kontekstu koristni. Na podlagi rezultatov teh pogovorov smo se nato pri nadaljnjem raziskovanju osredotočili na enega od akterjev, združenja za projektno vodenje, pri čemer smo kot primer uporabili GPM v Nemčiji. Poleg poglobljene študije primera GPM smo izbrali fokusno skupino, ki so jo sestavljali predstavniki GPM, s katerimi smo ugotavljali vpliv GPM na projektifikacijo družbe. Ugotovitve, ki smo jih razkrili v drugi fazi naše raziskave, smo lahko nato potrdili in okrepili s pomočjo kvantitativne raziskave v tretji fazi. S tem raziskovalnim pristopom bi lahko pridobili številna nova spoznanja, zavrgli prejšnje predpostavke ali ponovno ovrednotili kontekste. Pri vrednotenju rezultatov raziskave je treba upoštevati opisane predpostavke, omejitve in zadržke. Priporočila za raziskave in prakso, ki izhajajo iz teh rezultatov, so opisana v tej disertaciji.

Kot je razvidno iz povzetka rezultatov v prejšnjem poglavju, ta raziskava ne le potrjuje domneve o nadaljnjem povečevanju projektivnosti na ravni družbe, temveč tudi napoveduje nadaljnjo rast v prihodnosti. Naša raziskava prvič potrjuje, da se projektivizacija ne razvija le v gospodarstvu, temveč da se dogaja tudi v drugih družbenih sektorjih. To pomeni, da projektna družba, ki jo opisujejo Lundin in drugi (2015), vse bolj postaja resničnost.

V naši raziskavi je bila za razlago procesa projektivizacije prvič uporabljena institucionalna teorija. To se je izkazalo za koristno pri razumevanju vključenih akterjev, njihovih dejanj in njihovega vpliva na proces projektivizacije. Pri tem se je pojavila presenetljiva ugotovitev, da v zvezi s projektifikacijo niso glavni akterji združenja za projektno vodenje, kot so predvidevali v literaturi in strokovnjaki, temveč predvsem vzorna podjetja in podjetniki, ki služijo kot vzorniki in na ta način spodbujajo projektifikacijo. Pri analizi vpliva institucij na proces projektifikacije se je pokazala naslednja nepričakovana ugotovitev. Doslej se je literatura osredotočala na vpliv normativnih in nato regulativnih institucij. Vendar pa se je tako iz strokovnih intervjujev, razprave v fokusni skupini kot tudi iz kvantitativne raziskave izkazalo, da imajo največji vpliv na projektifikacijo družbe kulturno-kognitivne institucije, ki so bile doslej deležne le malo pozornosti.

Na primeru GPM in v kontekstu Nemčije nam je uspelo pokazati, kako ukrepi združenja za projektni menedžment prek institucij vplivajo na projektifikacijo družbe. Čeprav GPM nima neposrednega vpliva na proces projektivizacije, pa vpliva predvsem prek kulturno-kognitivnih in drugič prek regulativnih institucij. Te praktično posredujejo med akterjem in projektifikacijo družbe. V tem kontekstu je postalo jasno, da se je GPM doslej močno osredotočal na gospodarstvo in premalo naredil za družbo kot celoto. Tega so se zavedali tako vodstvo GPM kot udeleženci študije, zato so predlagali, da se GPM veliko tesneje poveže z ustreznimi družbenimi skupinami, da bi prispeval k skupnemu dobremu. To se je zdelo potrebno zaradi velikih izzivov, s katerimi se sooča družba. Vendar je treba upoštevati tudi posebnosti konteksta v Nemčiji. Pri tem bi bilo v prihodnosti koristno izvesti meddržavne in longitudinalne študije.

Z uporabo institucionalne teorije smo lahko osvetlili proces projekcije družbe in razjasnili številna vprašanja. Tako smo odkrili obetavno področje raziskovanja, na katerem je še vedno veliko neodgovorjenih vprašanj, ki čakajo na razrešitev. Na primer, na tem mestu ni bilo mogoče podrobno pojasniti, kakšen vpliv imajo na projektifikacijo drugi akterji, kot so vzorna podjetja in podjetniki, kakšne učinke ima lahko projektifikacija na družbo in kateri okvirni pogoji v družbi spodbujajo ali celo ovirajo projektifikacijo. Kljub temu nam je uspelo izpolniti namen naše raziskave, ki je bil raziskati razširjenost projektivizacije v družbi z njenimi glavnimi dejavniki in na podlagi institucionalne teorije preučiti, kateri akterji in institucije so vključeni v proces projektivizacije ter kakšni so glavni vzročno-posledični odnosi.Odgovori na glavno in vsa podraziskovalna vprašanja so bili podani, raziskovalni predlogi in hipoteze pa so bili preverjeni.

Na podlagi predloga Bosch-Rekveldt (2015) smo pri raziskovanju uporabili pristop mešanih metod, ki je še posebej primeren v družbenem okolju s številnimi akterji. Zlasti na doslej premalo raziskanem področju, kot je projektivnost, se je kombinacija kvalitativnega in kvantitativnega pristopa izkazala za učinkovito. Na podlagi strokovnih intervjujev in literature smo med študijo primera in pogovorom z vodstveno ekipo GPM pridobili dragocene vpoglede v prakso, ki smo jih nato med kvantitativno raziskavo v veliki meri potrdili, deloma pa tudi revidirali. Nekoliko presenetljive so bile na primer ugotovitve, da največjega vpliva na projektifikacijo niso imela združenja za projektno vodenje in da so bile pomembne predvsem kulturno-kognitivne dejavnosti teh združenj in ne normativne dejavnosti, kot so opisane v literaturi.

Naša raziskava je potekala med pandemijo COVID-19, kar je po eni strani vplivalo na uporabo raziskovalnih metod, npr. strokovnih intervjujev in delavnice s fokusno skupino vodstva GPM nismo mogli izvesti v prisotnosti, ampak smo morali oboje organizirati prek interneta kot virtualni dogodek. Vendar to ni škodovalo kakovosti izmenjave in je olajšalo možnosti snemanja intervjujev in njihovega prepisovanja. Po drugi strani pa so pandemične razmere povečale ozaveščenost udeležencev o družbenih izzivih in potrebi po iskanju rešitev.

Sinteza raziskovalnih ugotovitev iz različnih faz (Fielding in Fielding 2008), združevanje različnih raziskovalnih metod (Saunders 2019) in preverjanje veljavnosti podatkov (Maylor, Blackmon in Huemann 2017) so zagotovili, da je bila kakovost raziskovalnih ugotovitev primerna za raziskovalno študijo (Neuman 2014). Obravnavane so bile omejitve, povezane s posplošljivostjo rezultatov.

Zgoraj predstavljeni delno nepričakovani rezultati so zdaj odlična podlaga za pridobivanje nadaljnjih spoznanj v tem kontekstu in za upoštevanje priporočil za raziskave in prakso, predstavljenih v 9. poglavju. Posledično se je še pred zaključkom te disertacije pojavila možnost, da se to raziskovalno delo v okviru IPMA razširi izven Nemčije na druge države ter da se izvedejo primerjalne in tudi poglobljene študije. Povratne informacije predsedstva GPM, ki namerava delavnico fokusnih skupin uporabiti za razmislek o svojem delu kot priložnost za ponovni razmislek o lastnem položaju GPM v Nemčiji, so prav tako priznanje in potrditev te raziskave in pomenijo, da se bodo rezultati izkazali za plodne.

ZAKLJUČEK

Na podlagi začetne analize razpoložljive literature je bilo oblikovano glavno raziskovalno vprašanje, ki se je glasilo: "Kakšen vpliv imajo institucije na projektifikacijo?" in je bilo podrobneje razdeljeno na vrsto podraziskovalnih vprašanj. Namen naše raziskave je bil ugotoviti stanje in razvoj projektifikacije na ravni družbe, opredeliti pomembne akterje z njihovim delovanjem ter ugotoviti njihov neposredni in posredni vpliv na projektifikacijo. V ospredju zanimanja so bili predvsem vzročno-posledični odnosi med akterji, njihovimi dejanji, institucijami in projektifikacijo. Na podlagi navedb v literaturi in strokovnih intervjujev smo se osredotočili na združenja za projektno vodenje, zlasti na GPM, in opredelili druge akterje.

Rezultati raziskave kažejo, da je projektifikacija že zelo napredovala, zlasti v gospodarstvu, vendar se razvija tudi v drugih družbenih sektorjih. Na splošno se projektivizacija družbe povečuje za dva do tri odstotke na leto. Te številke se nanašajo na Nemčijo, potrjujejo pa tudi raziskave, osredotočene na gospodarstvo, iz drugih držav (Schoper 2018). K temu prispevajo številni dejavniki, med drugim digitalizacija, ki vpliva na vsa področja družbe. V proces projektifikacije so vključeni različni individualni in kolektivni akterji s svojimi dejanji. V nasprotju s trditvami v literaturi in strokovnih intervjujih pri tem nimajo največjega vpliva združenja za projektno vodenje, temveč predvsem zgledna podjetja in podjetniki. Kljub temu smo na primeru nemškega združenja za projektno vodenje GPM podrobneje preučili njihov vpliv na projektifikacijo.

Medtem ko je v literaturi prikazan vpliv združenj za vodenje projektov na projektifikacijo prek normativnih in regulativnih dejavnosti, naša raziskava razkriva, da združenje GPM kot primer vpliva na projektifikacijo le posredno, prek posredniškega učinka kulturno-kognitivnih in regulativnih institucij. Ukrepi, ki jih je GPM doslej prednostno izvajal z uporabo normativov in standardov ter na njih temelječih kvalifikacij in certificiranja, nimajo bistvenega vpliva. Predvsem kulturno-spoznavne dejavnosti, katerih cilj je "pritegniti" namesto "potisniti", poudarjajo pozitivno podobo projektov in v ospredje postavljajo zgodbe o uspehu vzornih podjetij in vzornikov ter na ta način spodbujajo projektifikacijo. Hkrati so udeleženci intervjujev, fokusne skupine in udeleženci študije poudarili, da so se združenja za projektno vodenje doslej preveč osredotočala na gospodarstvo in da bi morala zaradi vse večjih izzivov, ki vplivajo na družbo, svojo strateško pozornost bolj usmeriti na družbene probleme in se tesneje povezati z družbenimi skupinami.

ZNANSTVENI PRISPEVEK

Ta raziskava je prva sistematična raziskava projektivizacije družbe z uporabo institucionalne teorije. Čeprav je ta teorija razmeroma pogosto uporabljena v socioloških in organizacijskih študijah (Scott 2014), pa v kontekstu projektivizacije družbe še ni bila uporabljena. Po pozivu Lundina in drugih (2015, 230), ki se zavzemajo za obsežnejše in empirične raziskave razširjanja projektov na ravni družbe, smo se v tej raziskavi odločili prispevati k temu prizadevanju. S prvo uporabo institucionalne teorije na področju preučevanja razširjanja projektov na ravni družbe smo lahko pokazali, kateri akterji vplivajo na razširjanje projektov prek katerih institucionalnih elementov in kako. Pri tem smo se oprli na konstrukt institucionalnega dela, da bi ugotovili način interakcije. Na primeru GPM v Nemčiji je postalo očitno, da to združenje za projektno vodenje ne deluje neposredno, temveč posredno, z institucionalnim delom predvsem na kulturno-kognitivne in regulativne institucije, ki posledično spodbujajo projektifikacijo v družbi. Zaradi tega zdaj ni na voljo le raziskovalni pristop za razlago projektivizacije na ravni družbe, temveč ga je mogoče v prihodnosti celo razširiti na primeru drugih akterjev in tudi nadalje razvijati v različnih kontekstih. Še pred zaključkom te disertacije je bilo iz različnih držav izraženo zanimanje za izvedbo nadaljnje raziskave z uporabo vprašalnika, predstavljenega v Dodatku C, skupaj z analitično metodologijo, ki temelji na PLS-PEM. To bo omogočilo, da se pristop izpopolni in dodatno potrdi v drugih kontekstih, s čimer se bo odprlo novo obetavno področje raziskav. K temu vsekakor prispevajo tudi raziskovalni predlogi, pridobljeni v kvalitativnem delu naše raziskave.

Disertacija ne ponuja le novega raziskovalnega pristopa z uporabo institucionalne teorije, temveč tudi številne empirične ugotovitve o projektivizaciji družbe, ki spodbujajo znanstveno razpravo na tem področju ter prispevajo k poglobitvi in razširitvi raziskav. temeljno je pojasnjeno, kaj pomeni projektivizacija na ravni družbe in kako se ta proces oblikuje skozi prizmo institucionalne teorije. Kvantitativna raziskava v Nemčiji poleg raziskovalnega preučevanja teme razkriva, kako daleč je napredovala projektivizacija družbe, kateri dejavniki so na delu in s kakšno hitrostjo napreduje ta razvoj. Na primeru Nemčije smo na podlagi obsežne raziskave opredelili ključne individualne in kolektivne akterje ter ustrezne institucije, ki pomembno vplivajo na proces projektivizacije v družbi. Izjave iz strokovnih intervjujev, notranji pogled iz študije primera in fokusne skupine z vodstvom GPM ter zunanji pogled iz kvantitativne raziskave kažejo precej kritično sliko strateškega položaja GPM in njegovih posebnih dejavnosti.

PRIPOROČILA

Uporaba institucionalne teorije pri tematiki projektivizacije družbe obeta nadaljnje zanimive vpoglede v naravo procesa projektivizacije, interakcije med udeleženci in institucijami ter posledice. Pri tem bi morale dosedanje ozko opredeljene raziskave na področju projektnega menedžmenta vključevati različne nove in obetavne discipline, vključno s sociologijo, organizacijskimi znanostmi in psihologijo, da bi dobili nova spoznanja, ki daleč presegajo sedanji fokus projektnega menedžmenta. Raziskave bi morale podrobneje obravnavati tudi projekte zunaj poslovnega okolja, in sicer projekte v družbenem in skupnostnem okolju ter kontekstualne dejavnike, ki so ključni za njihovo izvedbo (Cicmil in O'Laocha 2015; Mintzberg 2015).

Ker se je bilo treba v pričujočem delu osredotočiti, bi morale prihodnje raziskave ubrati širši pristop in se v določenih točkah poglobiti, k čemur so pozvali že Lundin in drugi (2015). Naša raziskava se je tako osredotočila na stanje projektivizacije družbe v Nemčiji in osvetlila obseg razvoja z njegovimi vzroki in vzročno-posledičnimi mehanizmi. Pri tem so v prihodnje koristne mednarodne primerjalne študije, ki bi preučile razmere v drugih državah in upoštevale tudi primerjavo različnih okvirnih pogojev. Podrobnejšo analizo temeljnih vzrokov in predvsem dolgoročnih posledic projektivizacije za akterje, zlasti za ljudi in družbo kot celoto, bi bilo treba nadalje raziskati. Ker smo se pri svojem delu osredotočili le na enega od akterjev projektivizacije družbe, in sicer na združenja za projektni menedžment, naša raziskava pa kaže, da imajo v procesu projektivizacije veliko večjo vlogo drugi organizacijski in tudi individualni akterji, bi bilo treba v prihodnje raziskave usmeriti prav v to področje. Med organizacijskimi akterji so to, kot smo prikazali zgoraj, vzorčne korporacije, specializirana svetovalna podjetja za upravljanje, pa tudi izobraževalne ustanove. Vendar bi bilo treba nadalje raziskati tudi vlogo zglednih podjetnikov, kot je Elon Musk, pobudnikov ljudskih gibanj, kot je Greta Thunberg, ali vlogo javne uprave.

Rezultati naše raziskave kažejo, da bi morala združenja za projektno vodenje natančneje preučiti svojo vlogo v družbi. Kot je razvidno iz literature, so se doslej bolj ukvarjala s poslovnimi podjetji in njihovimi skrbmi (Hodgson in Muzio 2012; Hodgson, Paton in Muzio 2015). Širjenje projektifikacije zunaj poslovnega sektorja na številna druga družbena področja ponuja dobro priložnost, da se tam intenzivneje vključimo v pogoje projektnega dela in ponudimo praktične podporne storitve. Ne s "potiskanjem" normativov in standardov, ponudb kvalifikacij in certificiranja, ki so smiselne predvsem za podjetja, temveč v smislu "vlečenja" akterjev na teh področjih, da bi ustvarili zavedanje o tem, kaj

projekti dejansko so, kakšno dodano vrednost ponuja strokovno vodenje teh projektov in kako lahko državljani to izkoristijo. Združenja za vodenje projektov bi seveda morali zanimati tudi okvirni pogoji, ki omogočajo projektifikacijo v družbenih sektorjih zunaj gospodarstva, vzroki za vse večjo projektifikacijo in pričakovane posledice za ljudi, organizacije ali celotne družbene sektorje.

Z ustreznimi analizami so lahko združenja za vodenje projektov svetovalci politični sferi, pripravijo ustrezne odločitve in se ustrezno uskladijo z ustrezno ponudbo. To seveda velja tudi za GPM v njegovem specifičnem kontekstu v Nemčiji. Rezultati kvalitativne in kvantitativne raziskave kažejo na potrebo po ukrepanju v zvezi s strateško usmeritvijo GPM. Anketiranci pričakujejo, da se bo GPM veliko bolj osredotočil na naloge skupnega interesa, pripravil ustrezne ponudbe in jih postavil v središče svojih dejavnosti. Anketiranci si na primer želijo, da bi se GPM bolj vključeval v socialne in družbene projekte in pobude, kot je bil v preteklosti begunski projekt, da bi se bolj osredotočil na skrbi javnega sektorja in pripravil predloge za svojo preusmeritev v smislu strokovnega vodenja projektov. GPM bi se moral bolj osredotočiti na ukrepe, ki naslavljajo kulturno-spoznavne in regulativne institucije, npr. z opozarjanjem na izjemne projekte in dosežke na družbenem področju, s poudarjanjem pripovedi uspešnih podjetnikov in podjetij, ki se lahko prenesejo na celotno družbo in vodijo k nadaljnjemu širjenju projektov.

Tako iz opisa konteksta Nemčije, literature (Wald idr. 2015b) kot iz naše kvantitativne raziskave je razvidno, da javni sektor v Nemčiji izrazito zaostaja za gospodarstvom, kar zadeva projektifikacijo in predvsem strokovnost pri izvajanju projektov. Na tem področju je očitno treba nadoknaditi zaostanek. V zvezi s tem priporočamo, da javna uprava intenzivno razmisli o ugotovitvah te raziskave in sprejme aktivne ukrepe za izboljšanje stanja. Pandemija je jasno pokazala, da sta v kriznih razmerah uporaba znanja in izkušenj pri izvajanju projektov pomembna dejavnika uspeha. To se je v preteklosti pokazalo pri pomoči ob poplavah in begunski krizi, v prihodnosti pa se bo izkazalo tudi pri podnebni krizi. Sektor bi moral tesneje sodelovati z združenji za upravljanje projektov in razviti ustrezne koncepte.

Navsezadnje naše delo vpliva tudi na vse državljane družbe. Če se bosta namreč število in pomen projektov še naprej povečevala, bi moral vsakdo razmisliti, kaj to pomeni zanj osebno, v duhu Jensena (2012) ter Jensena, Thuesena in Geraldija (2016), ki z vizijo projektne družbe napovedujejo projektifikacijo vsega za vse. To ponuja priložnosti za vse, a tudi nevarnosti za tiste, ki niso pripravljeni ali usposobljeni (Kovách in Eva Kučerova 2009).

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