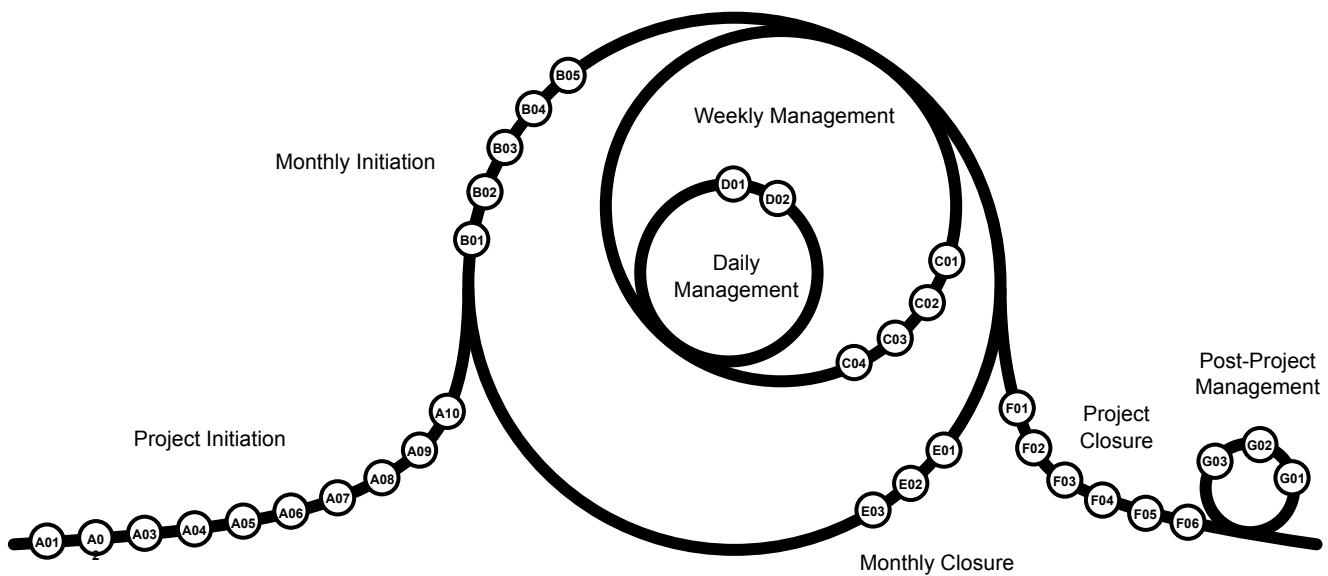


Minimalist project management with

# P3.express



Gapped Handout



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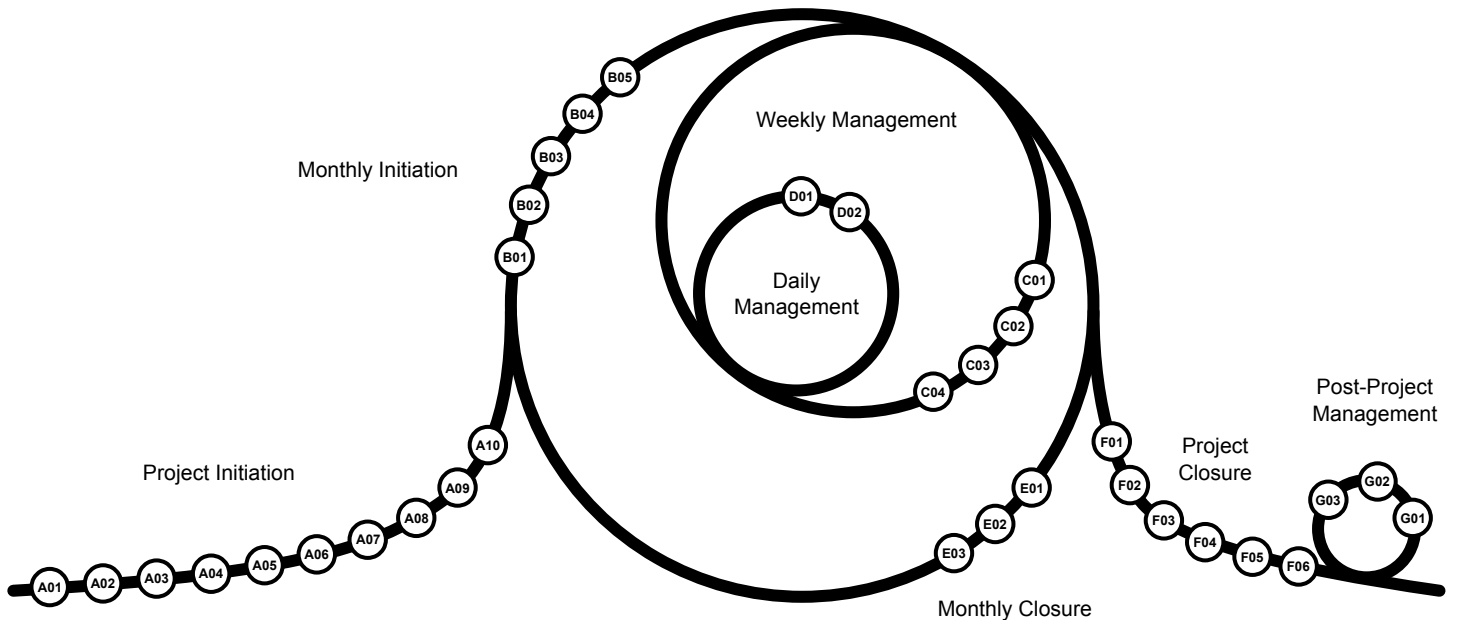
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## **The nature of this document**

This document is optimized for black-and-white laser printers.

This document contains blank areas to be filled in by the learner during the course based on their interpretation of what's discussed. It's not a reference for P3.express; for that, check the online manual: <https://p3.express/manual/v2/>

Feedback for this document is welcome: [info@p3.express](mailto:info@p3.express)



- **A - Project Initiation**
  - A01 - Appoint the sponsor
  - A02 - Appoint the project manager
  - A03 - Appoint the key team members
  - A04 - Describe the project
  - A05 - Identify and plan the deliverables
  - A06 - Identify risks and plan responses
  - A07 - Have project initiation peer-reviewed
  - A08 - Make a go/no-go decision
  - A09 - Kick off the project
  - A10 - Conduct a focused communication
- **B - Monthly Initiation**
  - B01 - Revise and refine the plans
  - B02 - Have the monthly cycle peer-reviewed
  - B03 - Make a go/no-go decision
  - B04 - Kick off the monthly cycle
  - B05 - Conduct a focused communication
- **C - Weekly Management**
  - C01 - Measure and report performance
  - C02 - Plan responses for deviations
  - C03 - Kick off the weekly cycle
  - C04 - Conduct a focused communication
- **D - Daily Management**
  - D01 - Manage risks, issues, and change requests
  - D02 - Accept completed deliverables
- **E - Monthly Closure**
  - E01 - Evaluate stakeholder satisfaction
  - E02 - Capture lessons and plan for improvements
  - E03 - Conduct a focused communication
- **F - Project Closure**
  - F01 - Hand over the product
  - F02 - Evaluate stakeholder satisfaction
  - F03 - Have the closing activity group peer-reviewed
  - F04 - Archive the project documents
  - F05 - Celebrate!
  - F06 - Conduct a focused communication
- **G - Post-Project Management**
  - G01 - Evaluate the benefits
  - G02 - Generate new ideas
  - G03 - Conduct a focused communication

Part 1

# ***High-level overview***

# High-level overview

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

**Number of people in the project**

# High-level overview

Mega

Large

Medium

Small

Micro

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PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

# High-level overview

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PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®



**Guides**



**Road maps**

# High-level overview

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PRINCE2® Project Management

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PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®



**Maximalist**



**Minimalist**

# High-level overview

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PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®



**Domain-Specific**



**General**

# High-level overview

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PM²

DSDM®

Kanban Development

Scrum

LeSS®

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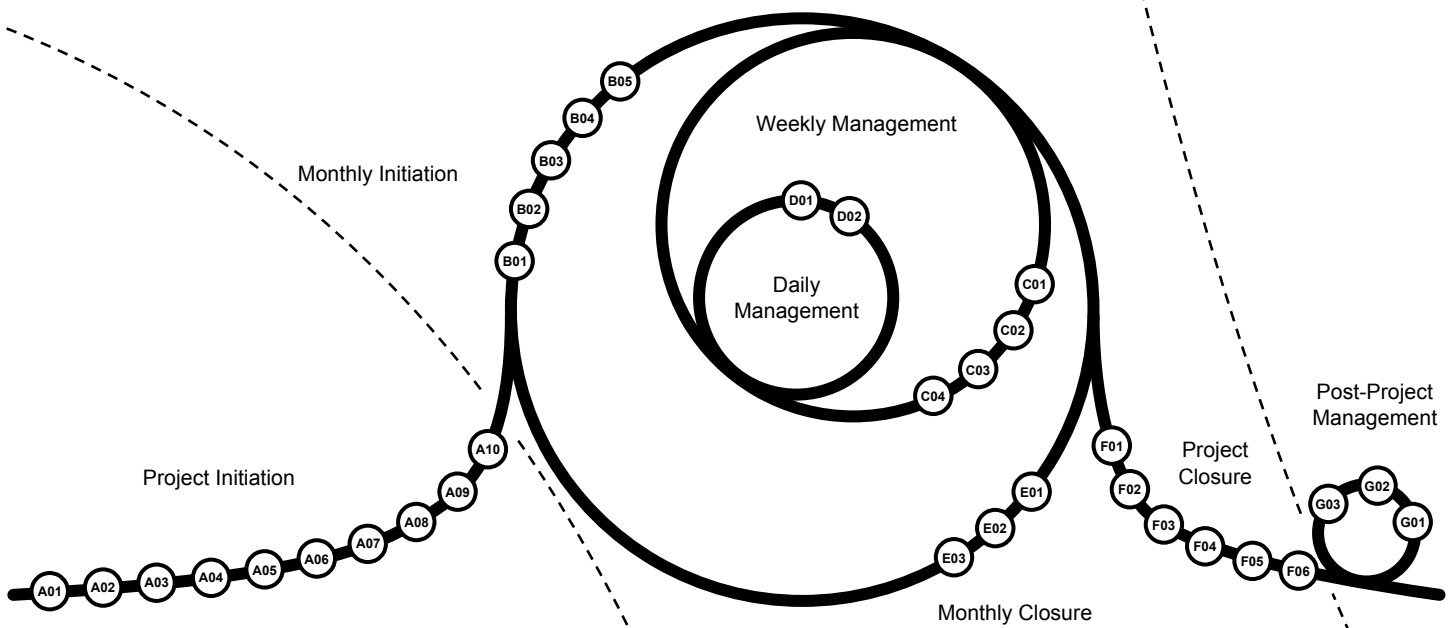
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# High-level overview



Part 2

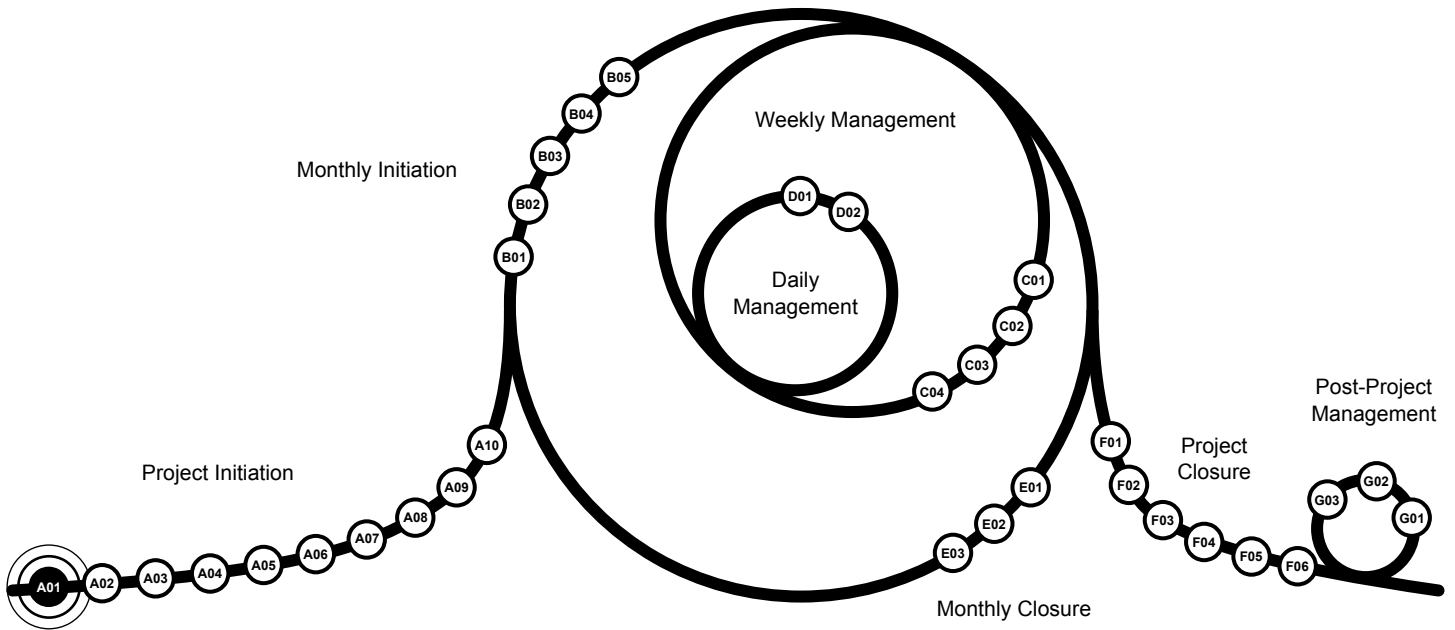
# ***Full review***

Part 2

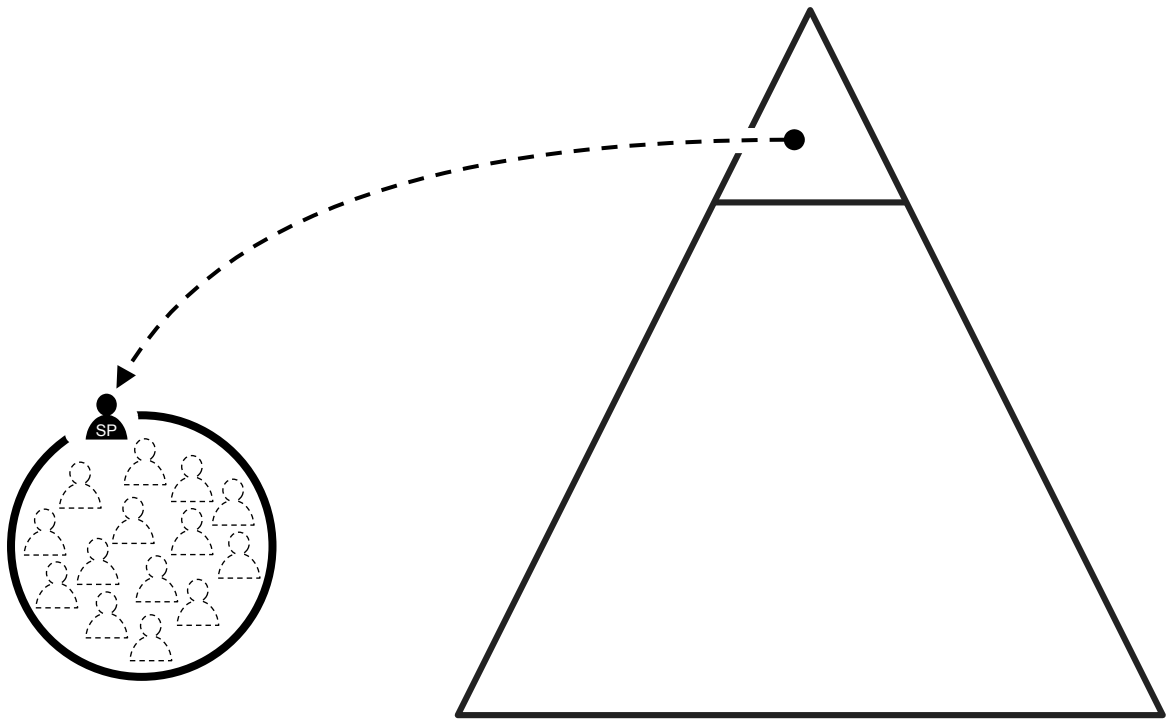
# ***Full review***



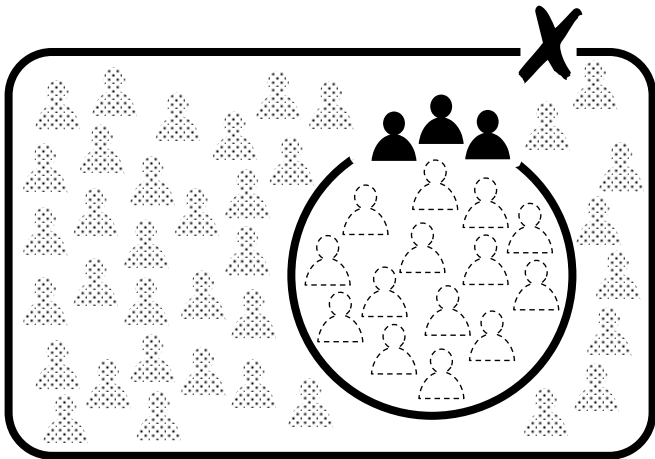
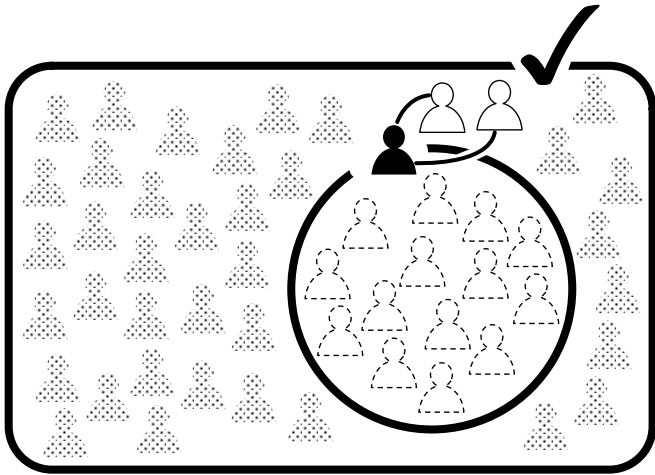
Project Initiation

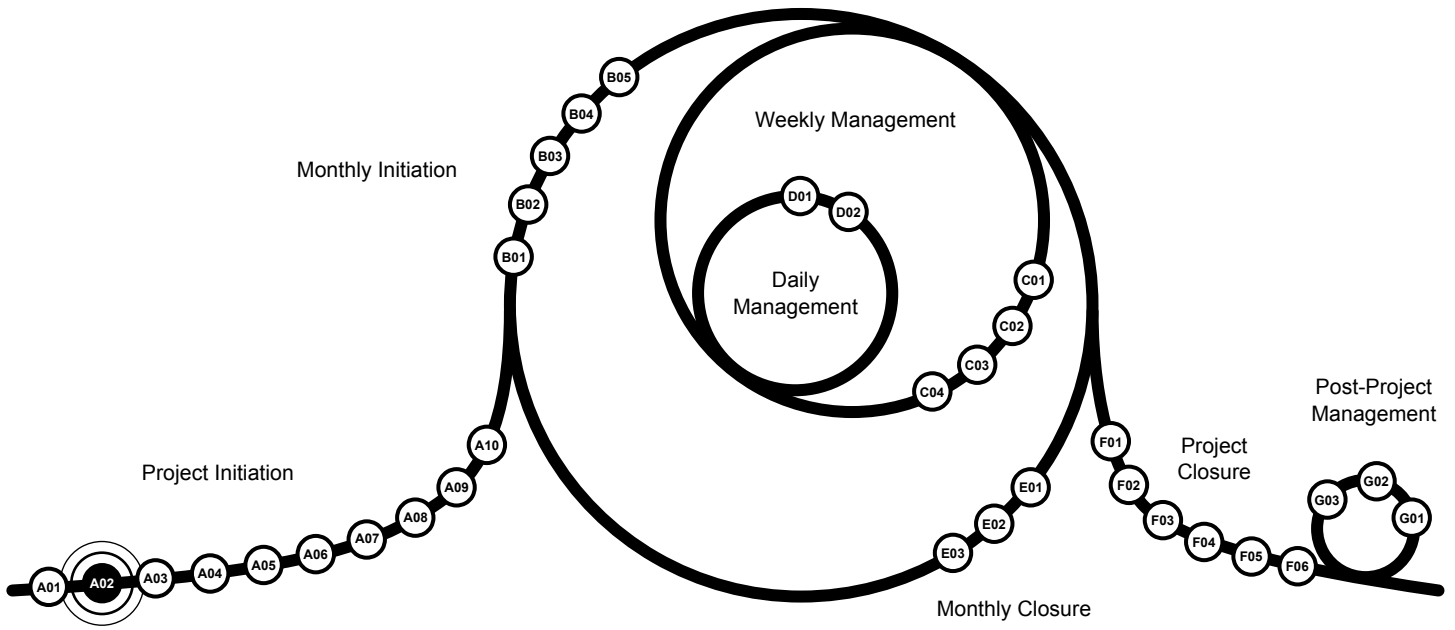


A01 – Appoint the sponsor

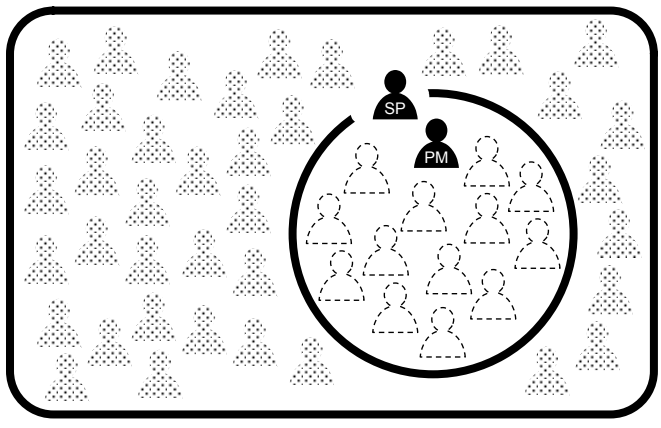


# A01 – Appoint the sponsor





A02 - Appoint the project manager



## A02 - Appoint the project manager

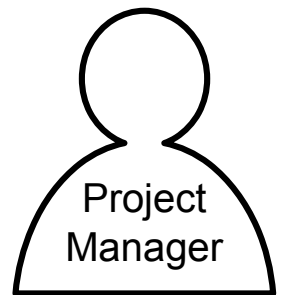
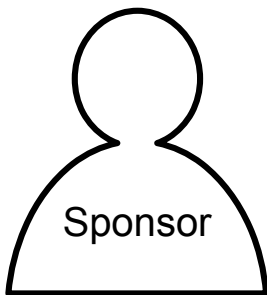
Organizational power

Time needed for the project

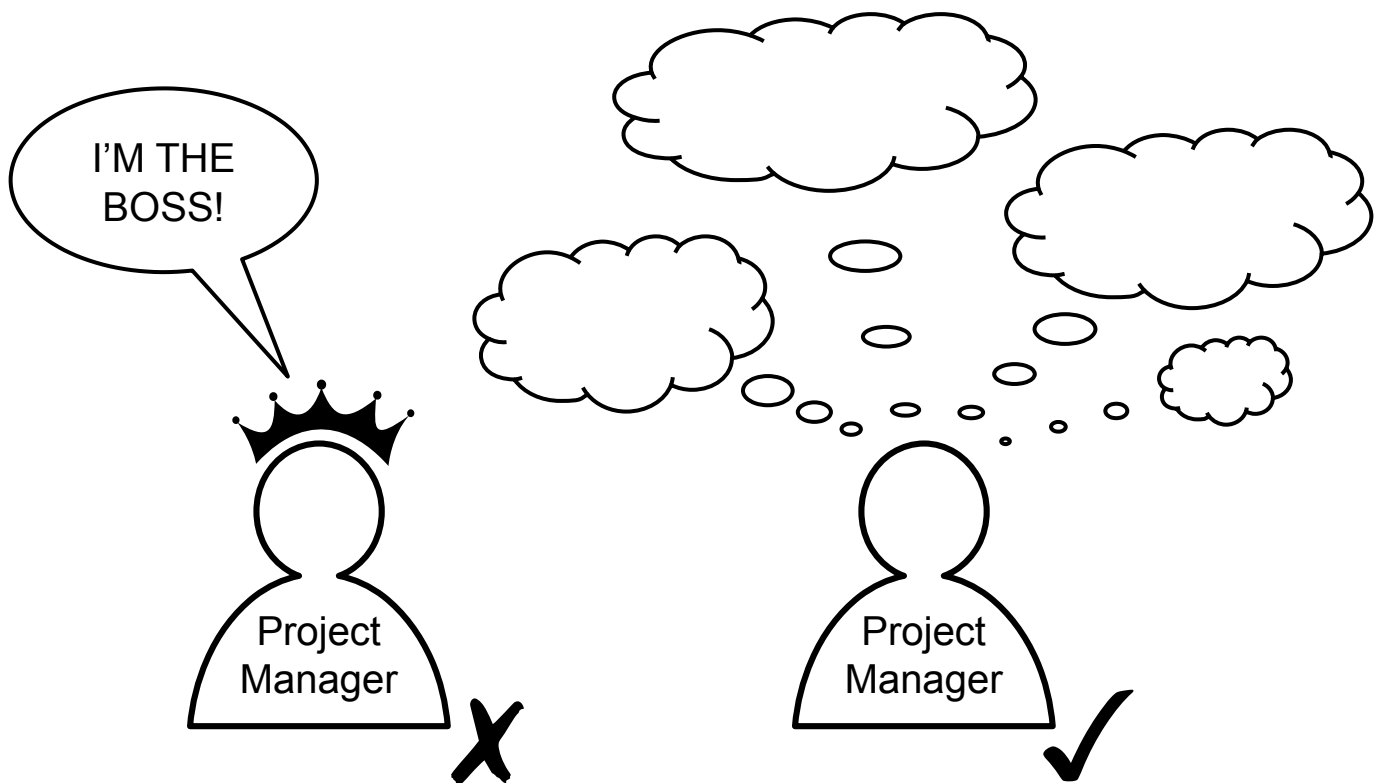
Strategic mindset

Soft skills

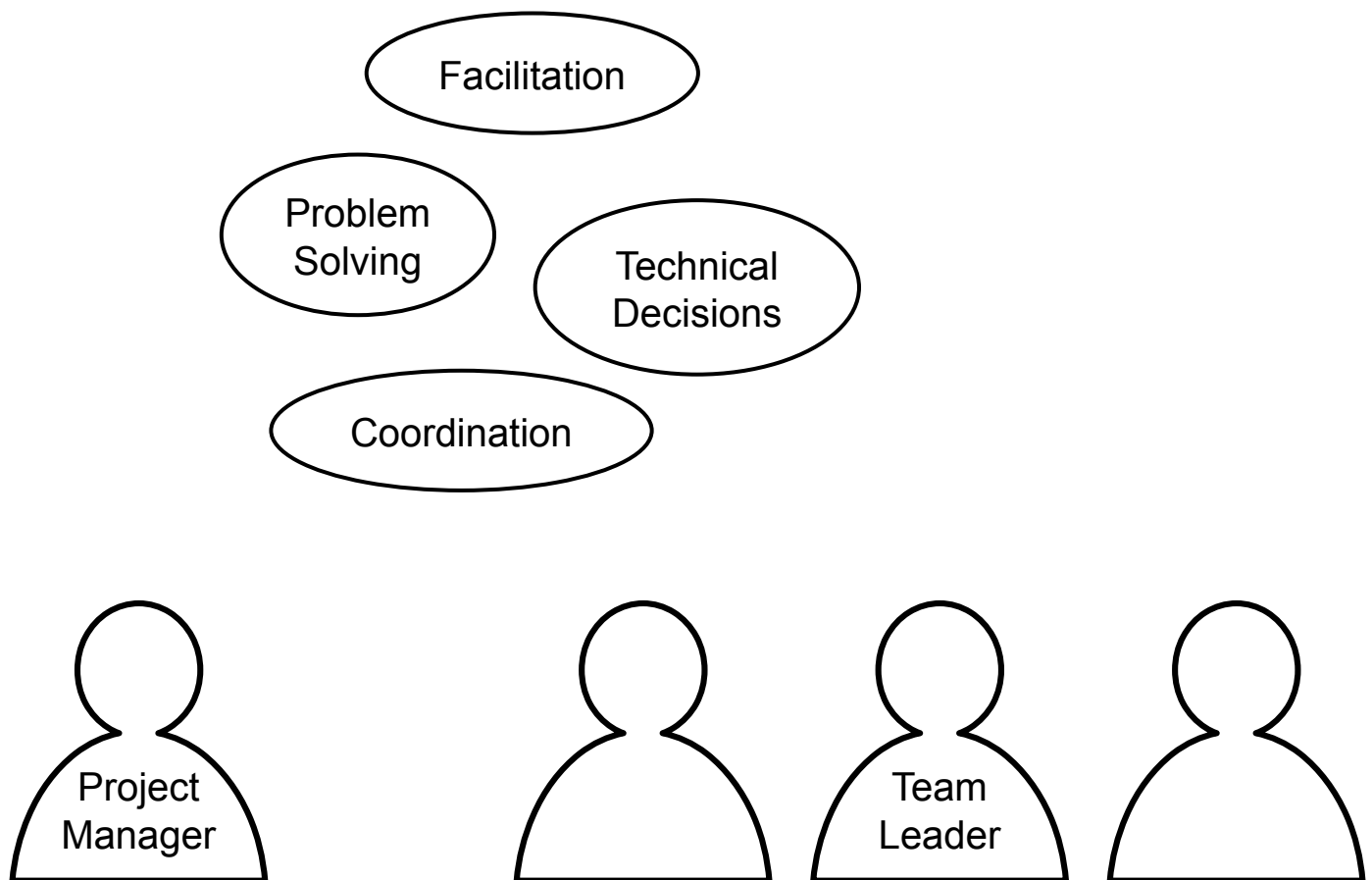
Micro-management



## A02 - Appoint the project manager

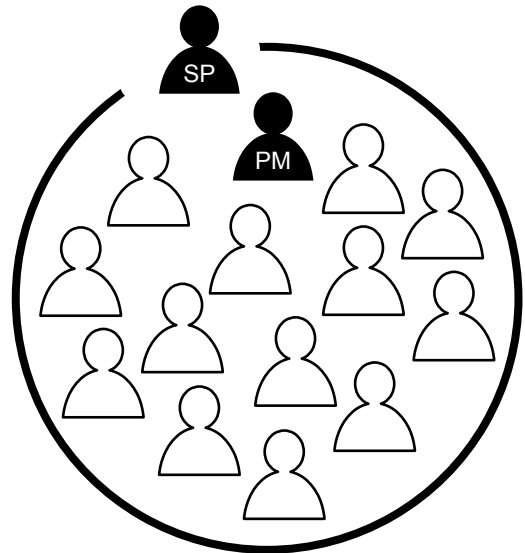
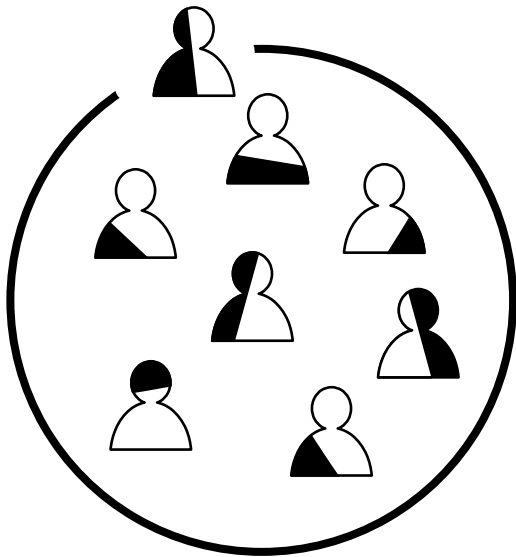


## A02 - Appoint the project manager

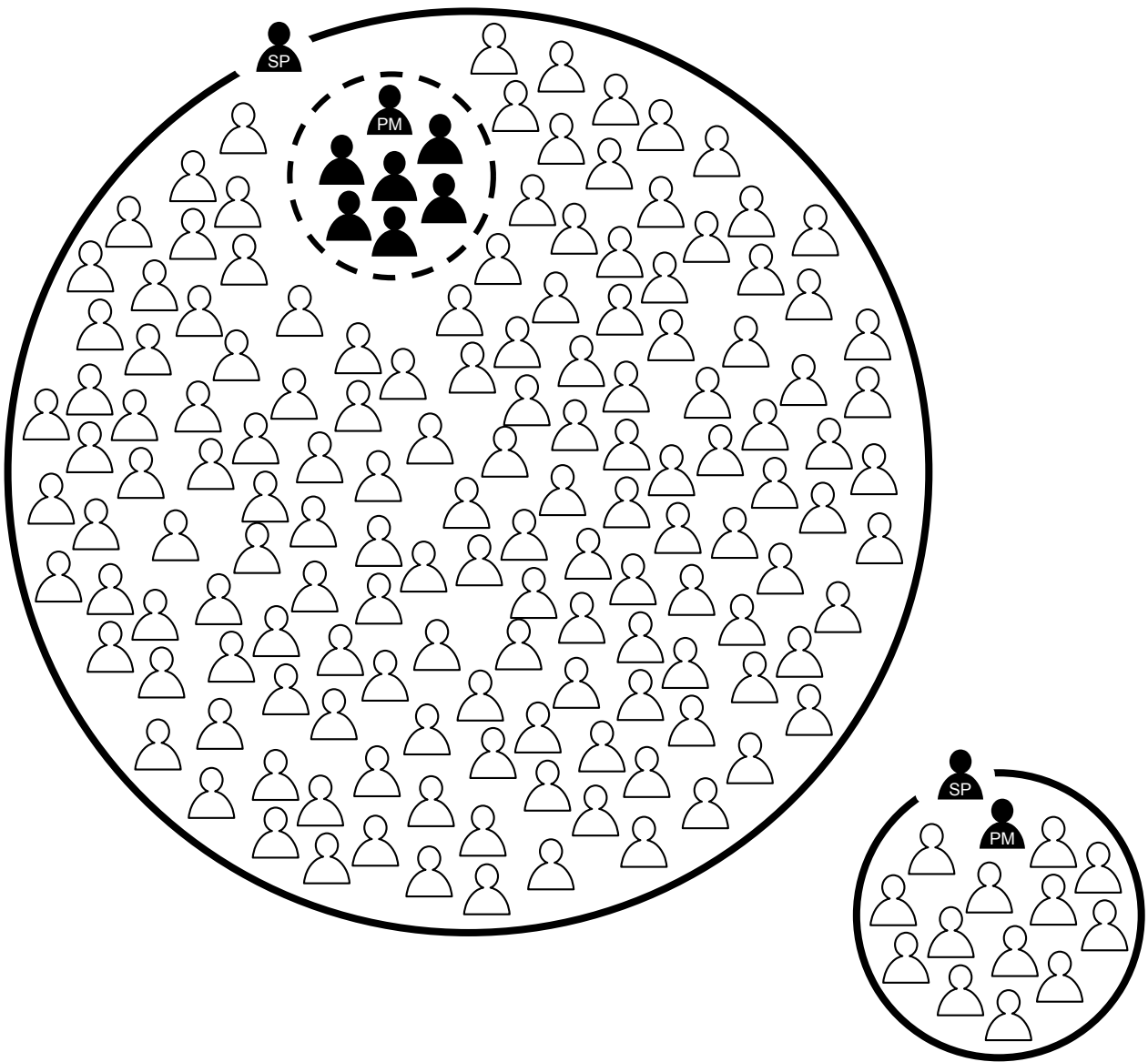


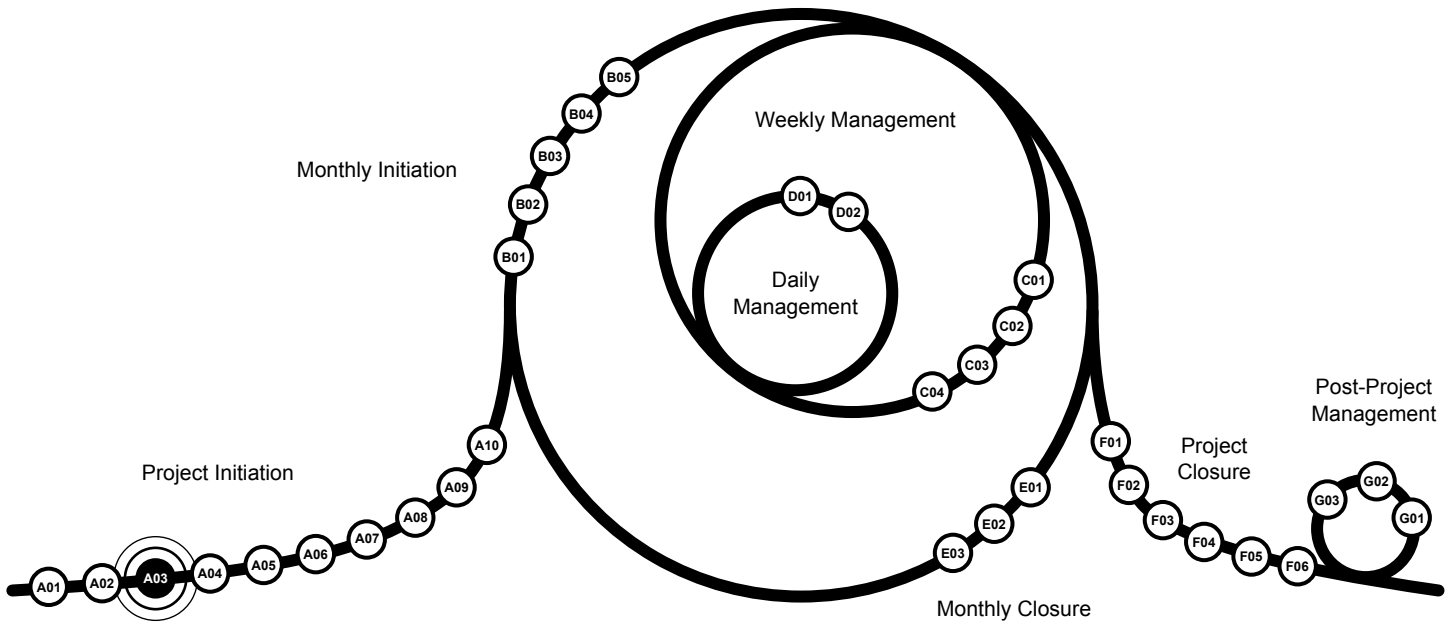
**Does the project manager need to be technical?**

## A02 - Appoint the project manager

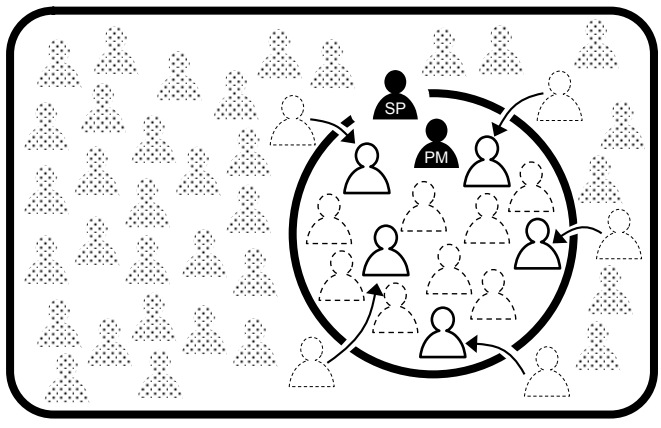


# A02 - Appoint the project manager

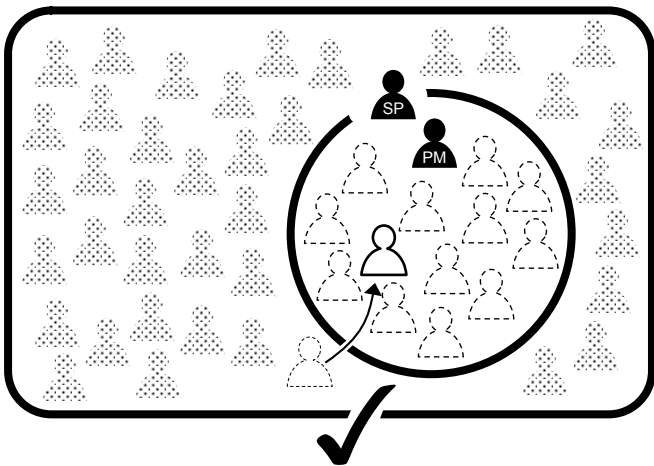
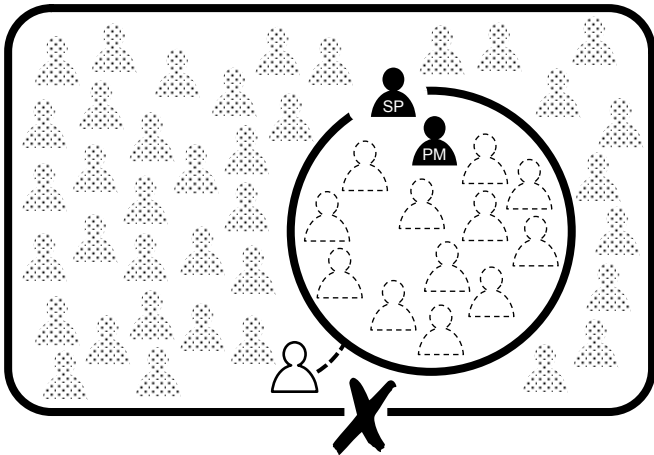




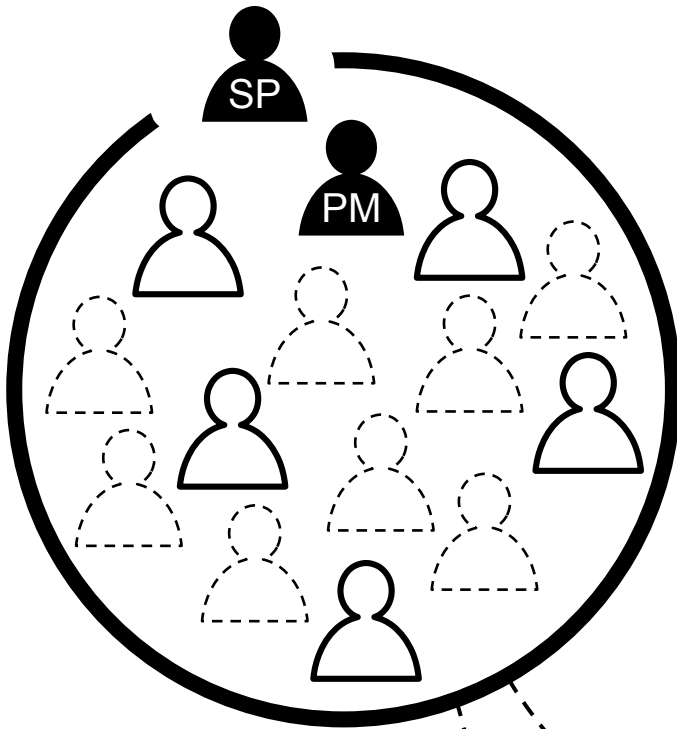
A03 - Appoint the key team members



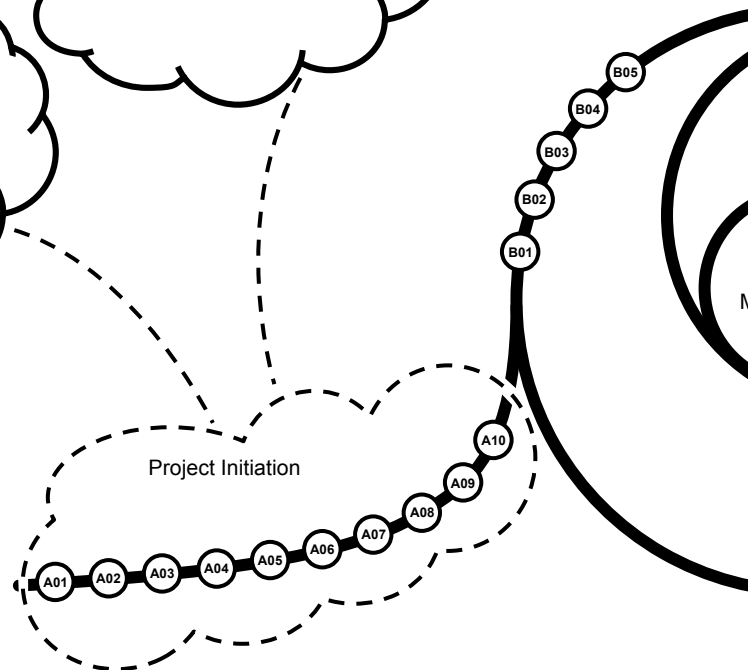
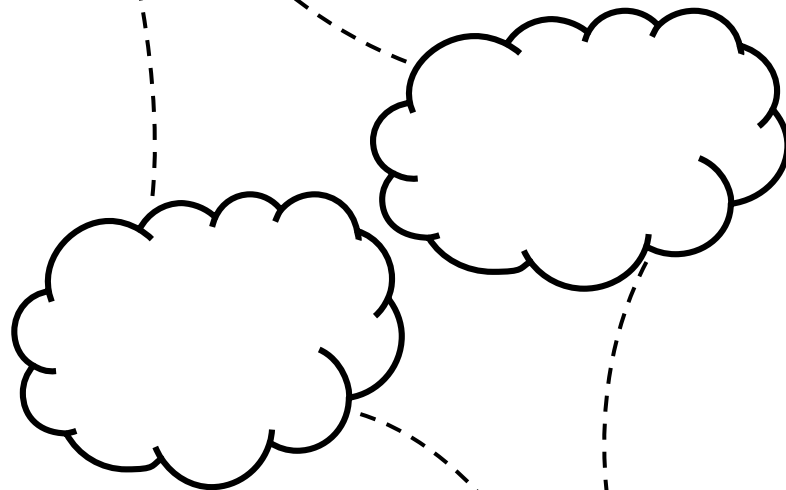
# A03 - Appoint the key team members



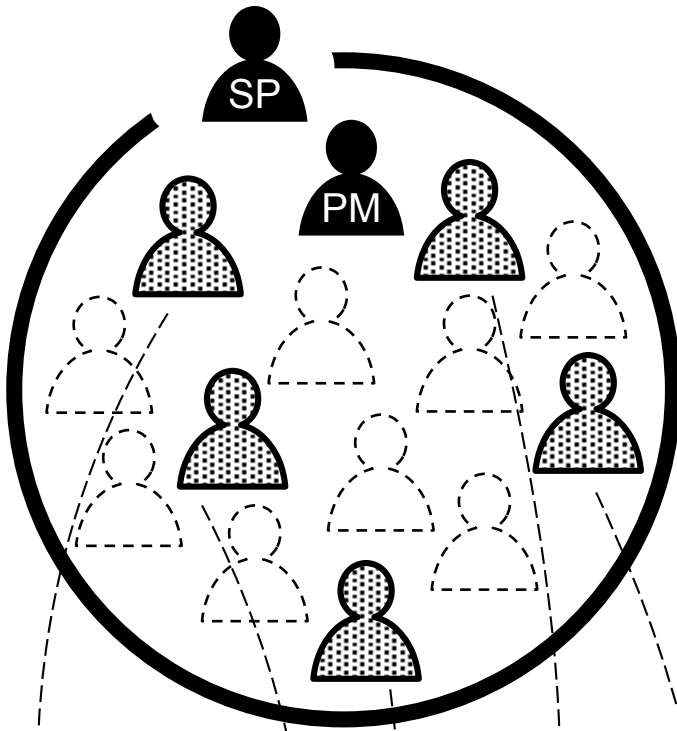
# A03 - Appoint the key team members



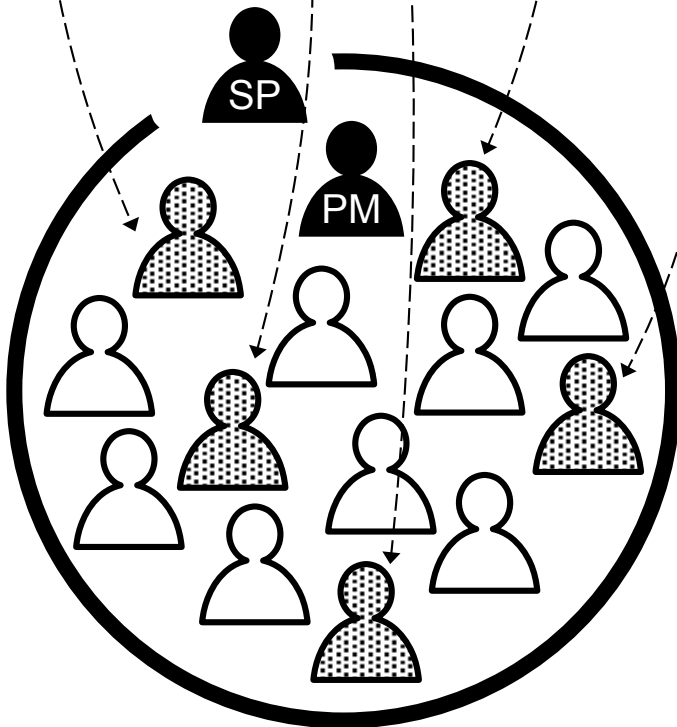
Who should be in the team during Project Initiation?



# A03 - Appoint the key team members

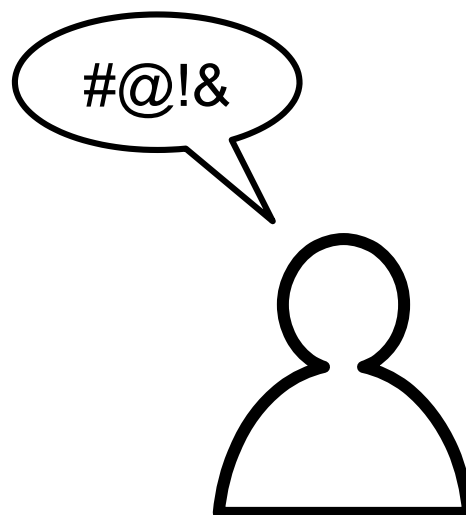
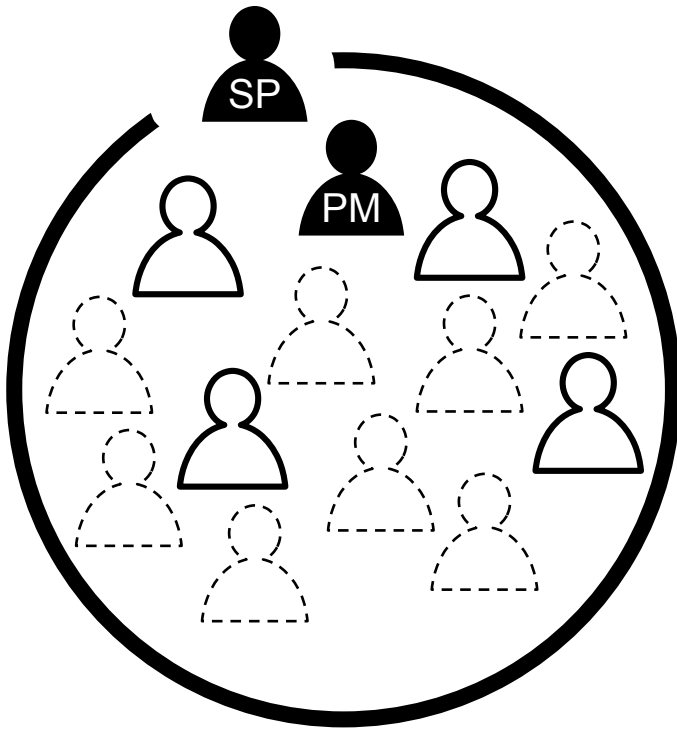


Project Initiation

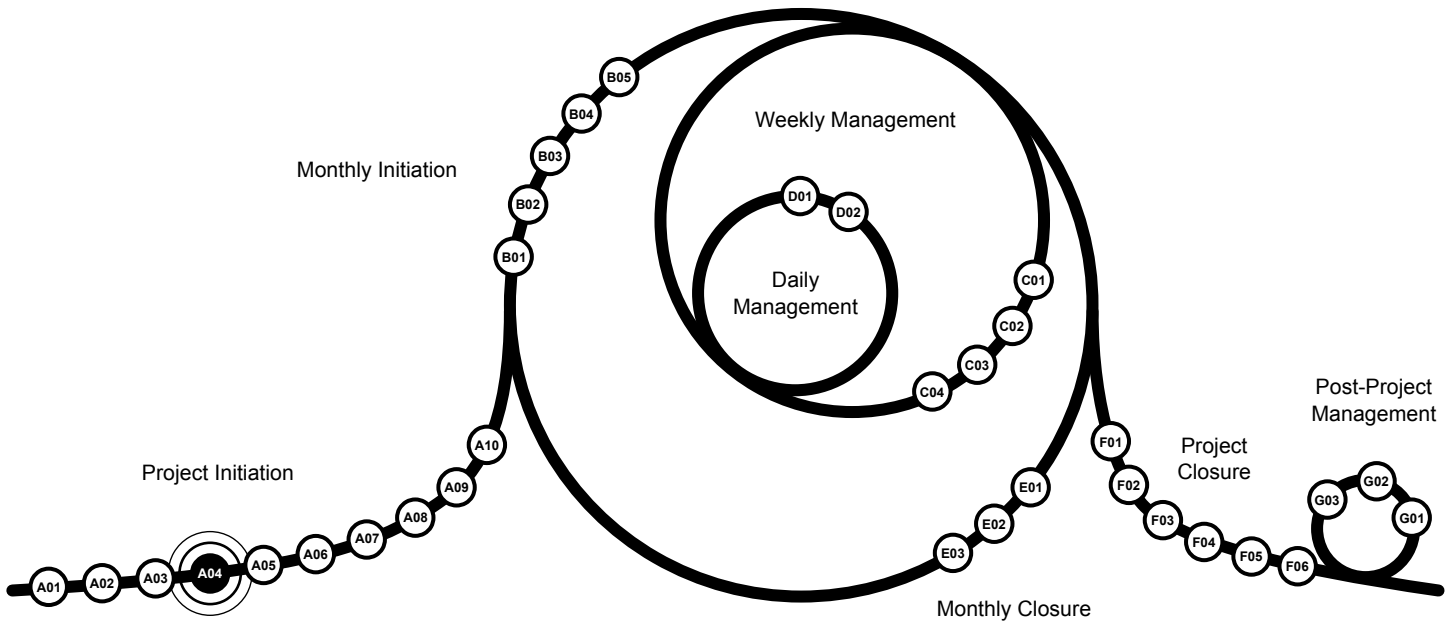


Monthly cycles

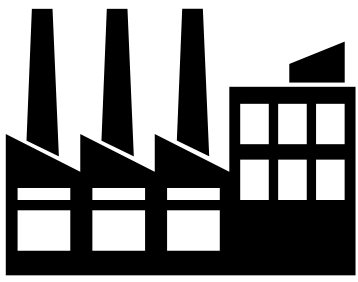
## A03 - Appoint the key team members



Head of the  
contract management department

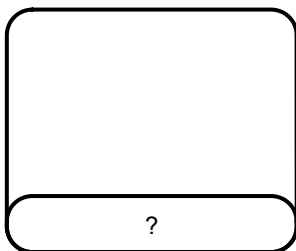
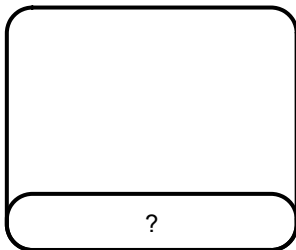
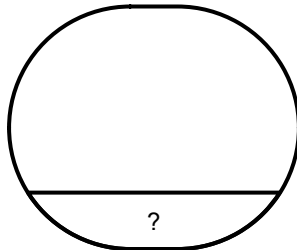
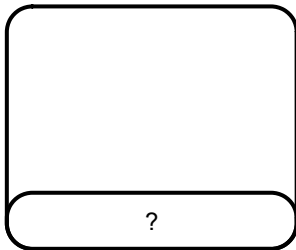
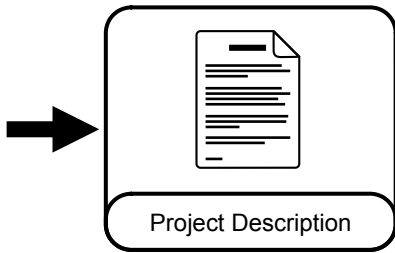


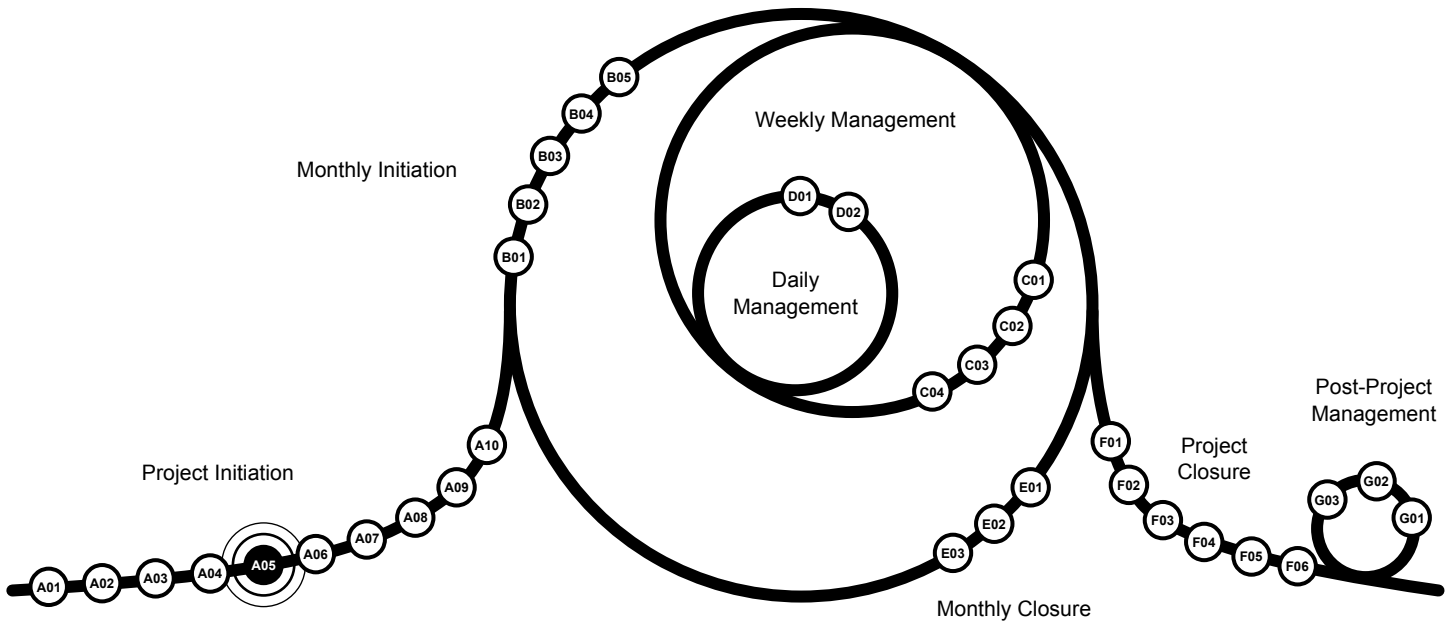
A04 - Describe the project



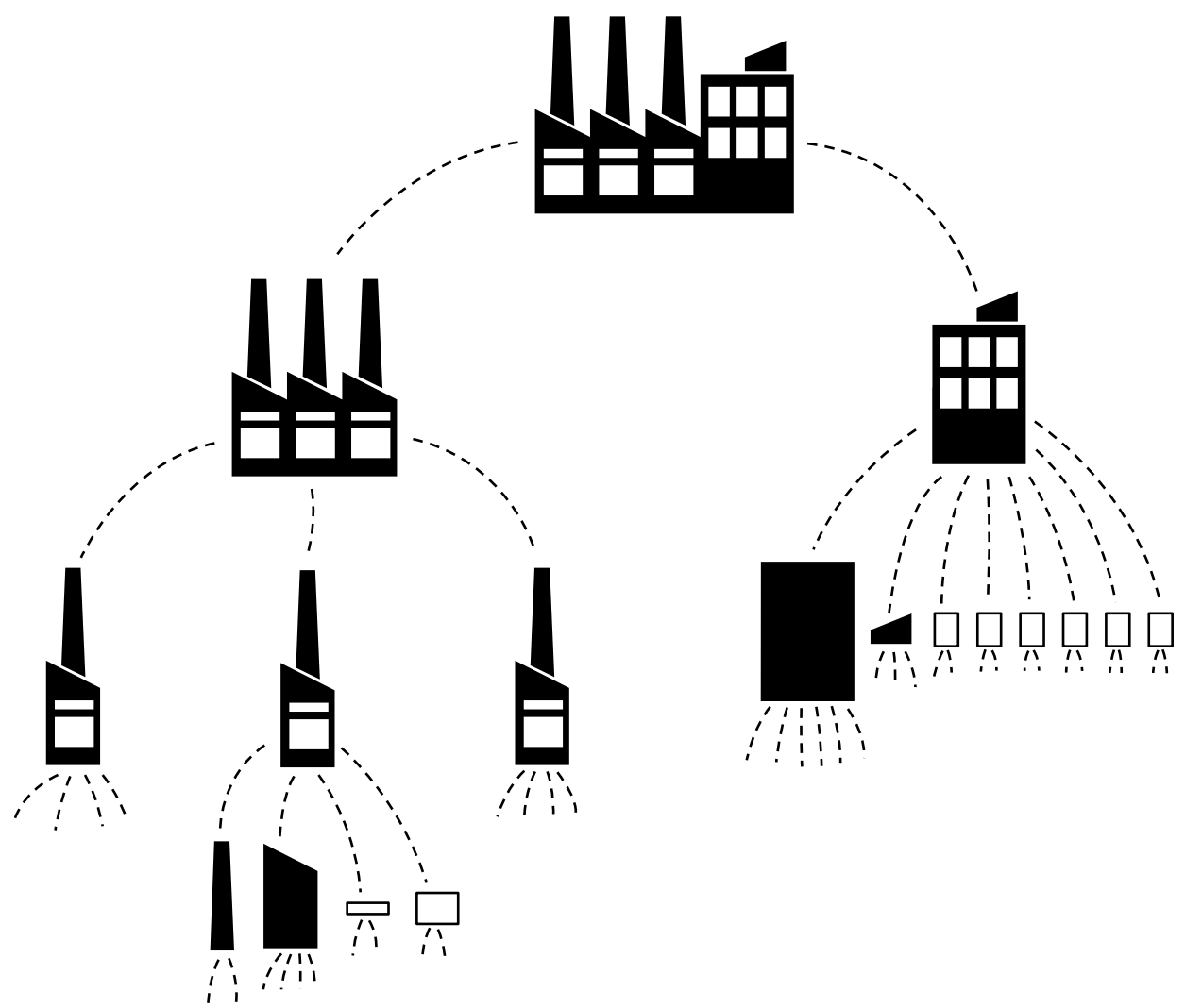
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- 3 .....
- 4 .....
- 5 .....

# A04 - Describe the project

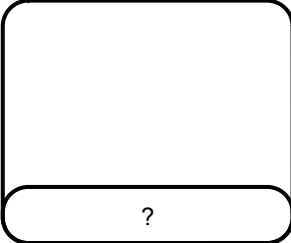
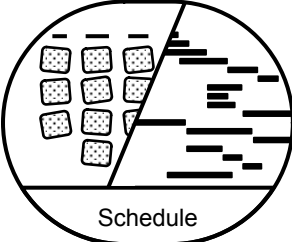
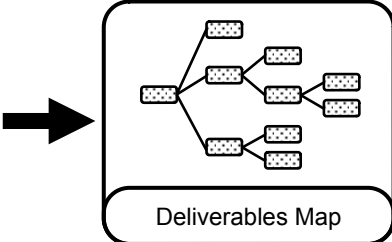
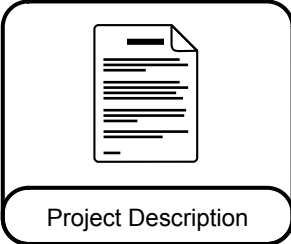




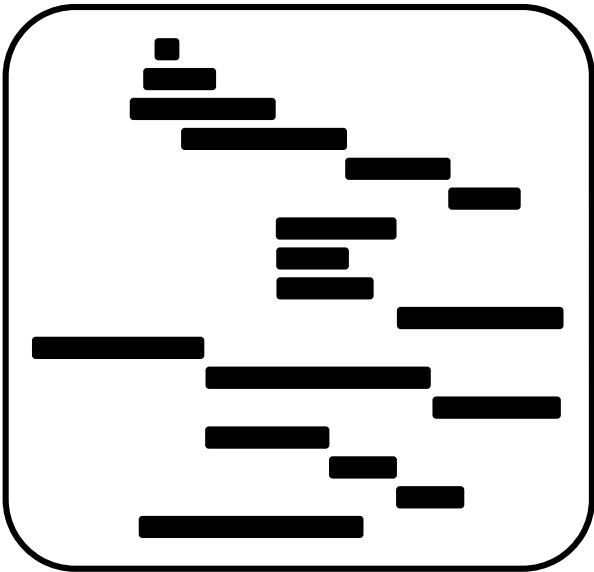
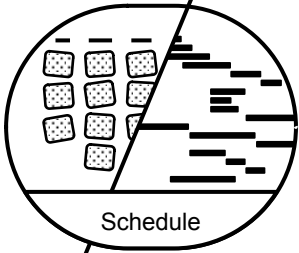
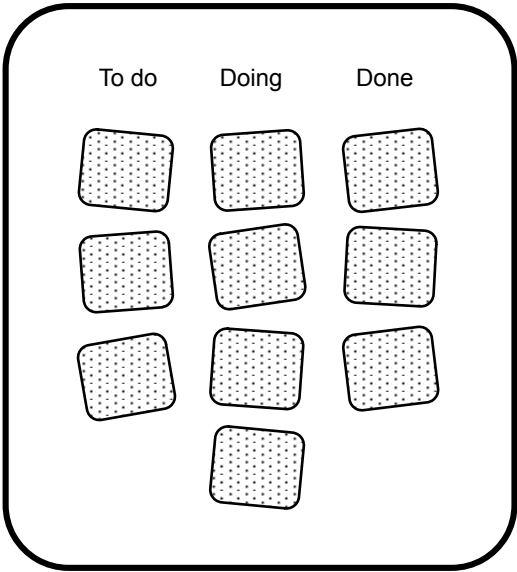
A05 - Identify and plan the deliverables

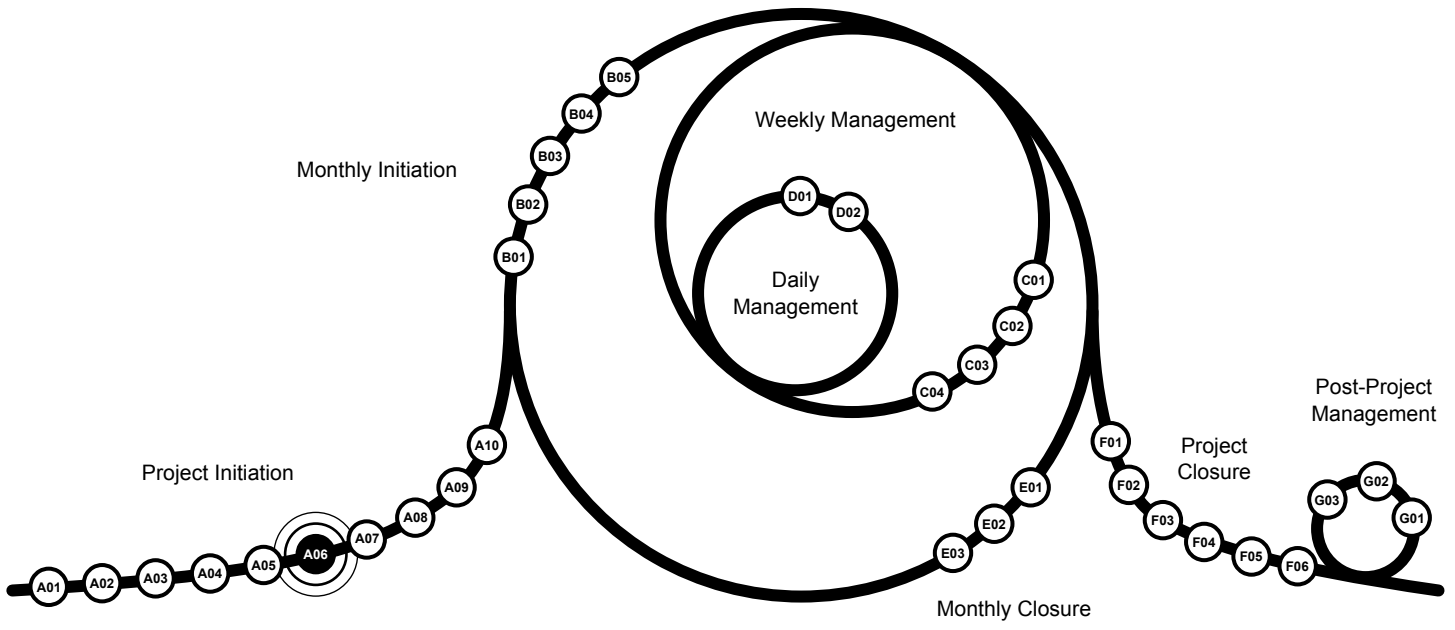


# A05 - Identify and plan the deliverables

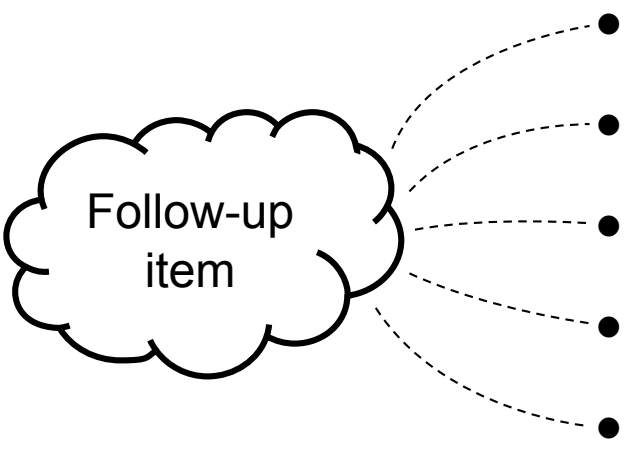


# A05 - Identify and plan the deliverables

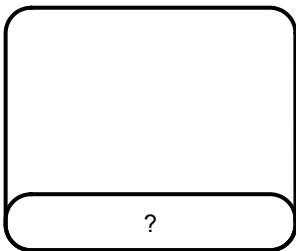
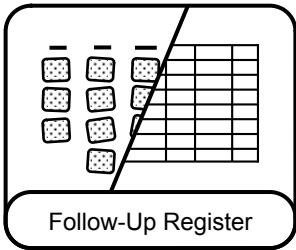
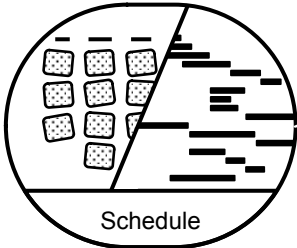
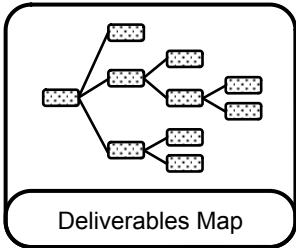
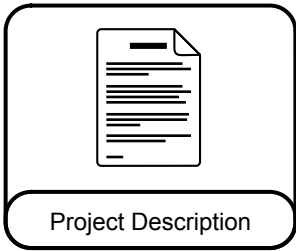


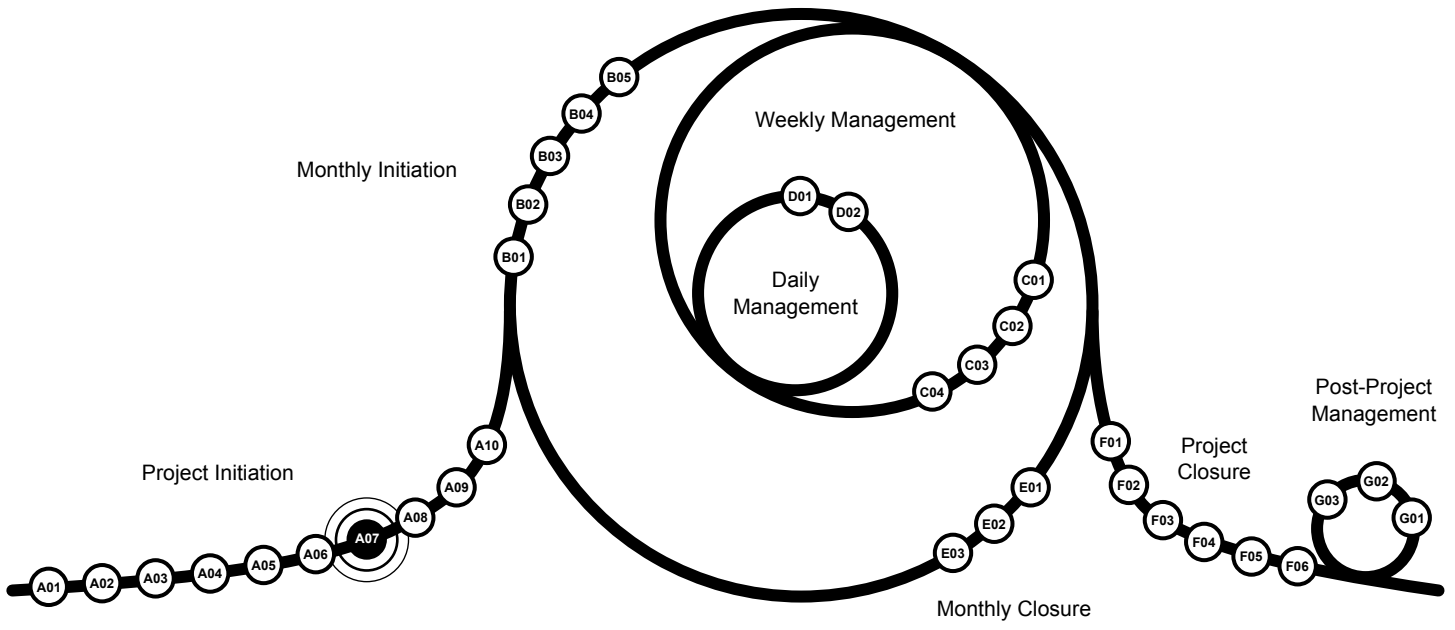


**A06 - Identify risks and plan responses**



# A06 - Identify risks and plan responses





**A07 - Have project initiation peer-reviewed**

Project Description

Deliverables Map

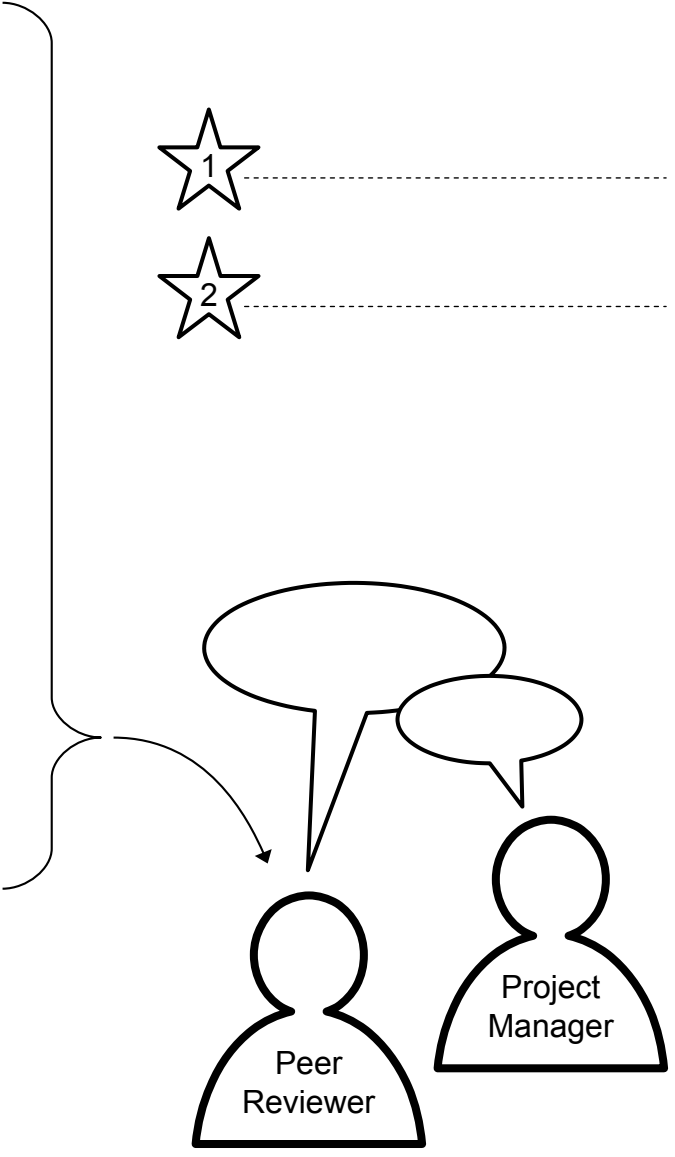
Schedule

Follow-Up Register

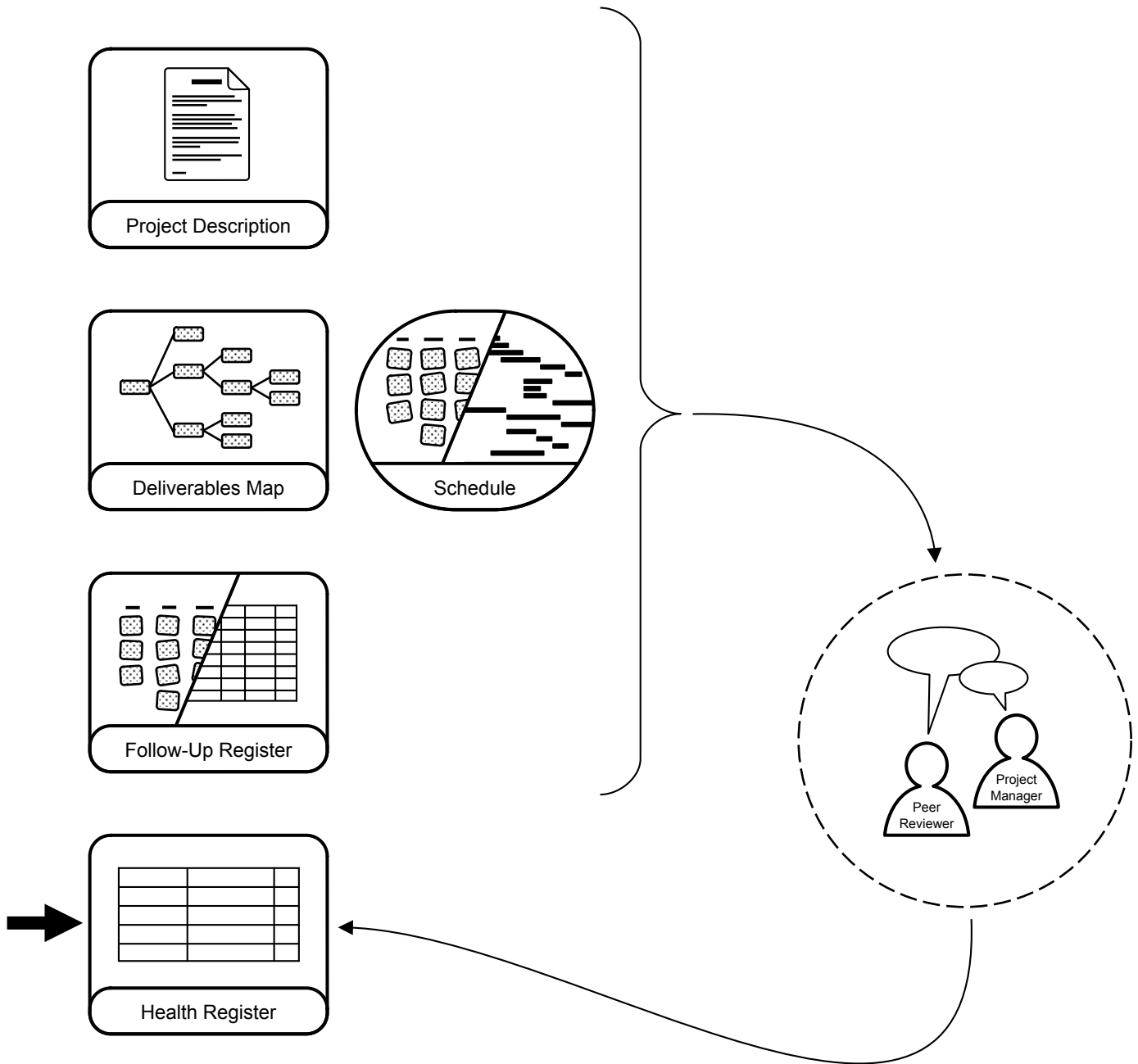
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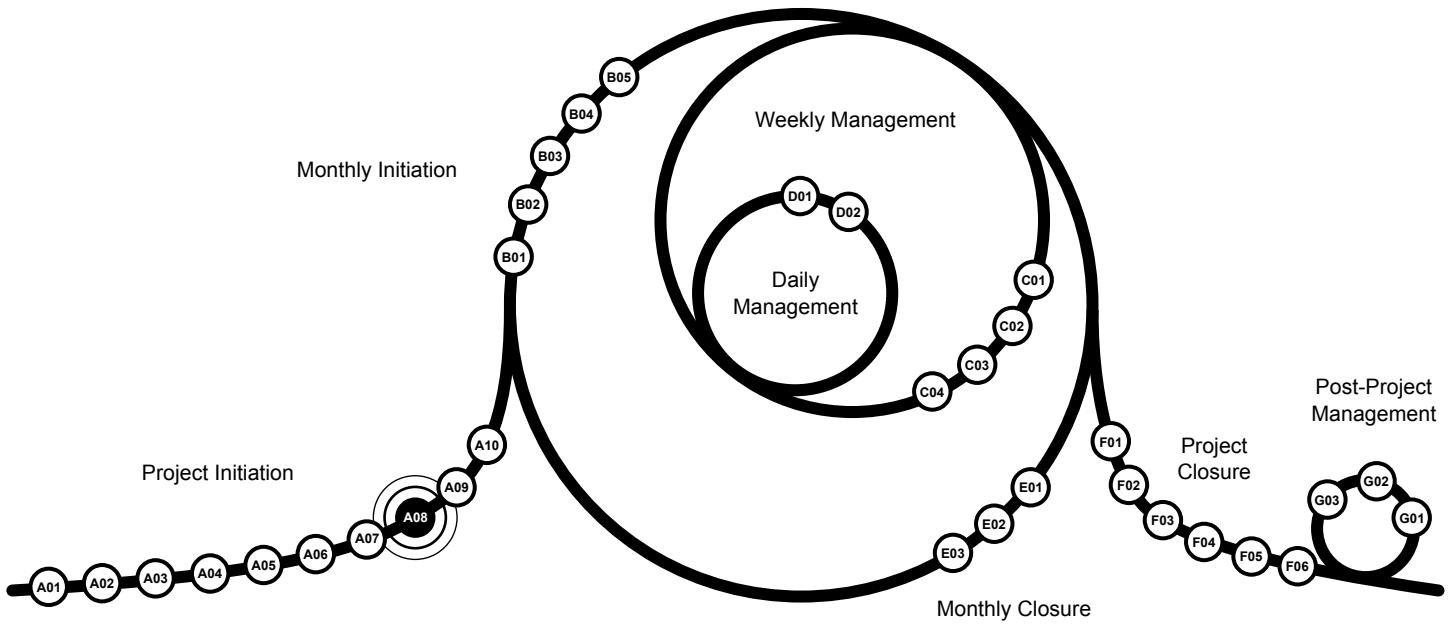
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2



# A07 - Have project initiation peer-reviewed





**A08 - Make a go/no-go decision**

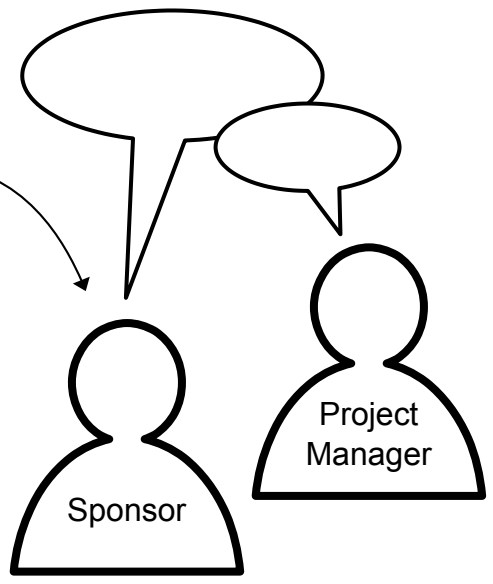
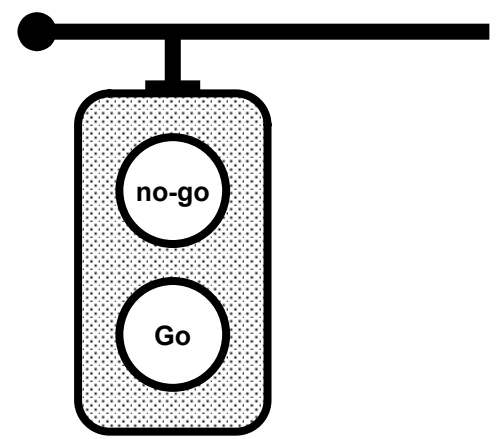
Project Description

Deliverables Map

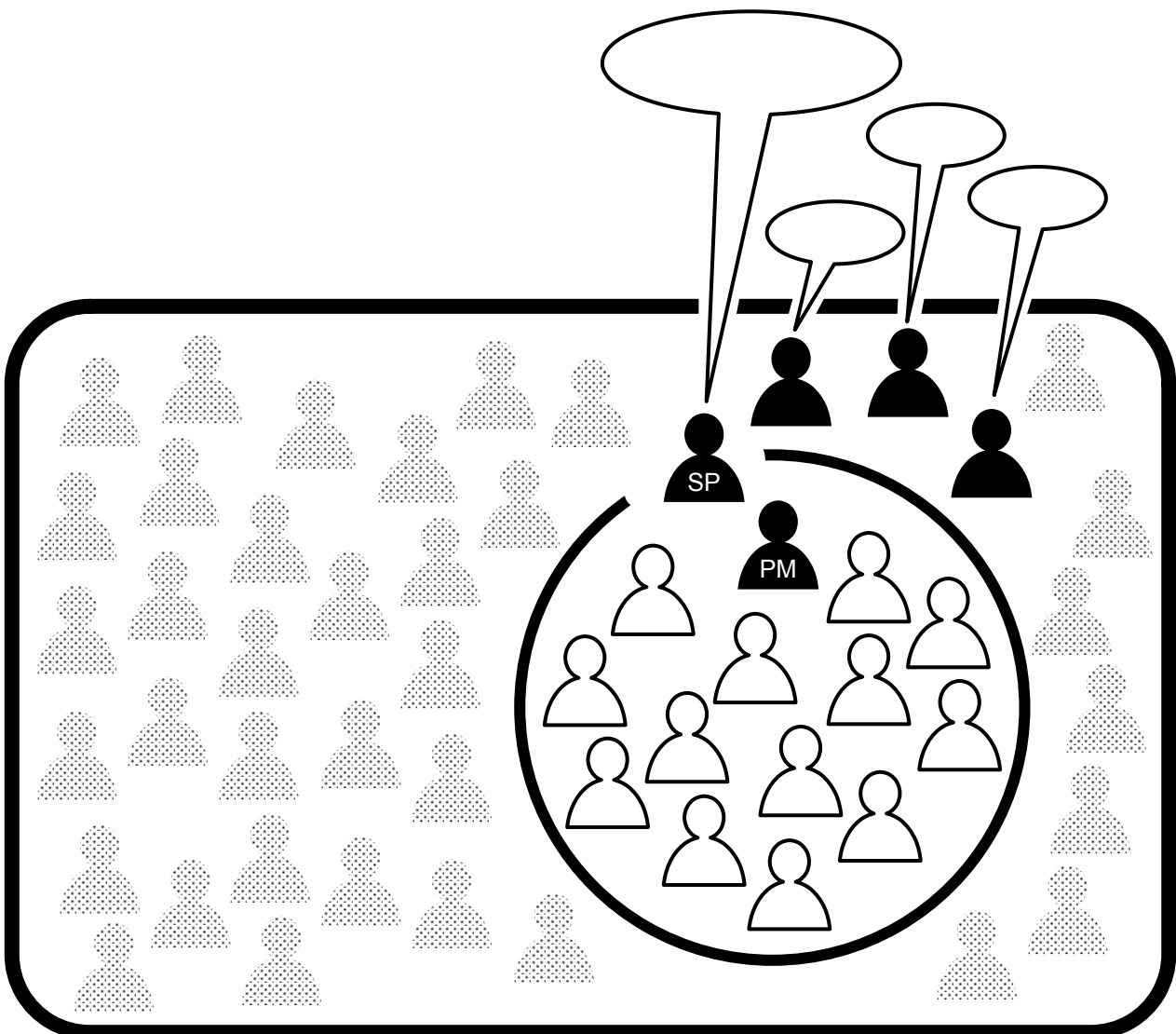
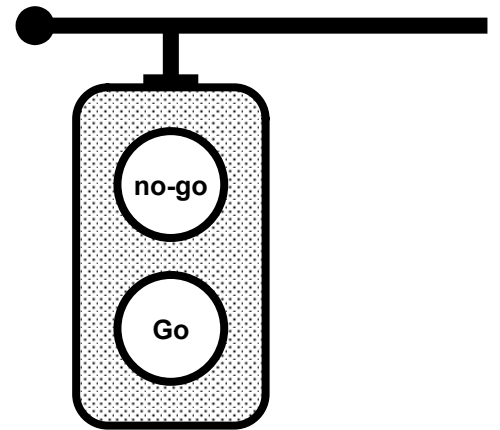
Schedule

Follow-Up Register

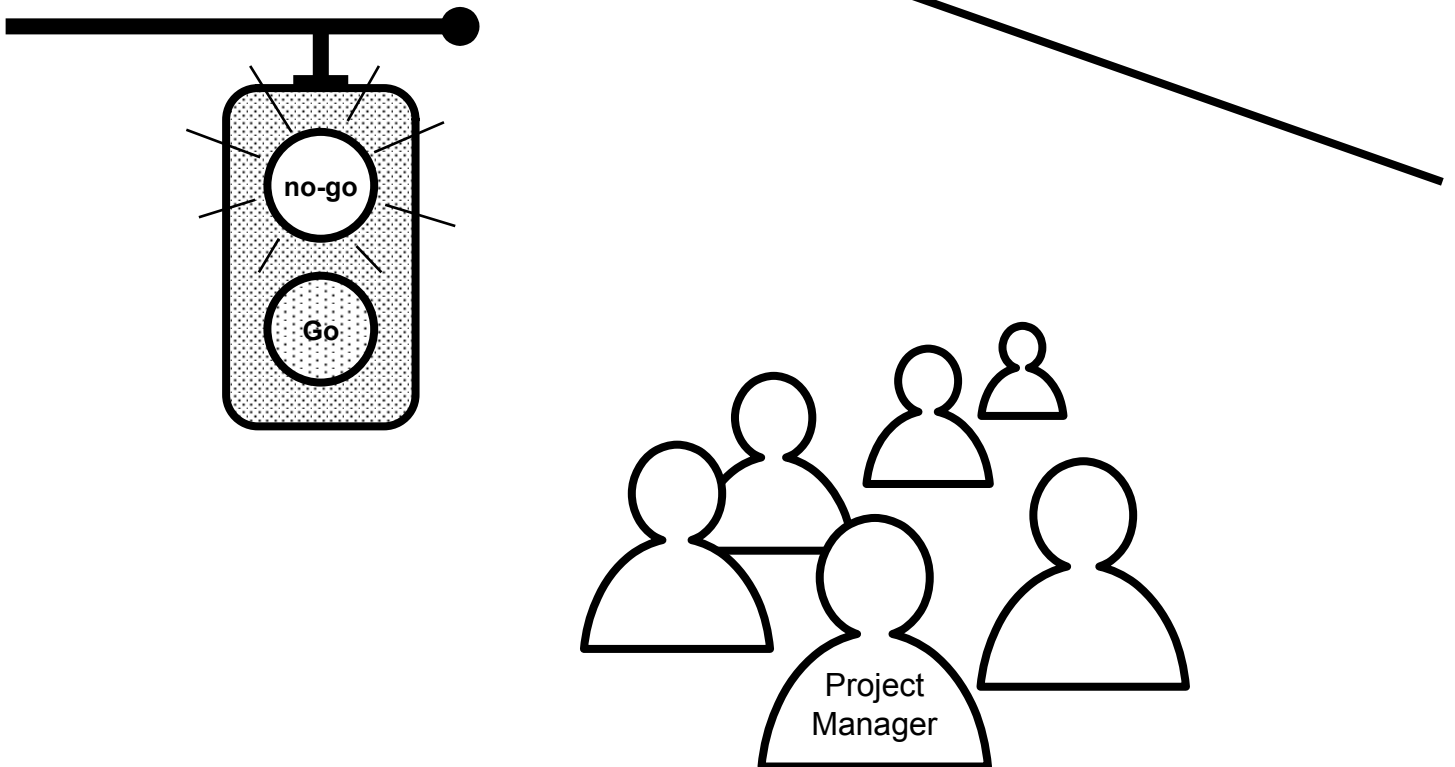
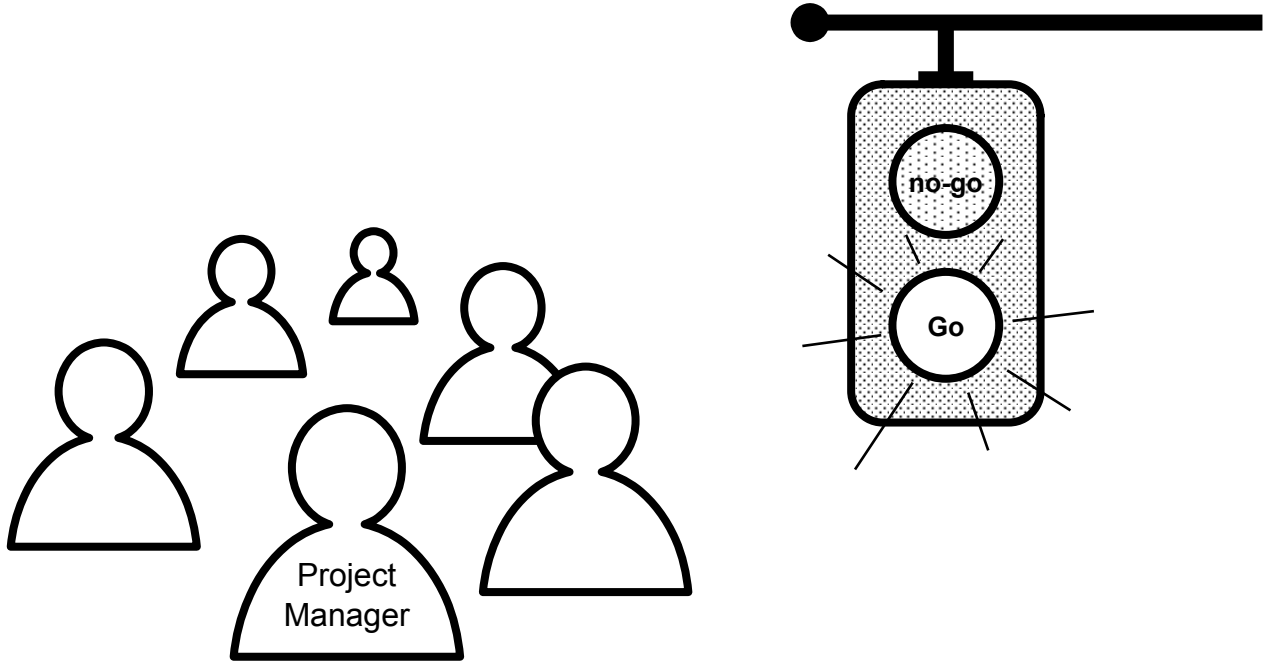
Health Register



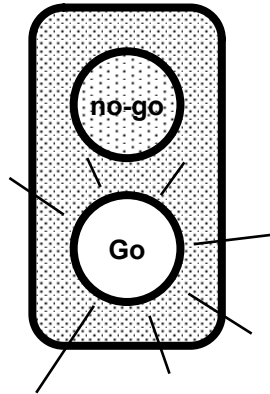
# A08 - Make a go/no-go decision



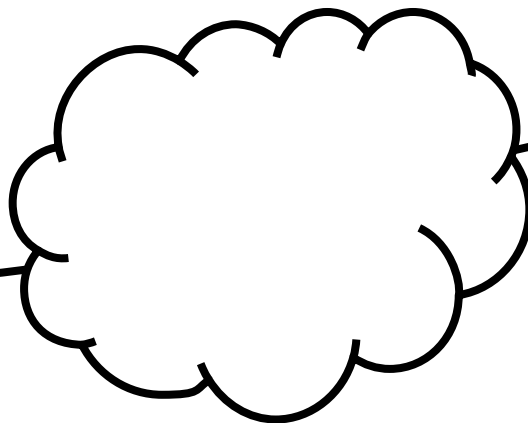
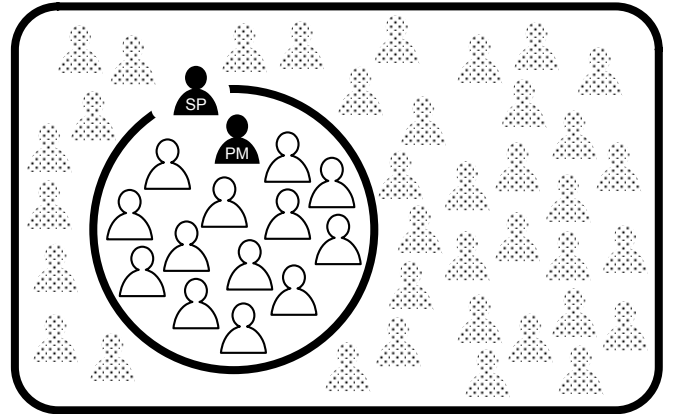
A08 - Make a go/no-go decision



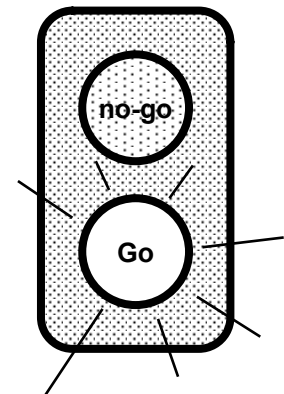
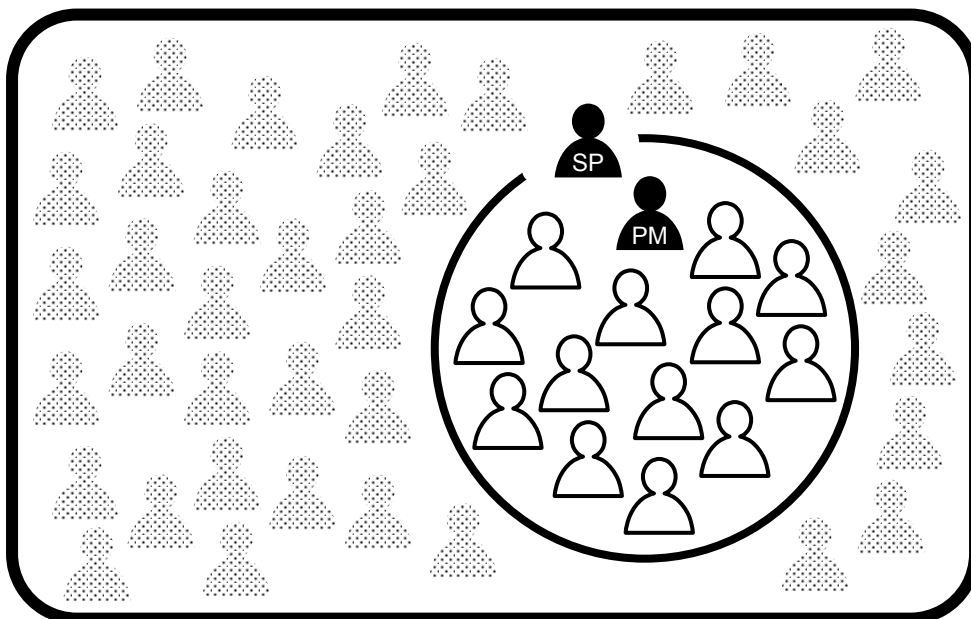
# A08 - Make a go/no-go decision



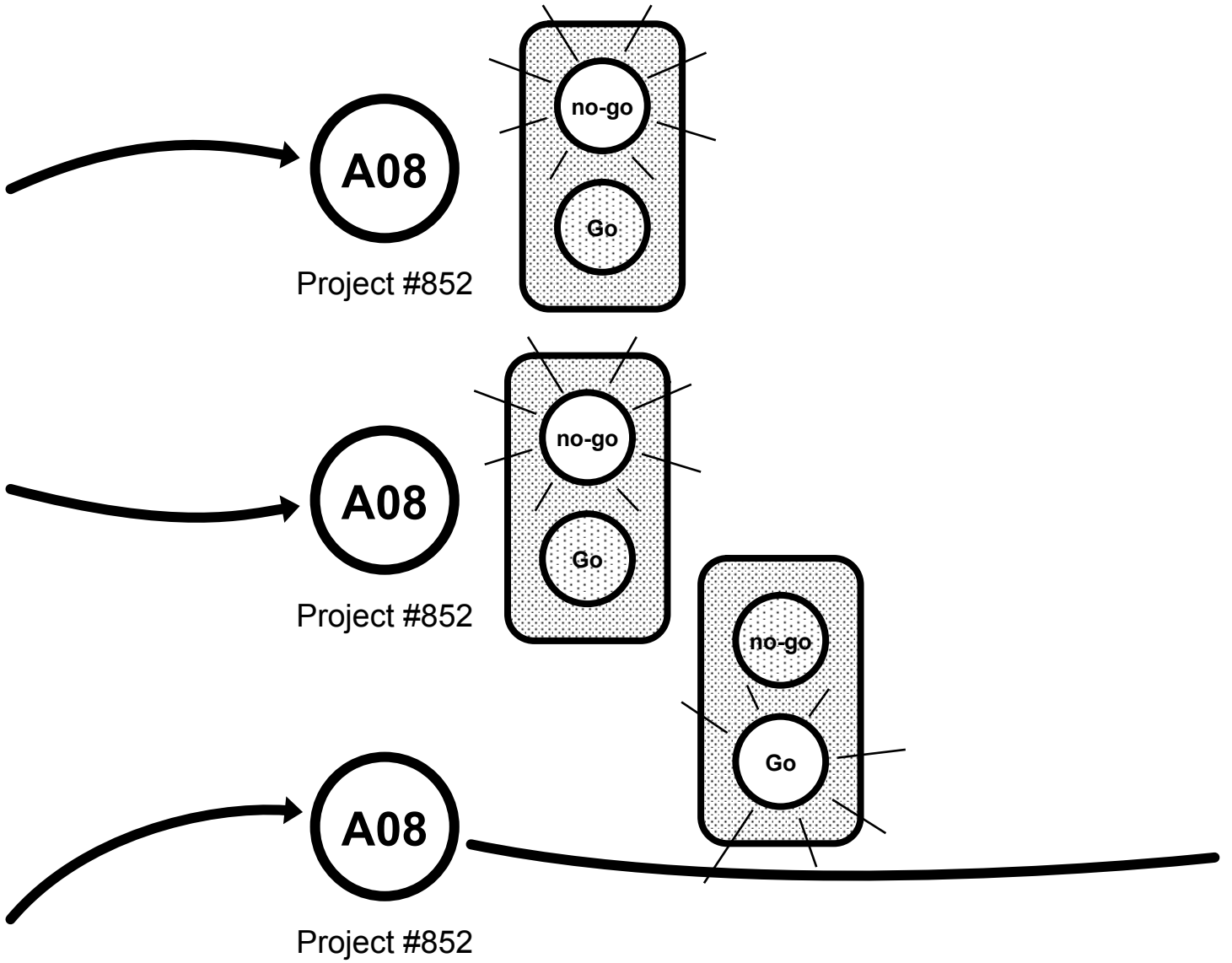
Your customer (if any)

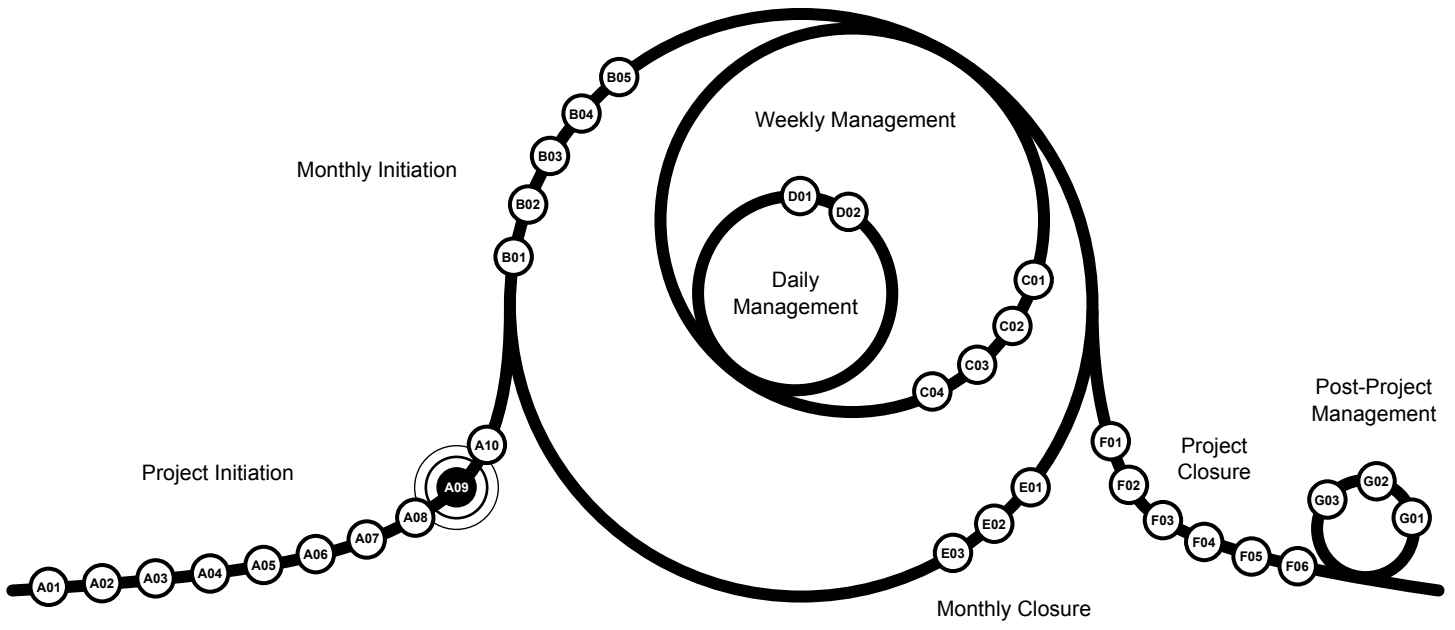


Your organization

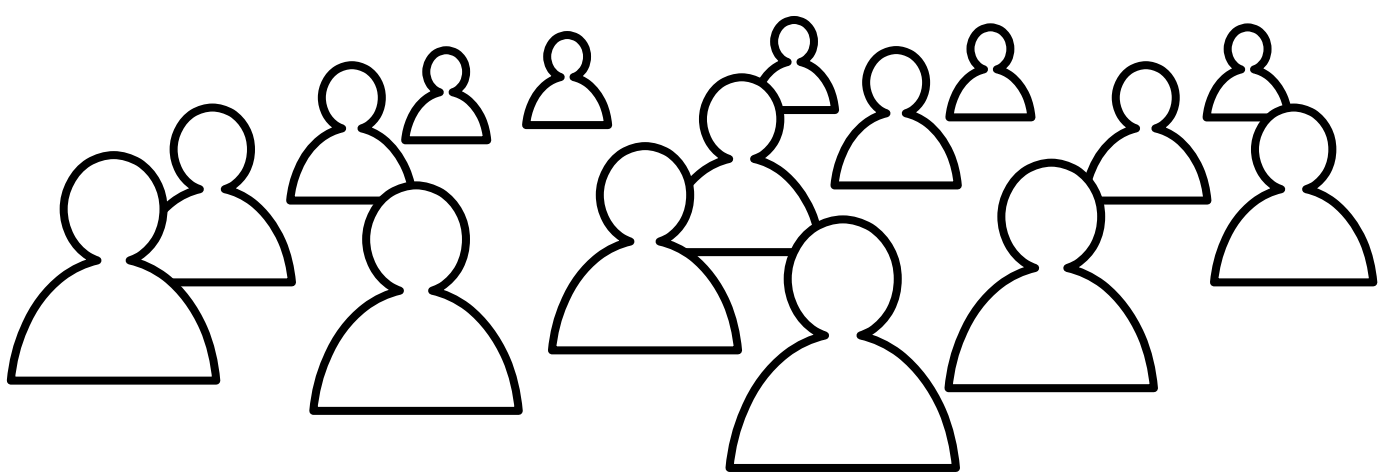


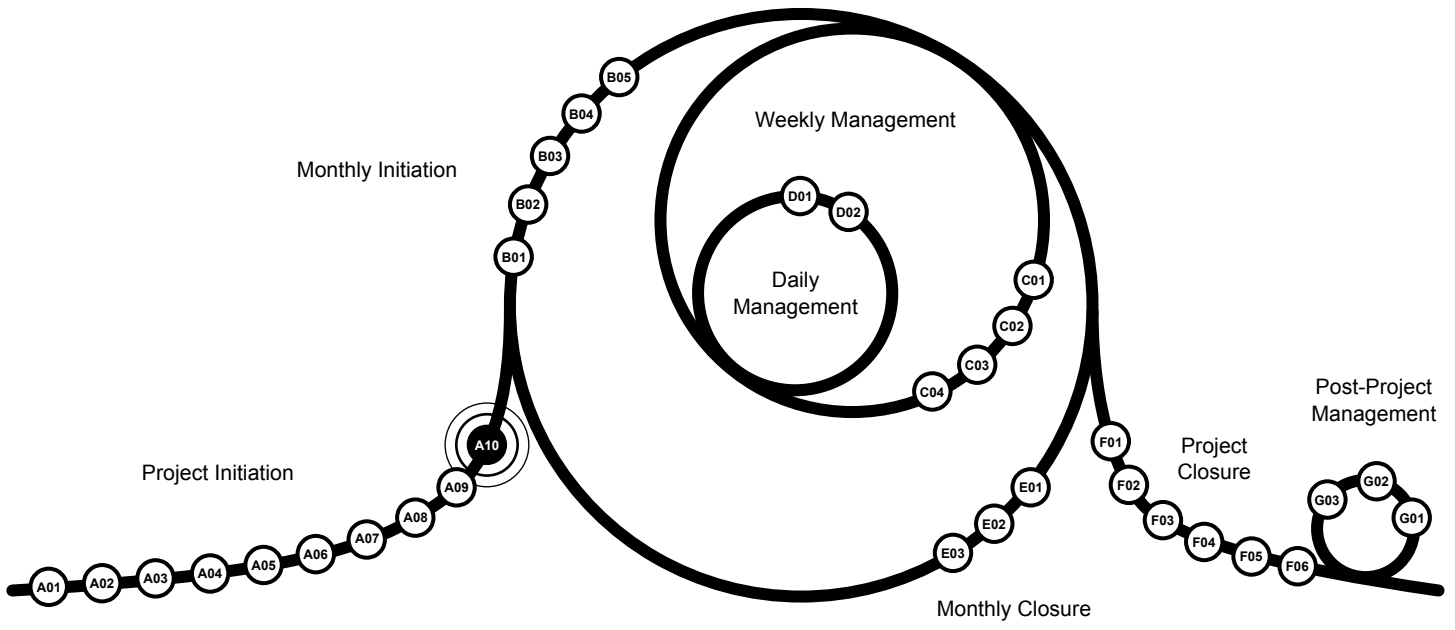
# A08 - Make a go/no-go decision





A09 - Kick off the project

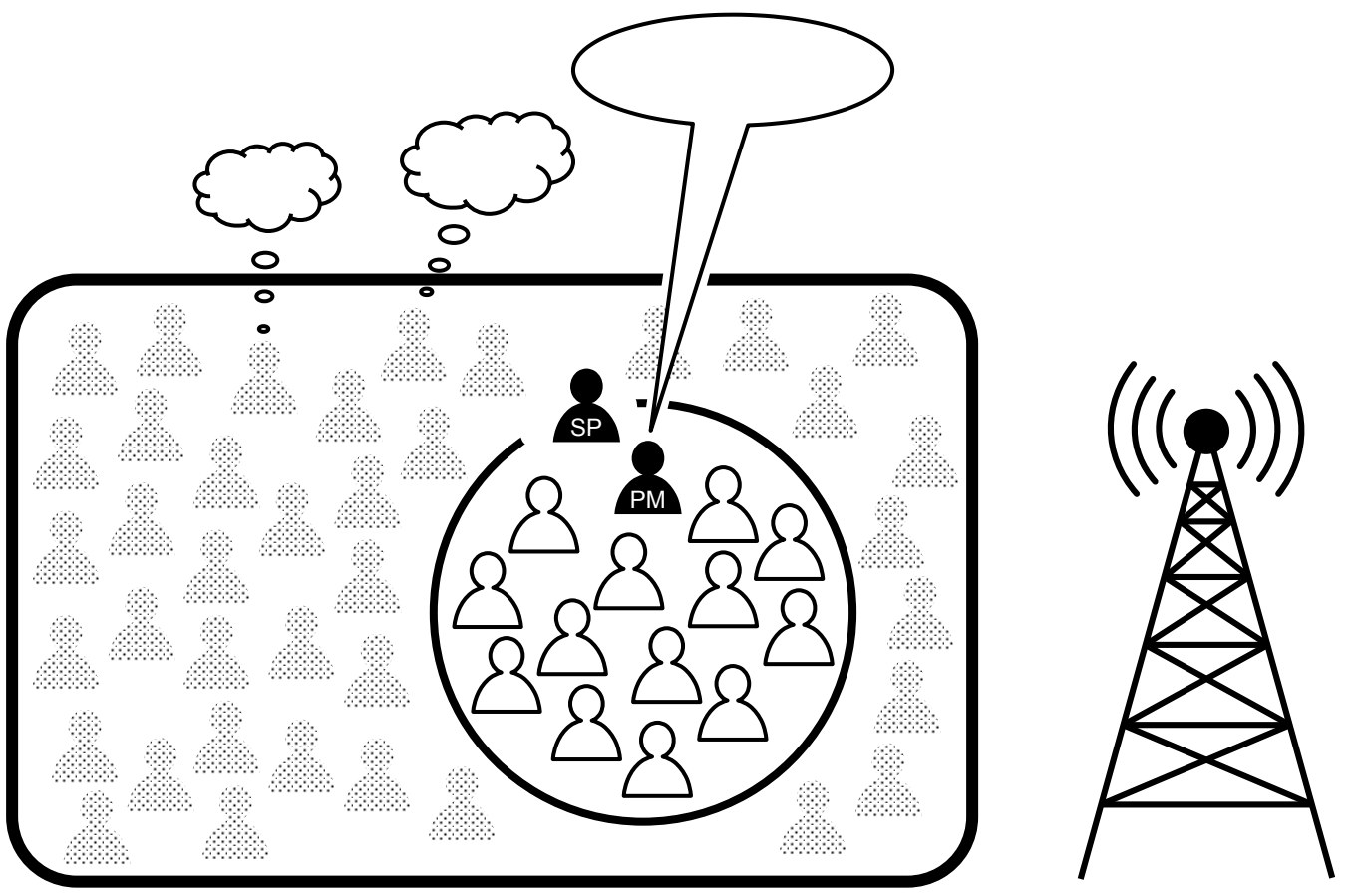





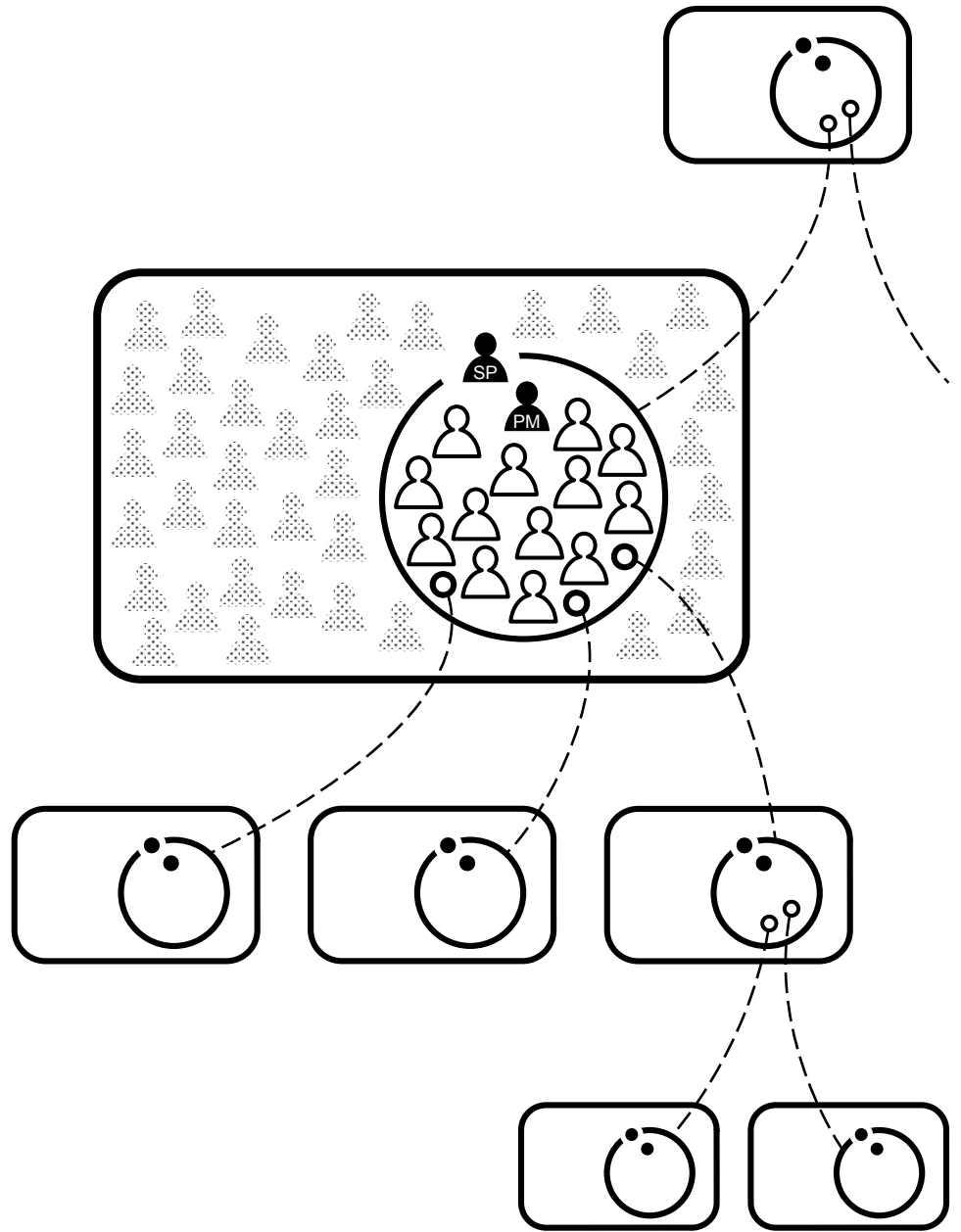
**A10 - Conduct a focused communication**

● Message: .....

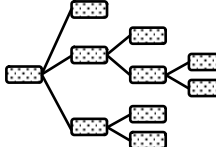
● Audience: .....



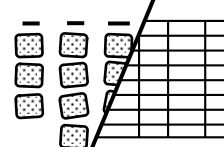
# The multi-perspective structure of P3.express



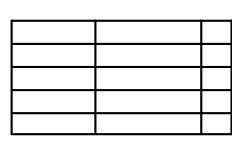
Project Description



Deliverables Map



Follow-Up Register



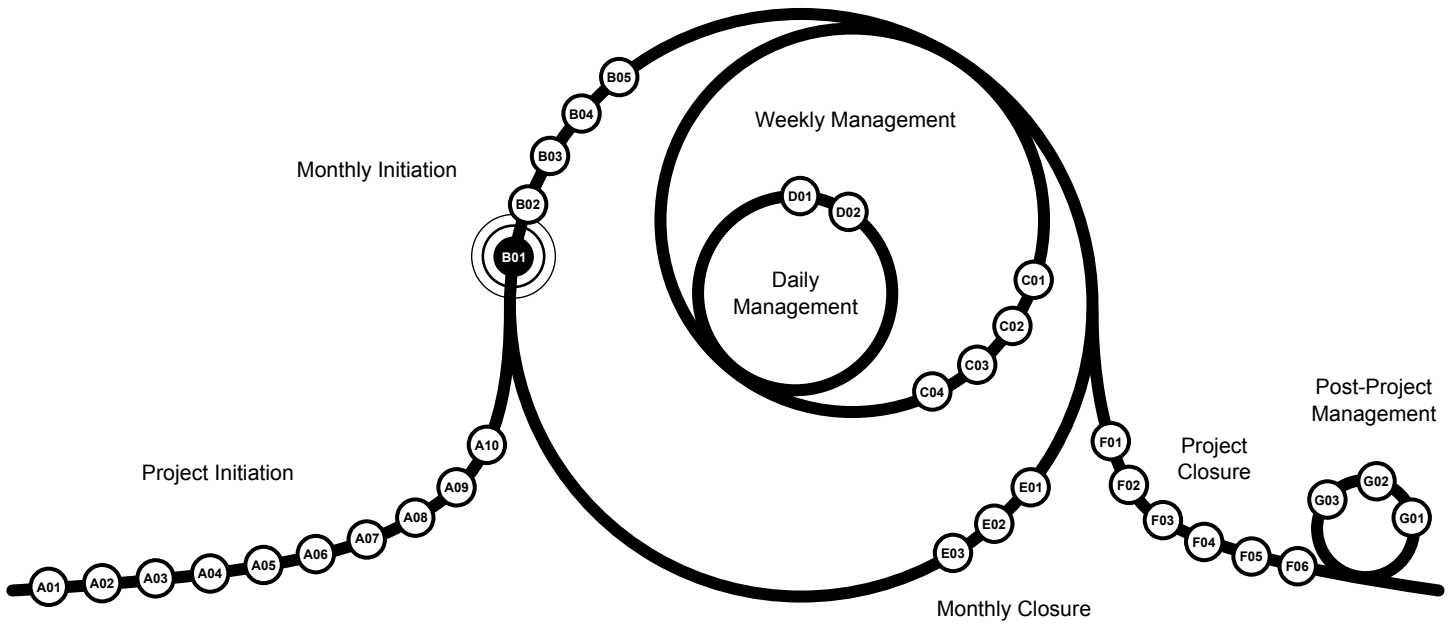
Health Register

Part 2

# ***Full review***

Ⓑ

Monthly Initiation



**B01 - Revise and refine the plans**

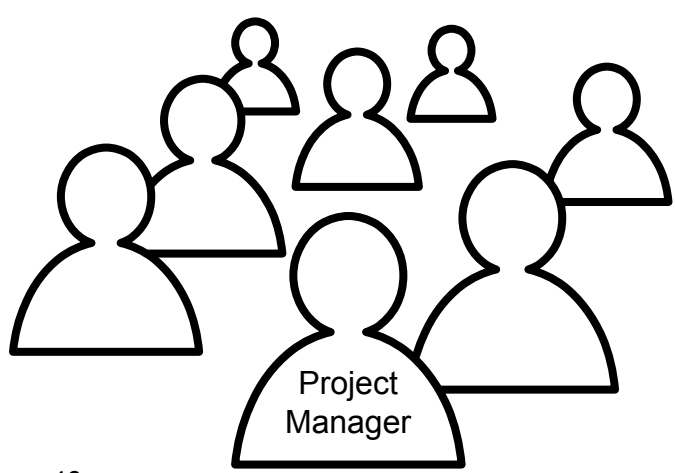
Project Description

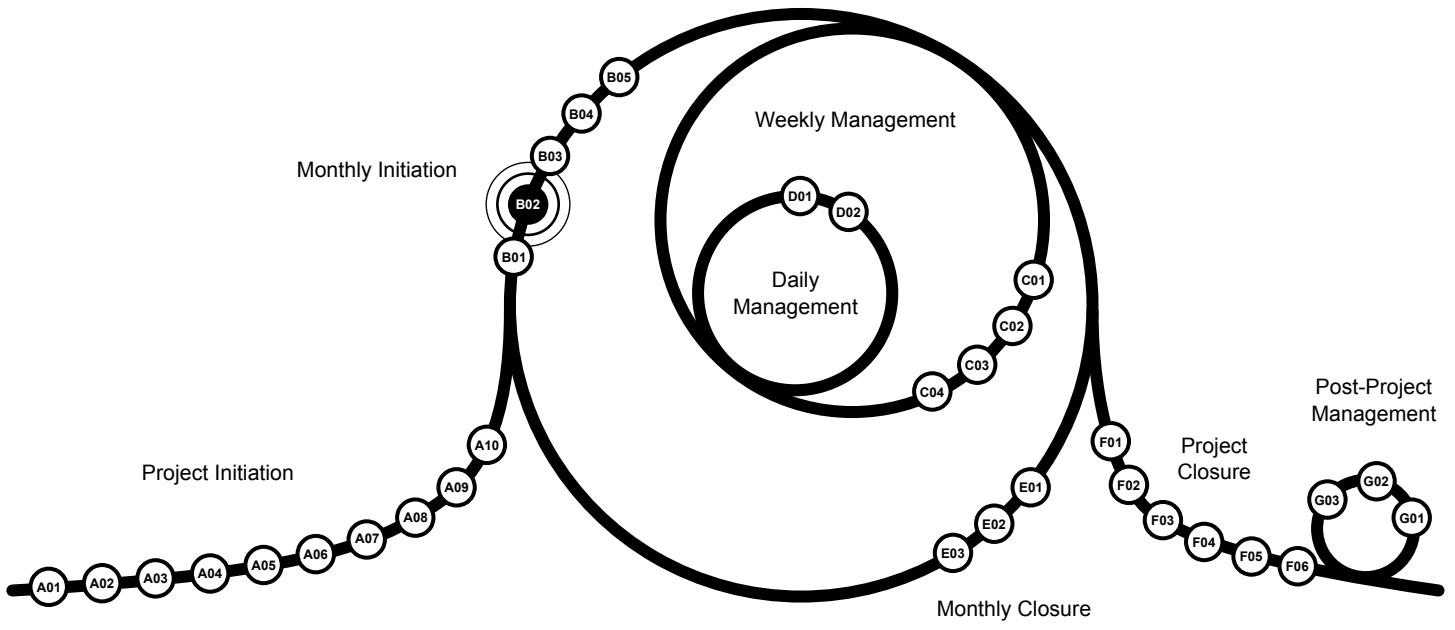
Deliverables Map

Schedule

Follow-Up Register

Health Register





**B02 - Have the monthly cycle peer-reviewed**

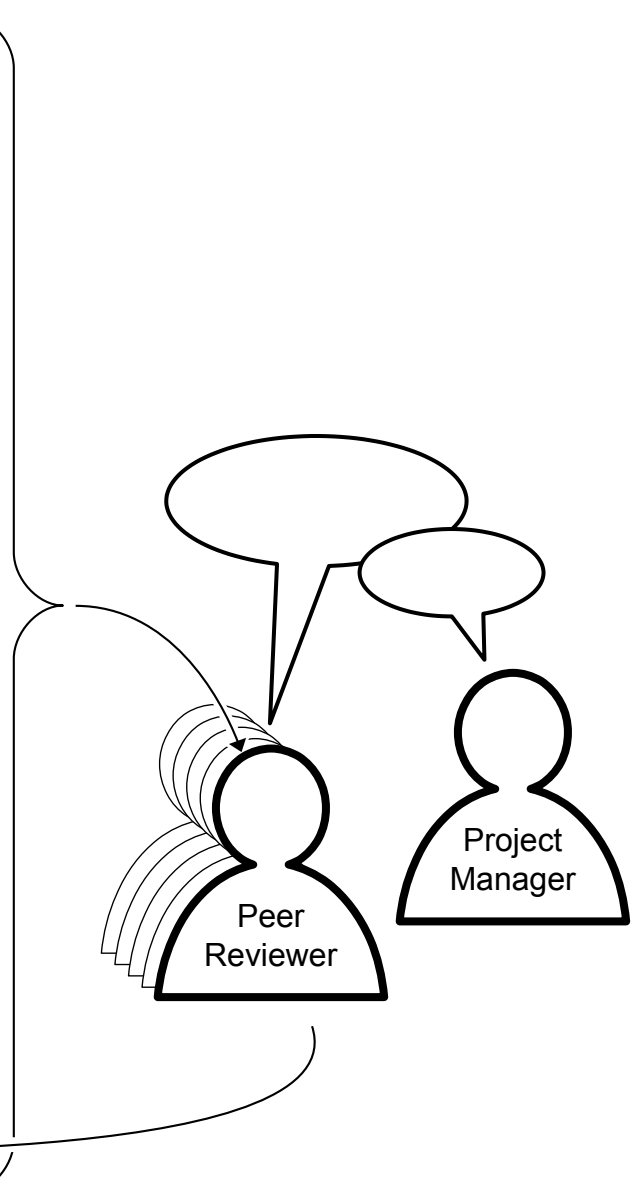
Project Description

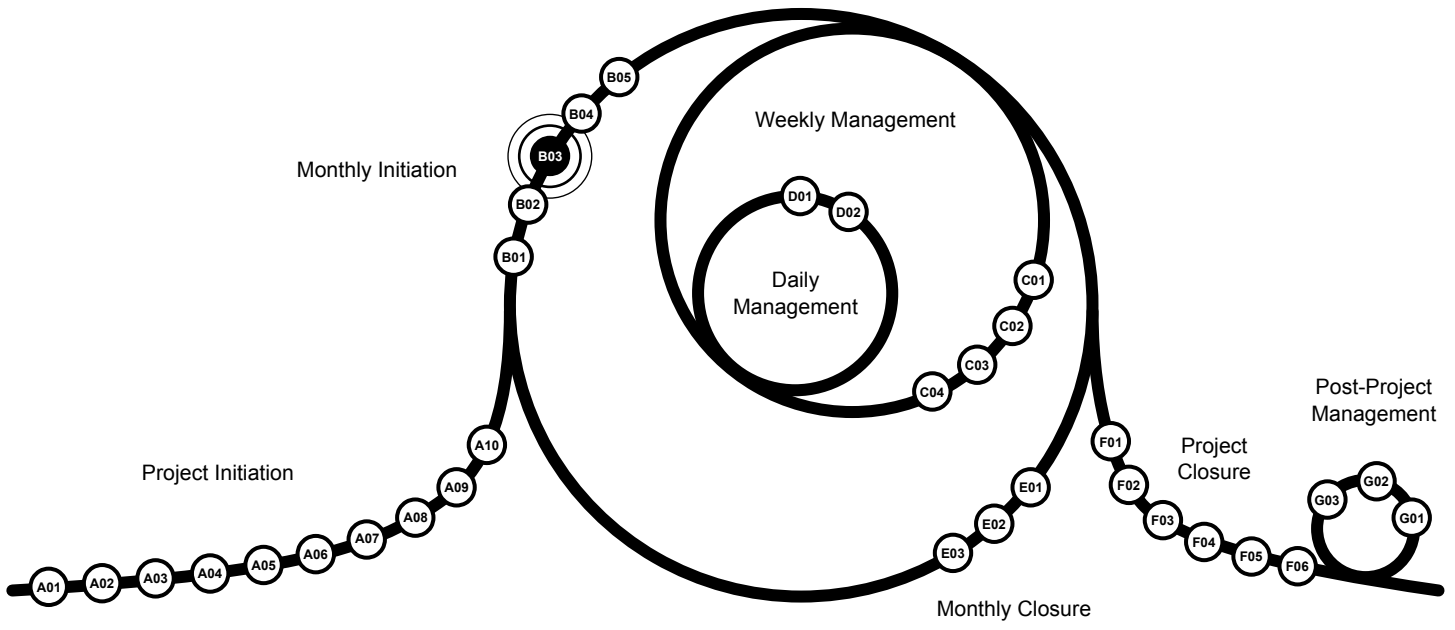
Deliverables Map

Schedule

Follow-Up Register

Health Register





**B03 - Make a go/no-go decision**

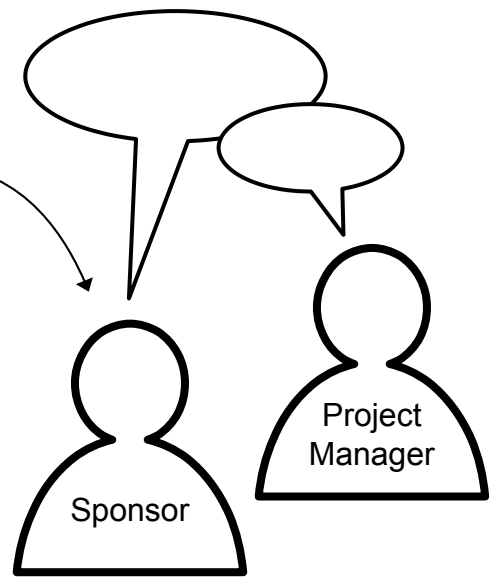
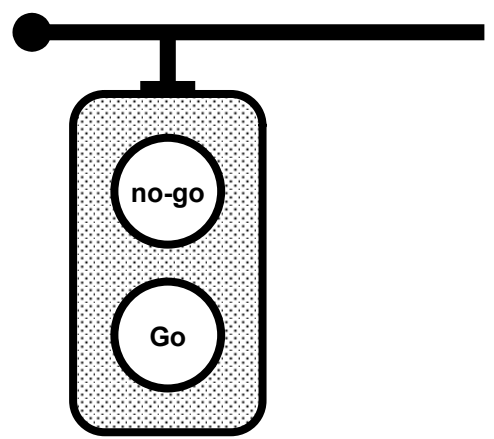
Project Description

Deliverables Map

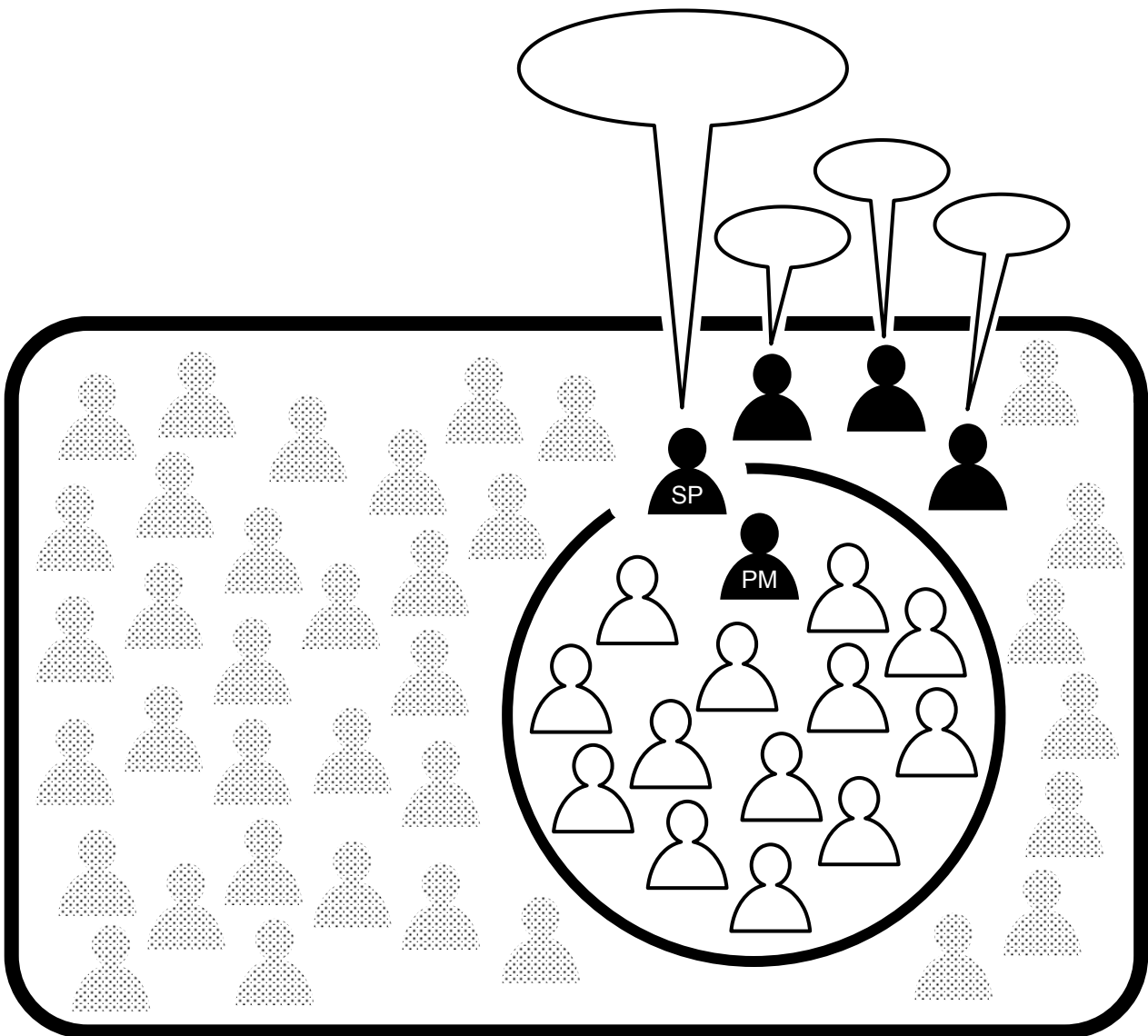
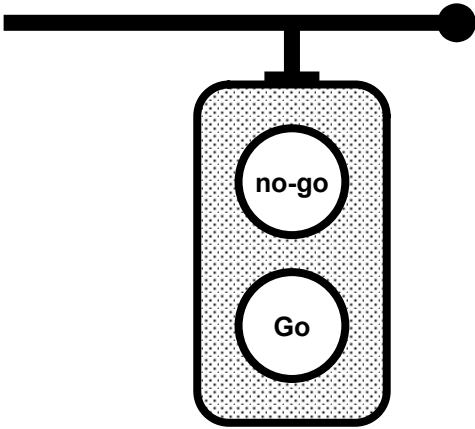
Schedule

Follow-Up Register

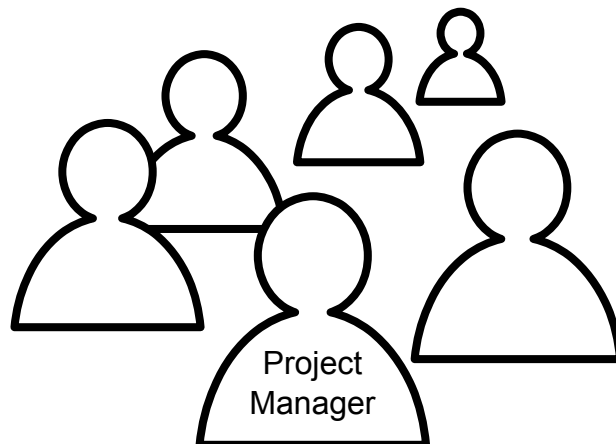
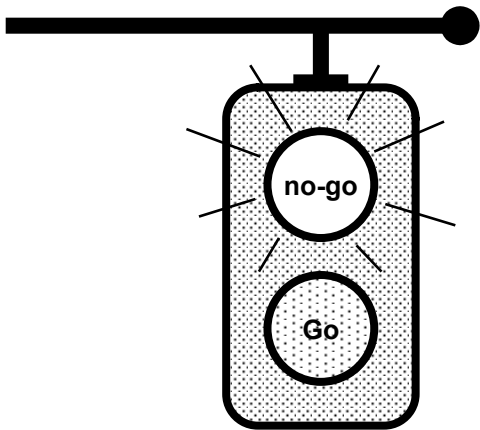
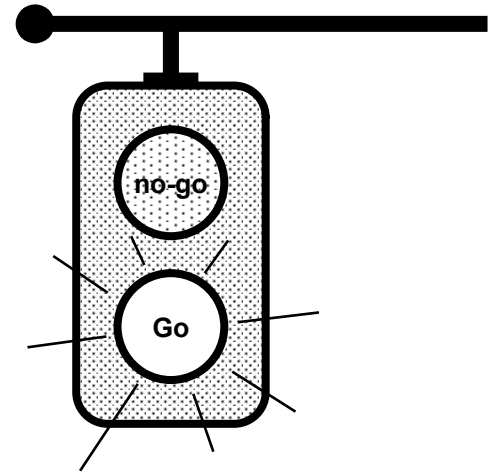
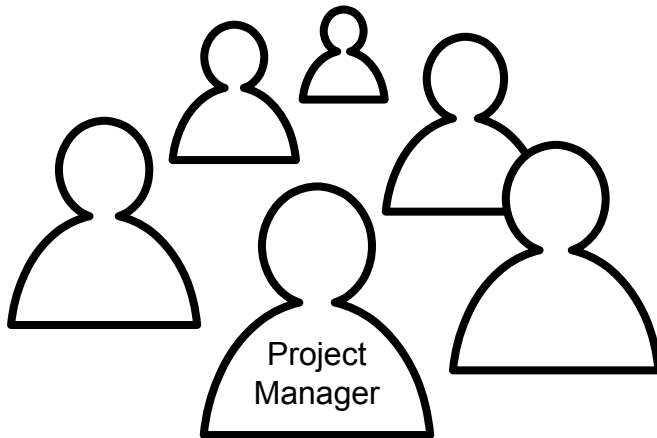
Health Register

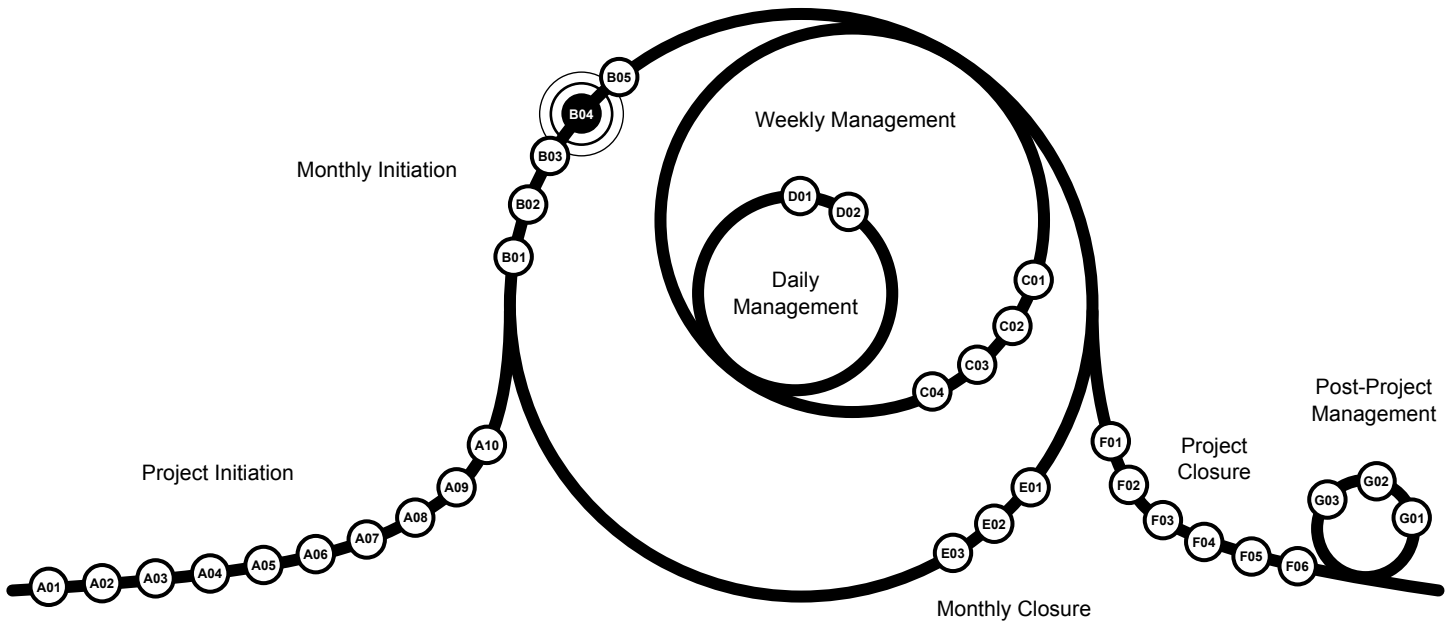


# B03 - Make a go/no-go decision

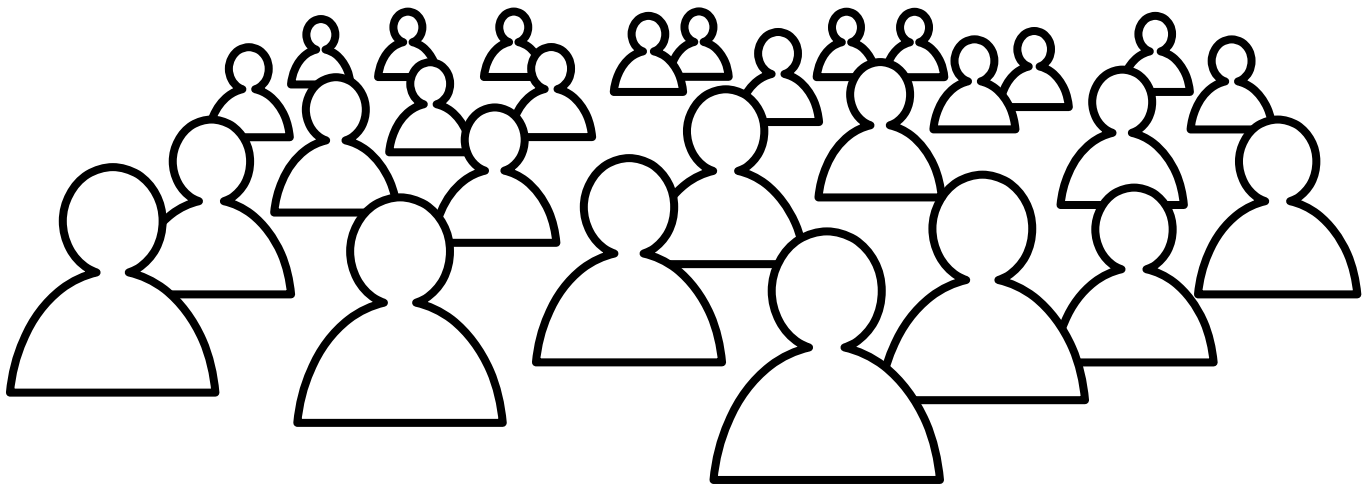


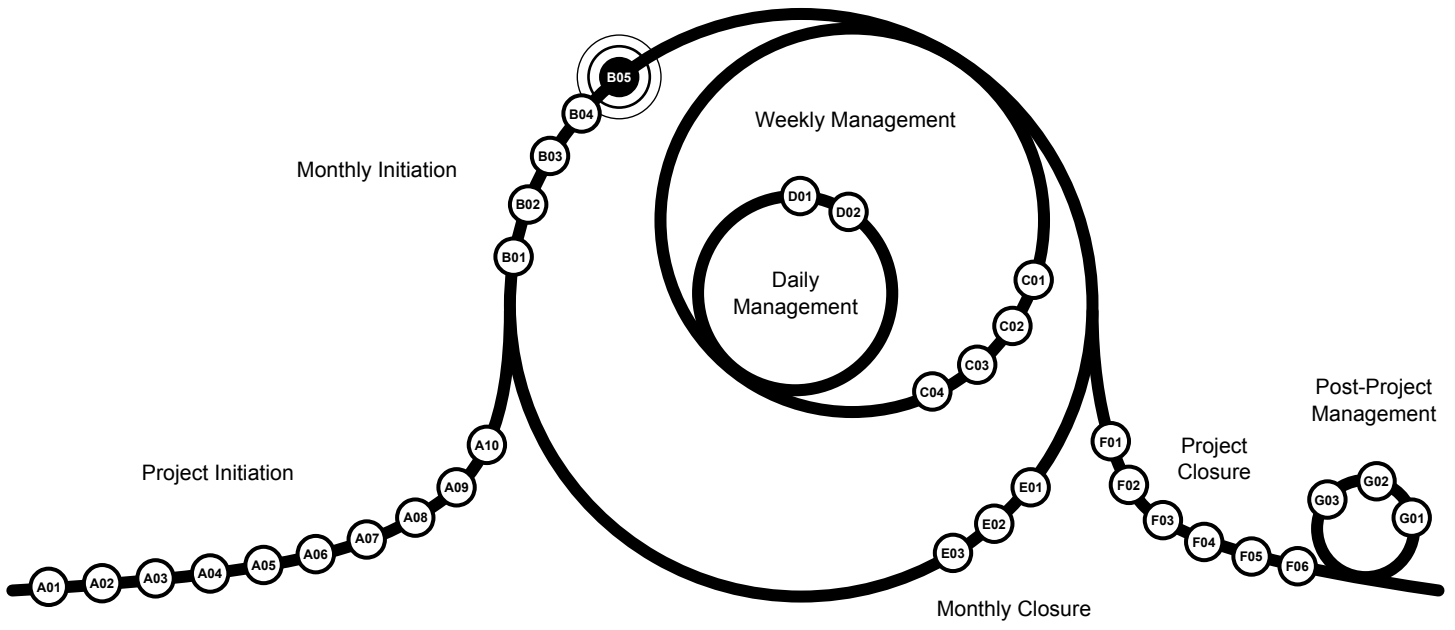
# B03 - Make a go/no-go decision





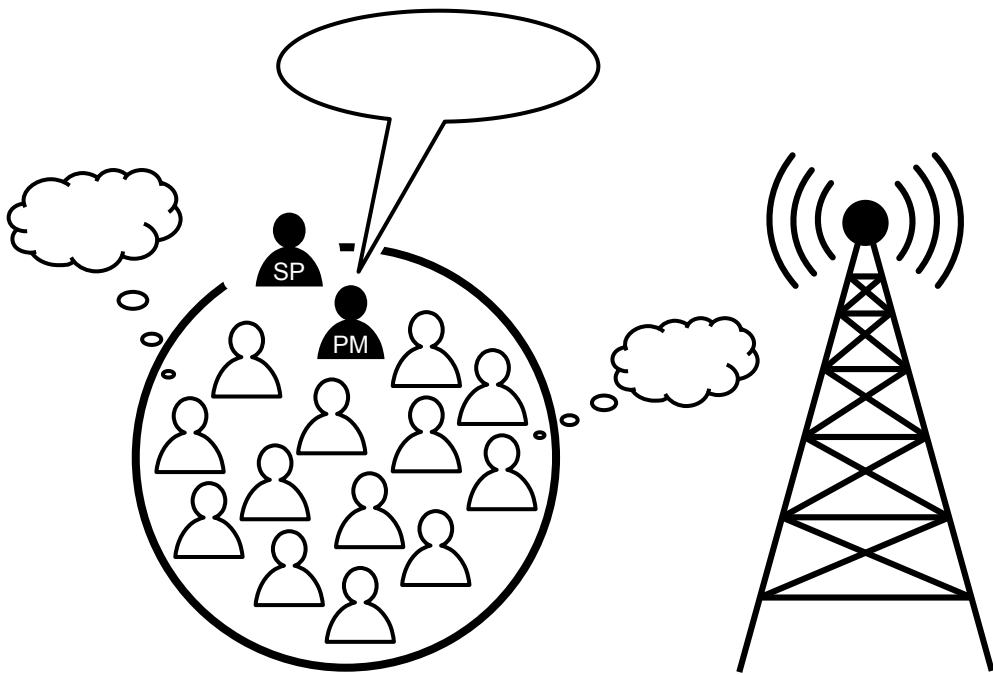
**B04 - Kick off the monthly cycle**





**B05 - Conduct a focused communication**

- Message: .....
- Audience: .....

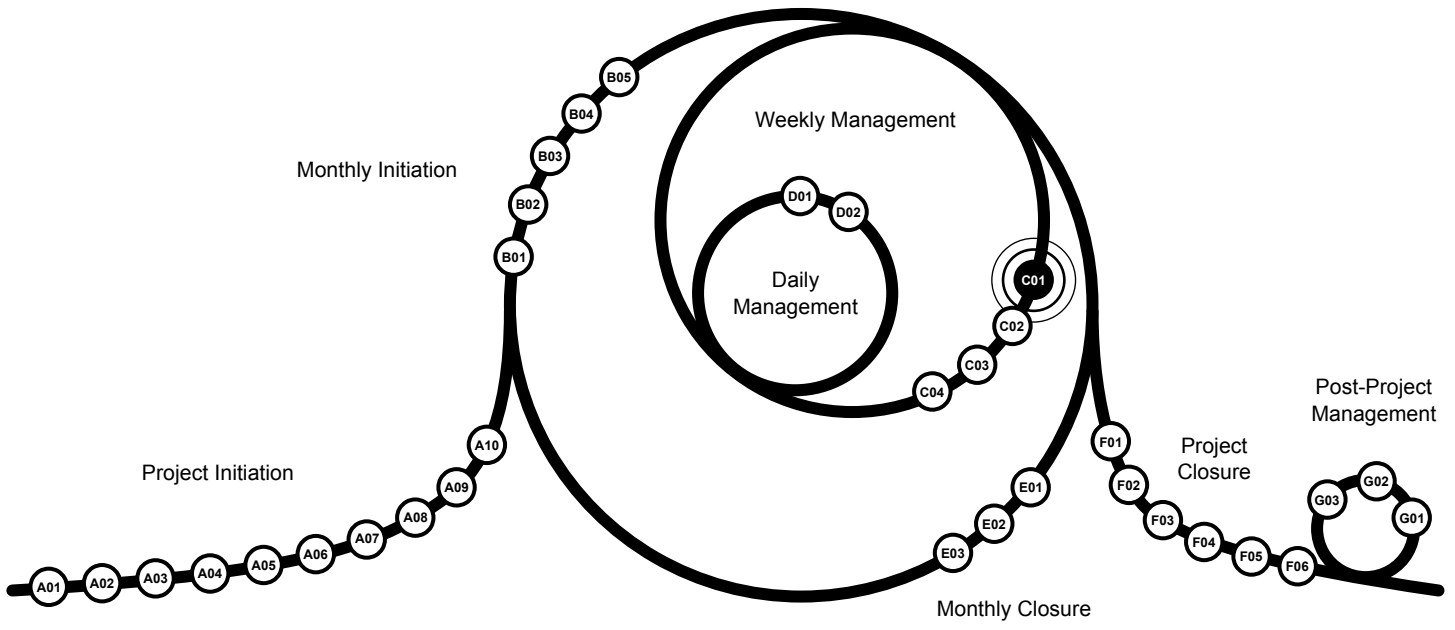


Part 2

# ***Full review***



Weekly Management



**C01 - Measure and report performance**

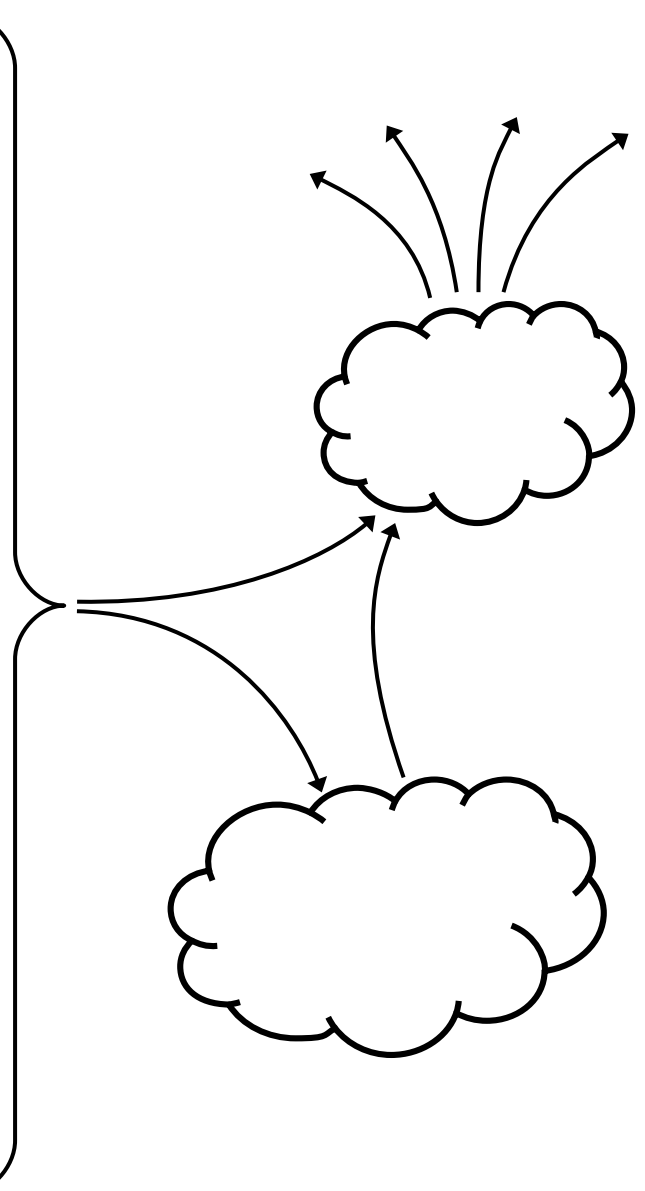
Project Description

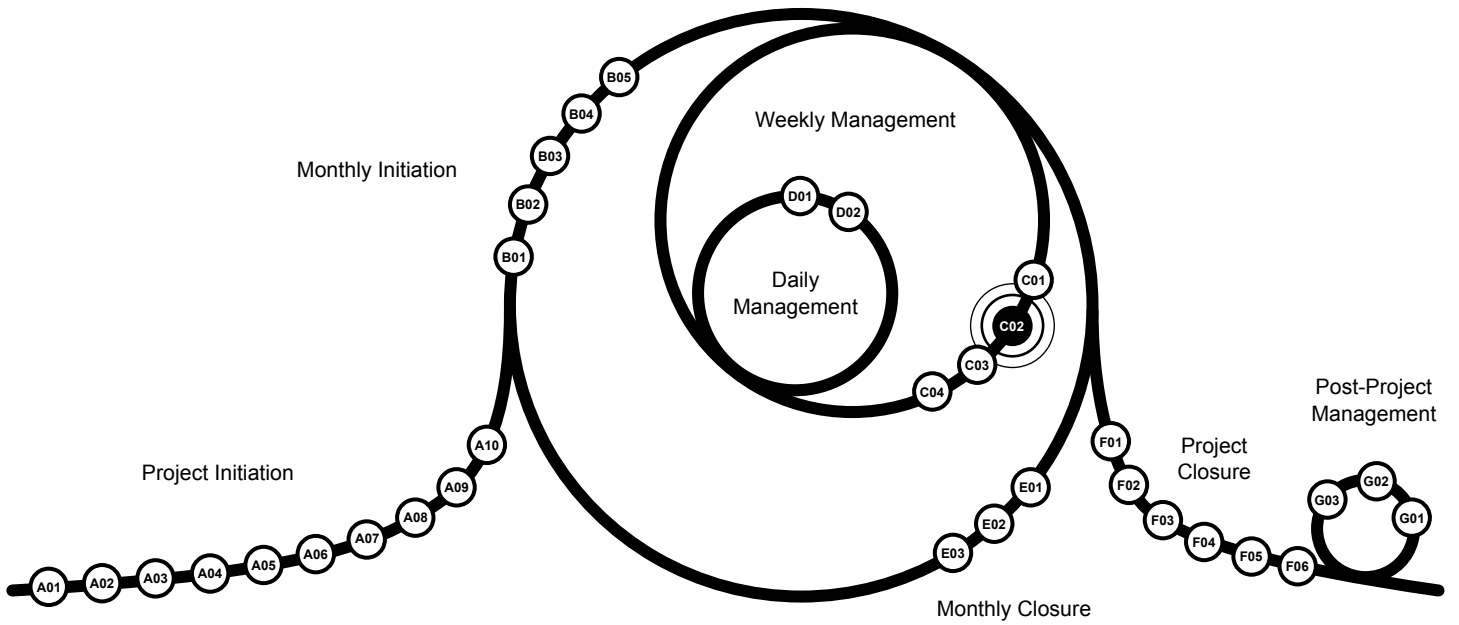
Deliverables Map

Schedule

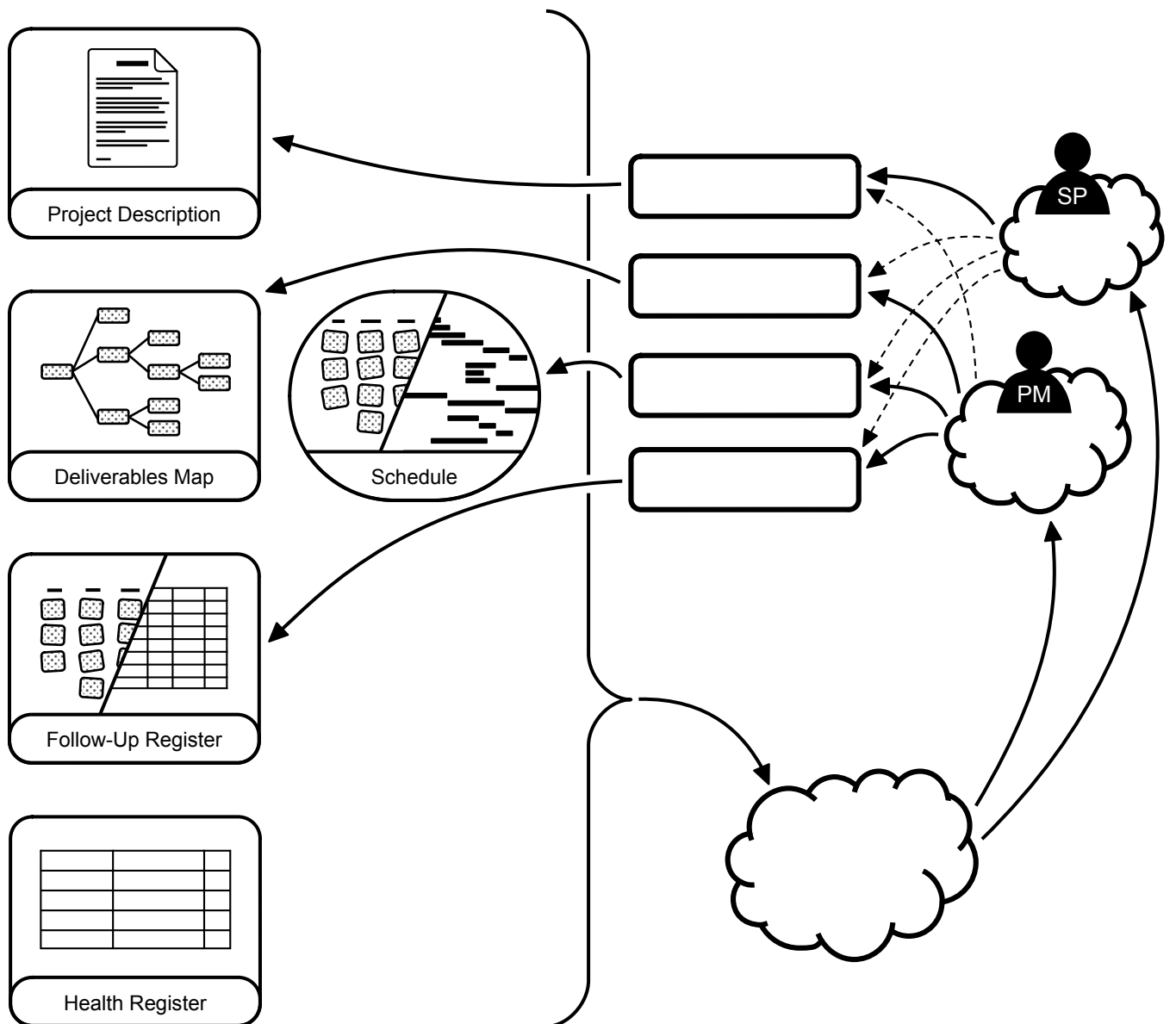
Follow-Up Register

Health Register

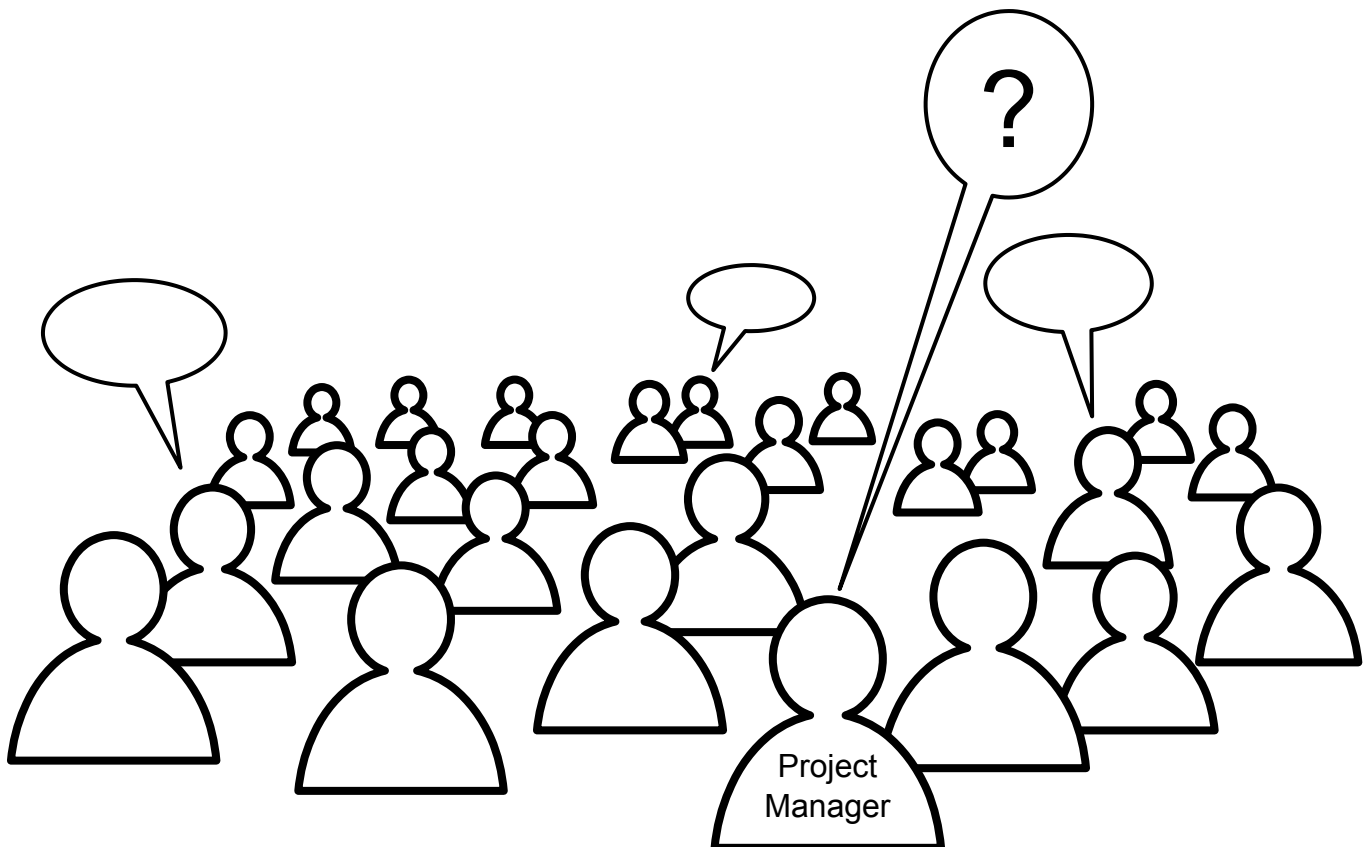


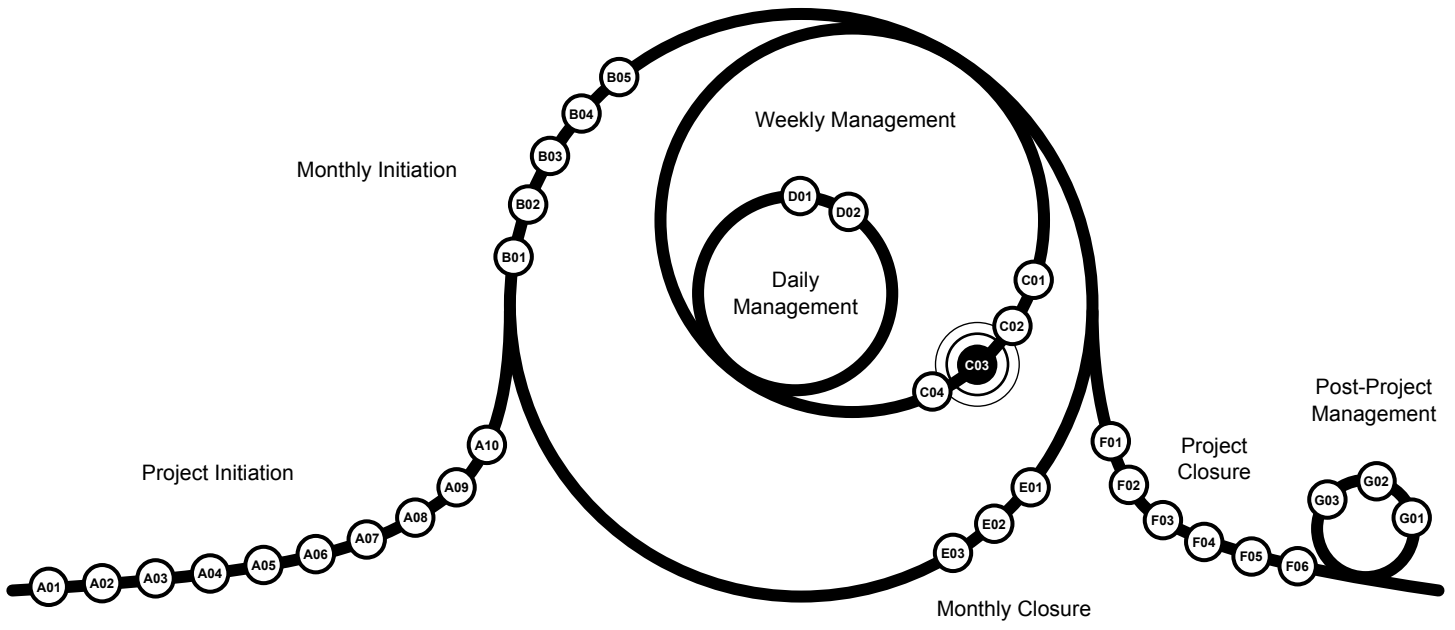


**C02 - Plan responses for deviations**



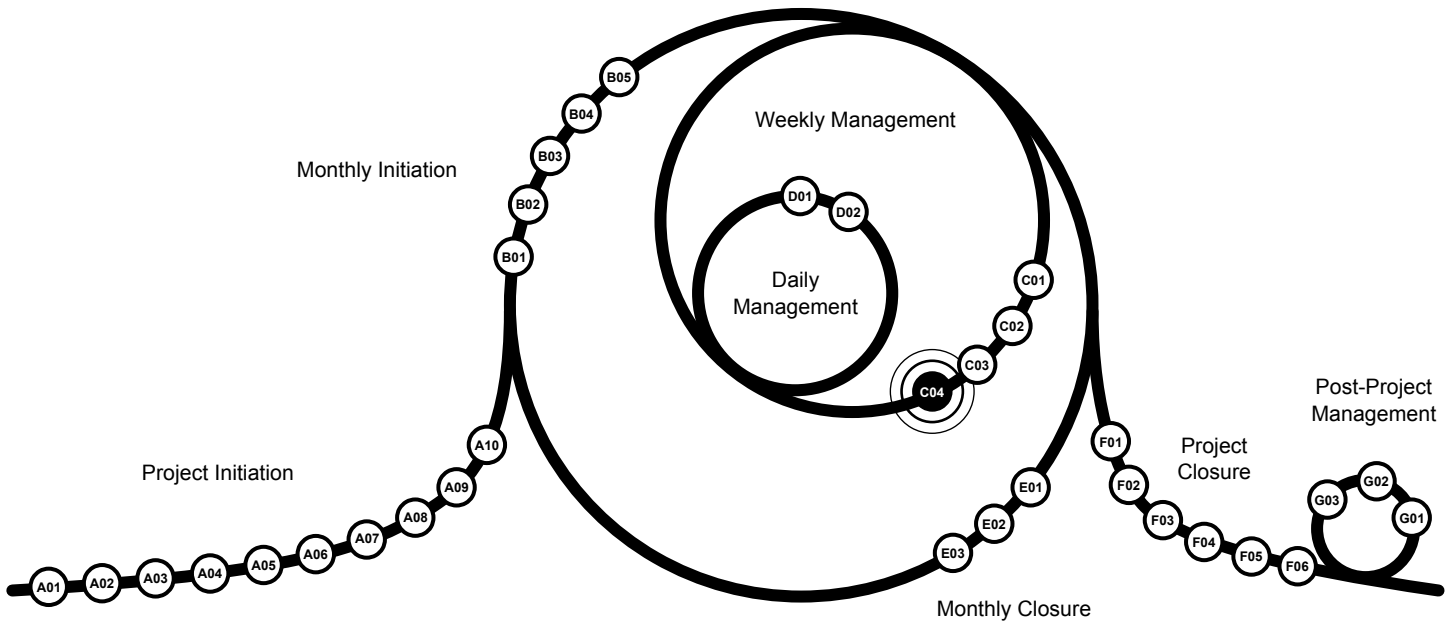
## C02 - Plan responses for deviations





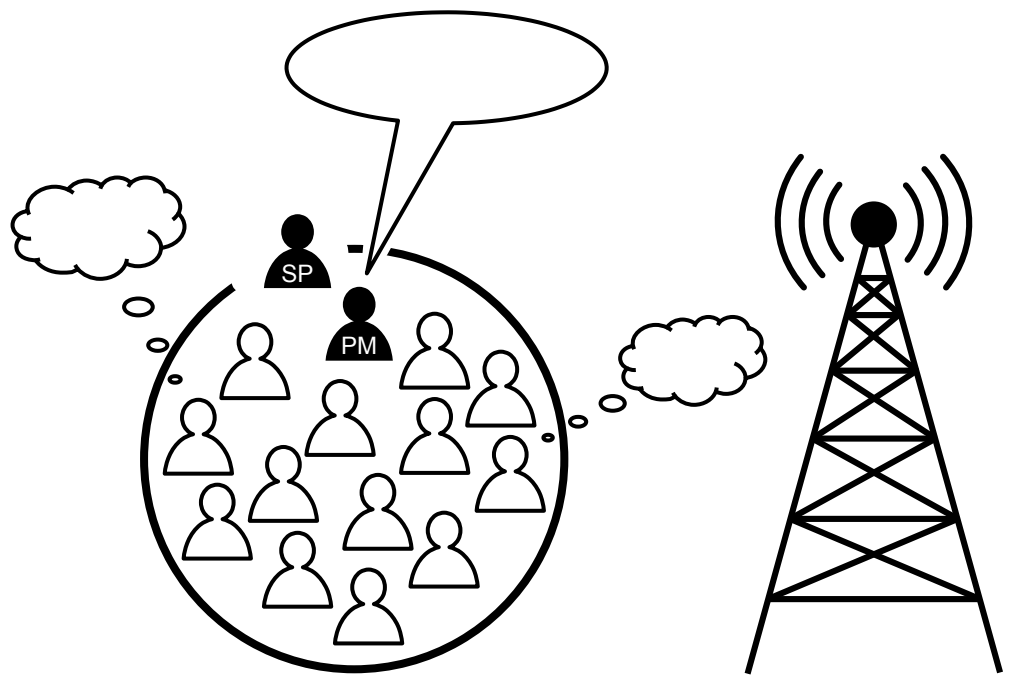
C03 - Kick off the weekly cycle





C04 - Conduct a focused communication

- Message: .....
- Audience: .....

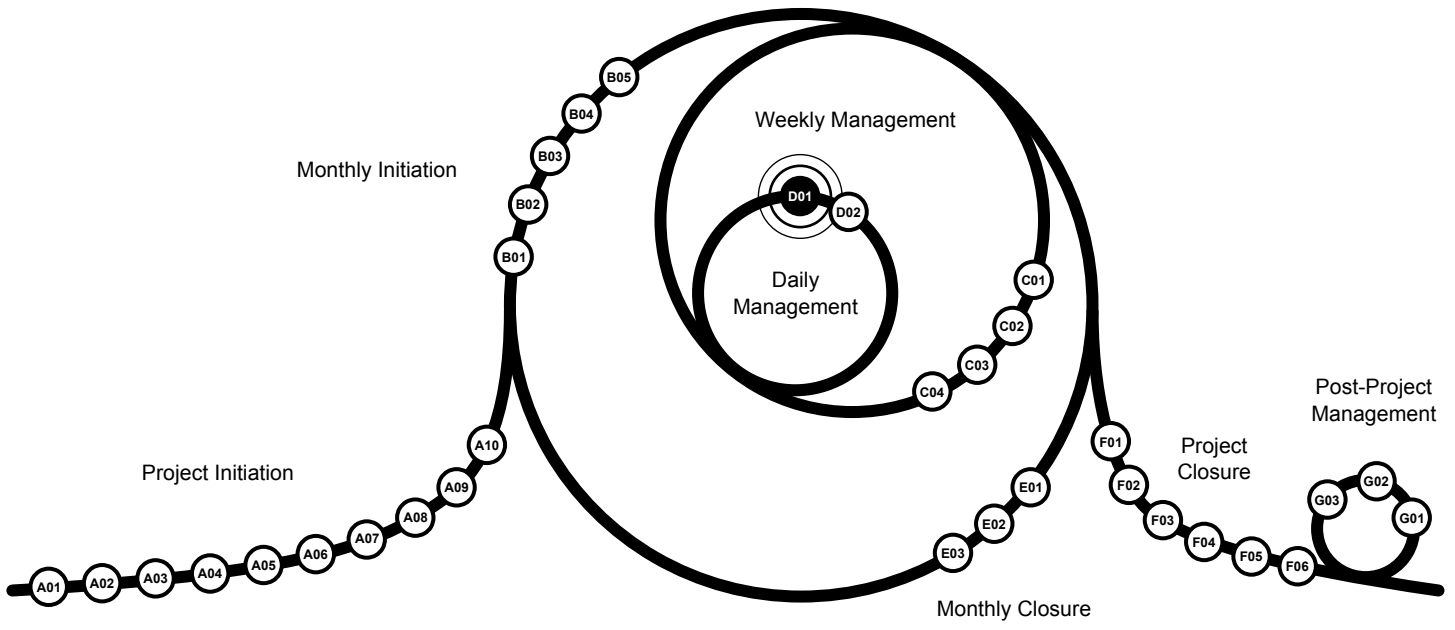


Part 2

# ***Full review***



Daily Management



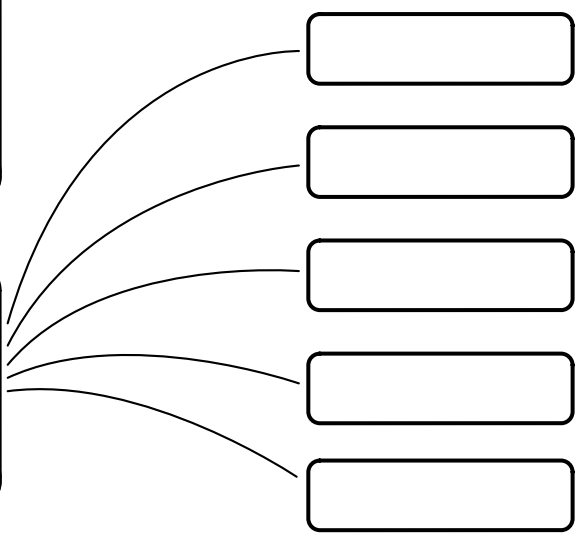
**D01 - Manage risks, issues, and change requests**

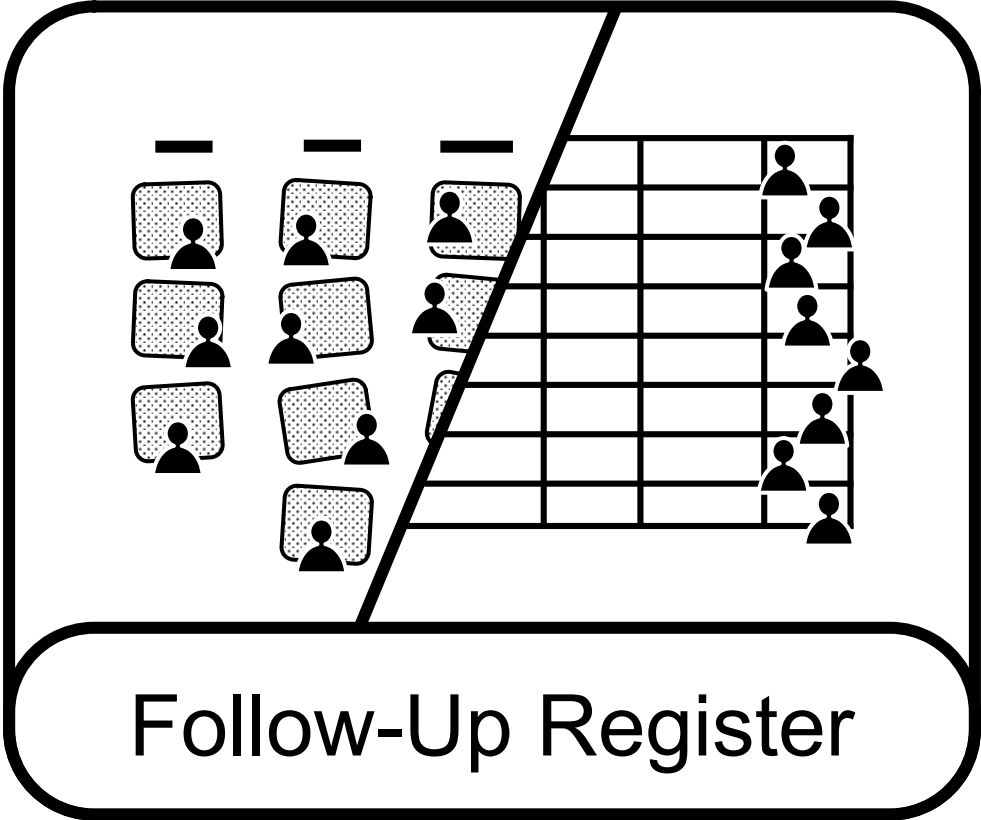
Project Description

Deliverables Map

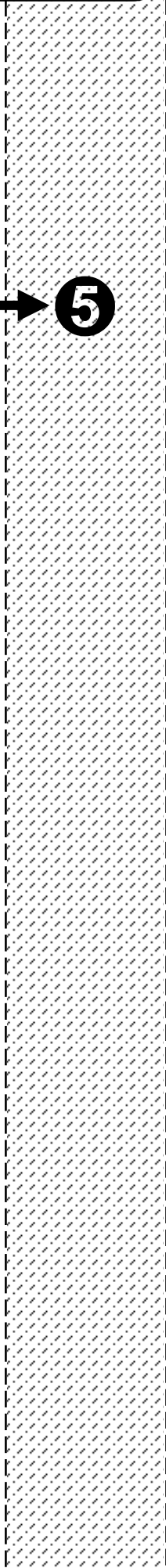
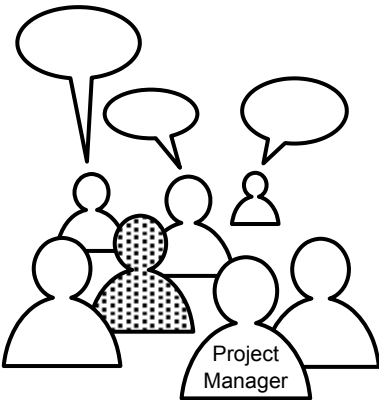
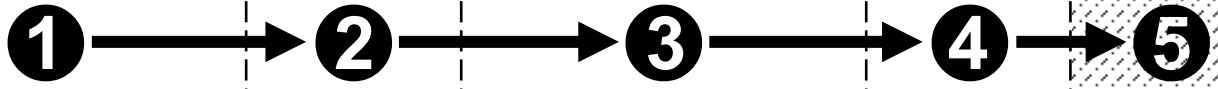
Follow-Up Register

Health Register

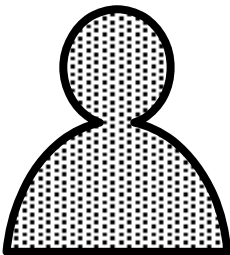
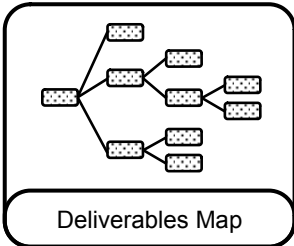
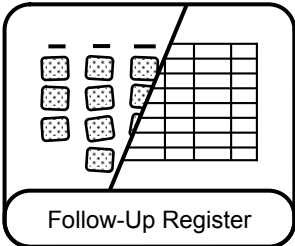




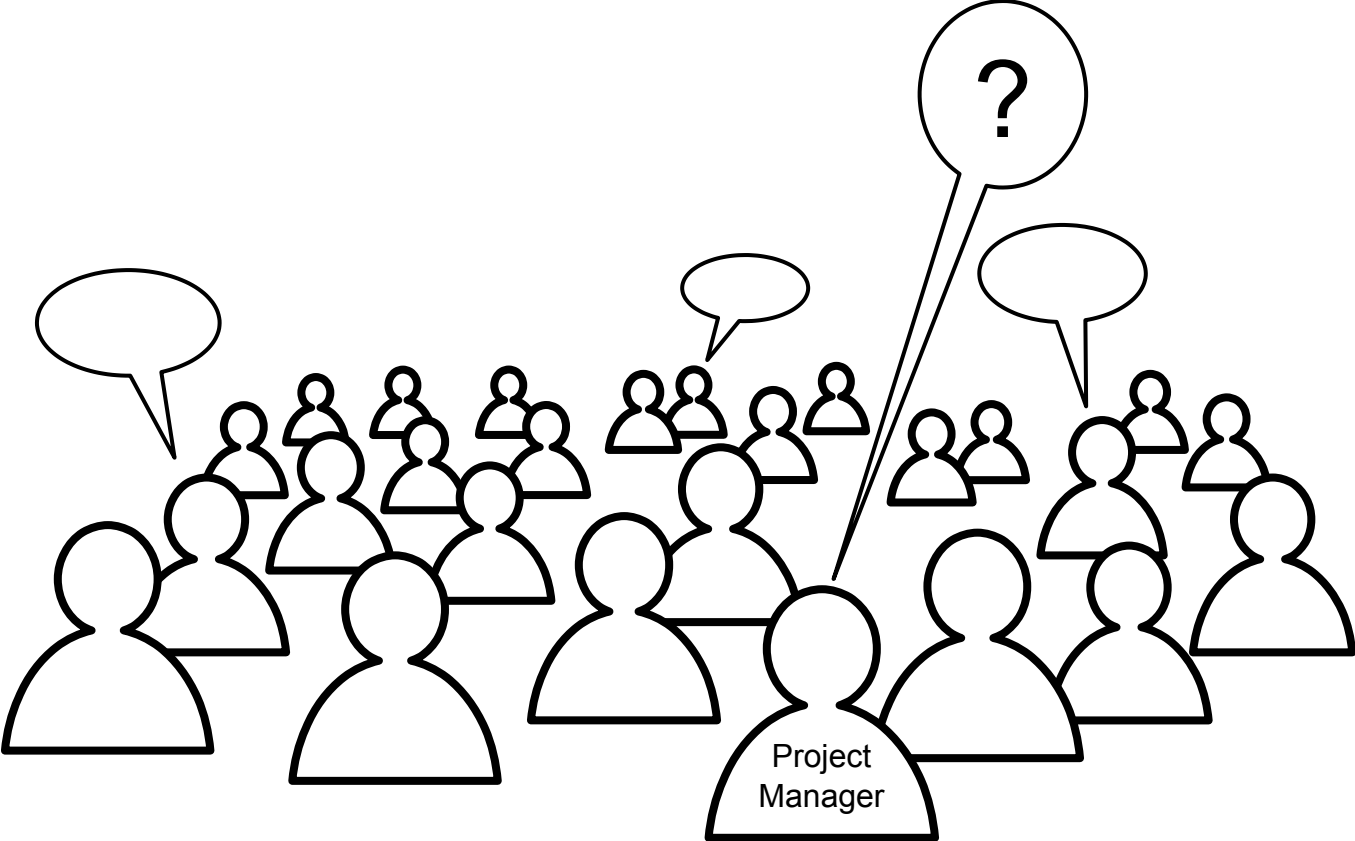
# D01 - Manage risks, issues, and change requests

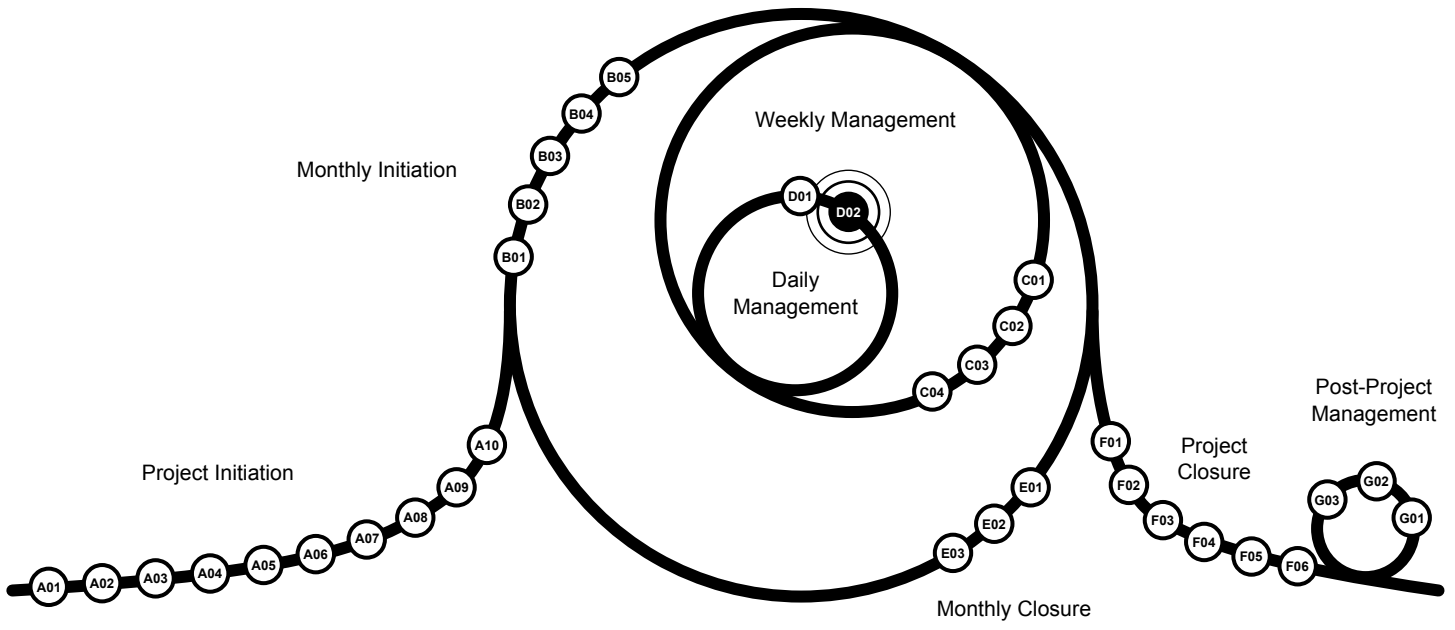


D01 - Manage risks, issues, and change requests

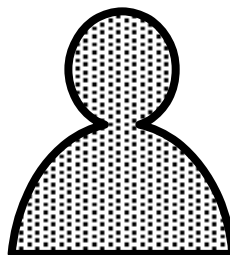
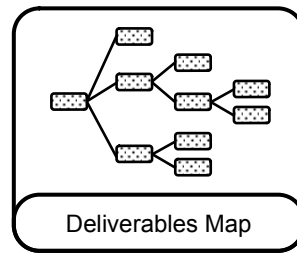
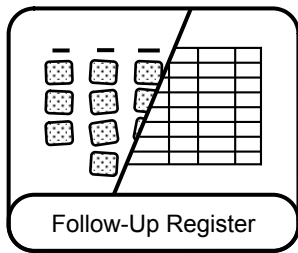


D01 - Manage risks, issues, and change requests

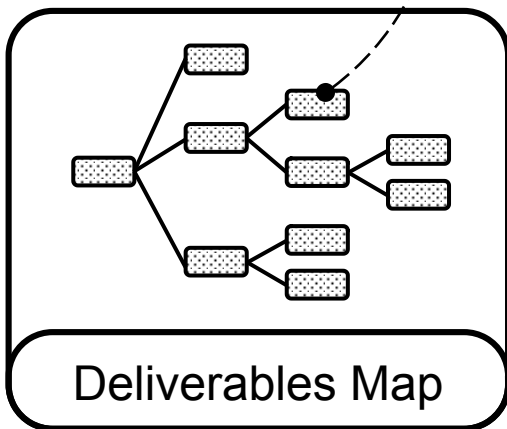
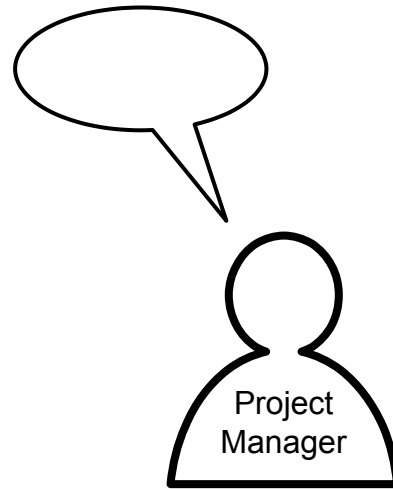
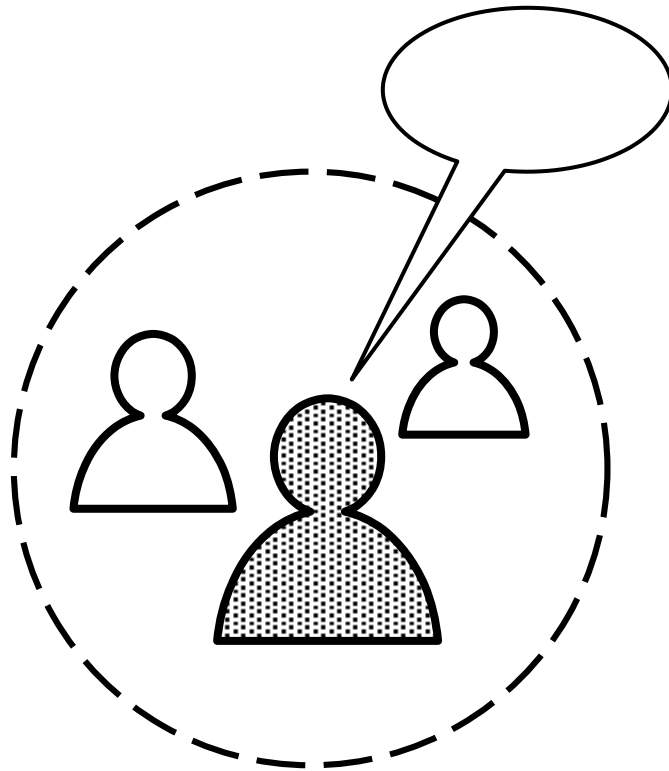




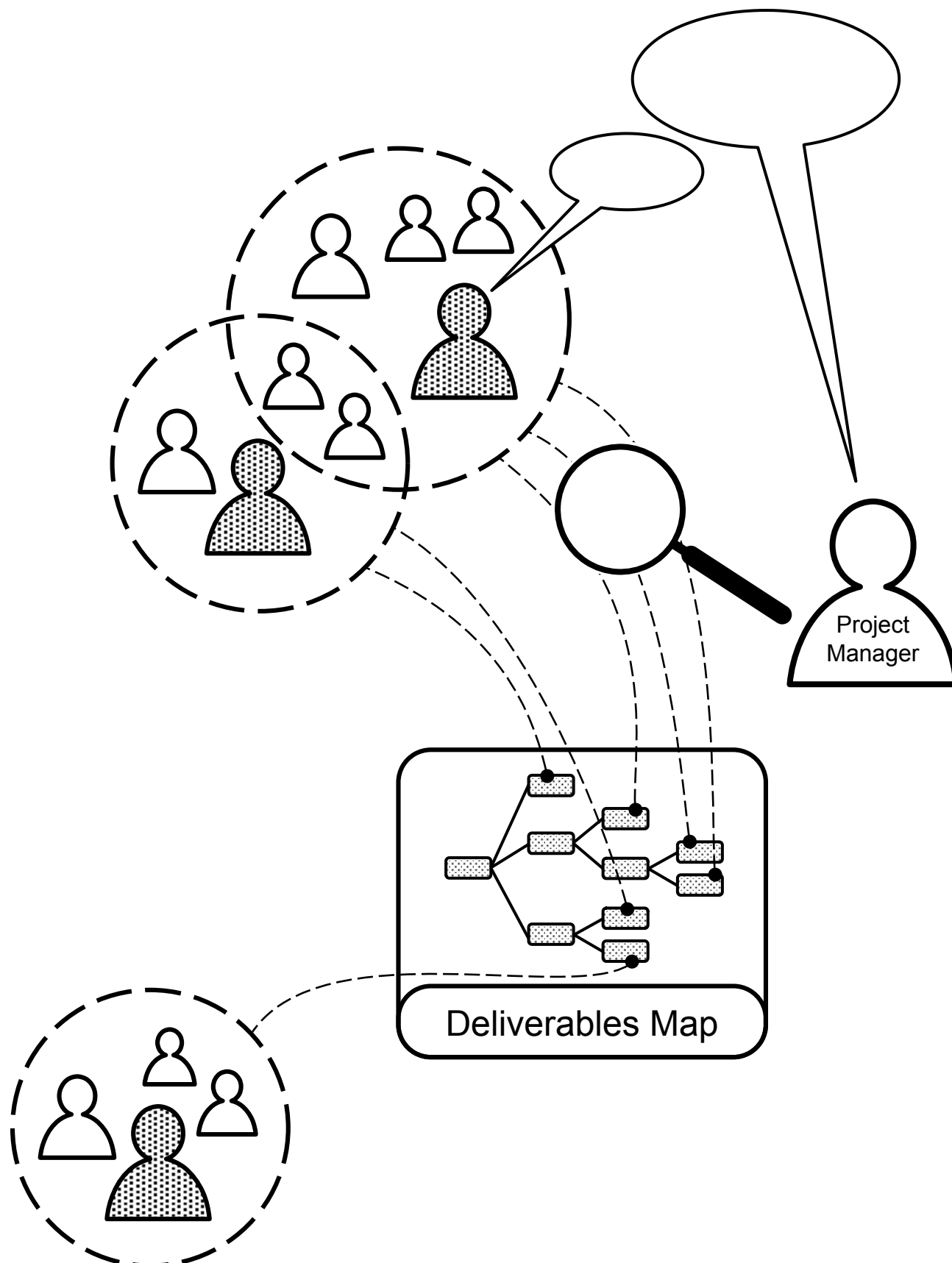
D02 - Accept completed deliverables



# D02 - Accept completed deliverables



# D02 - Accept completed deliverables

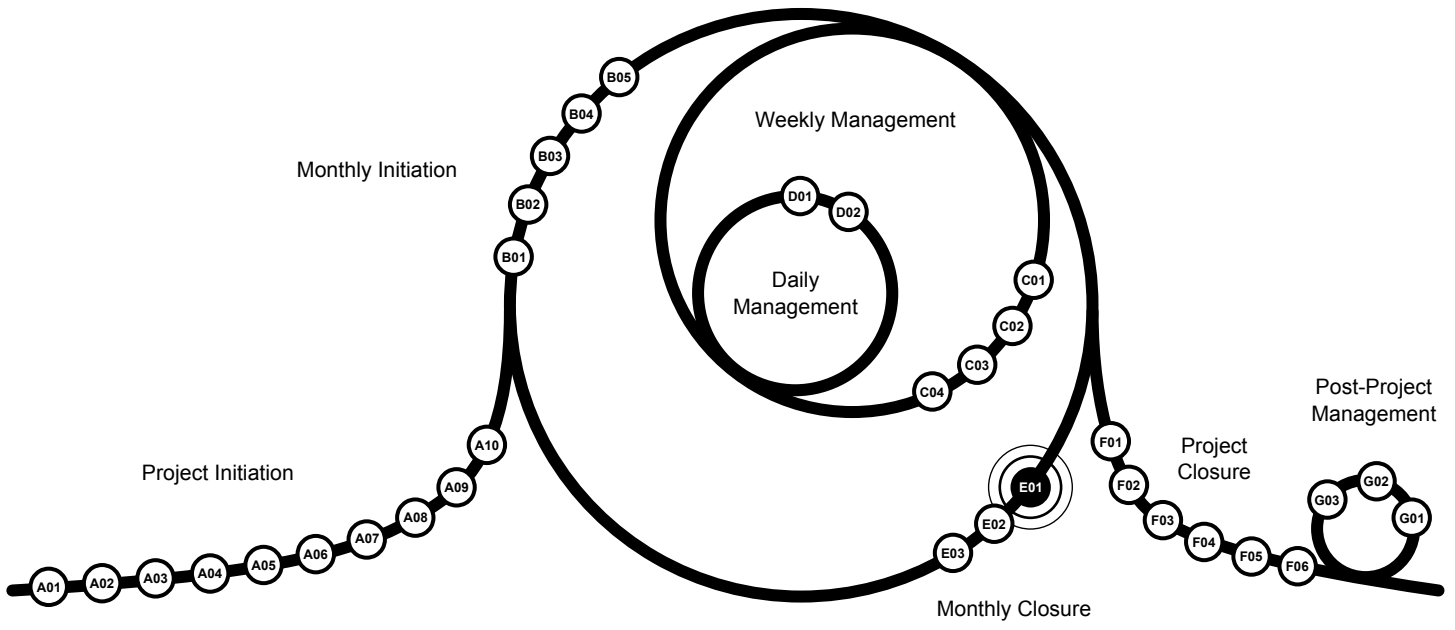


Part 2

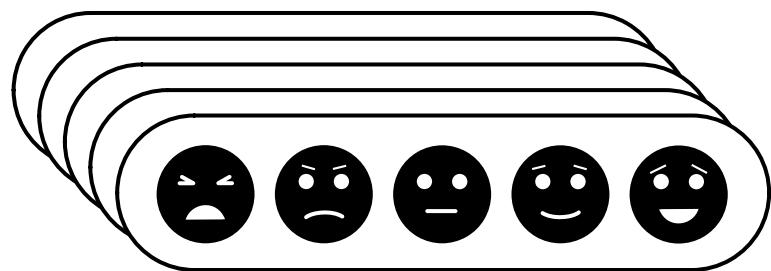
# ***Full review***



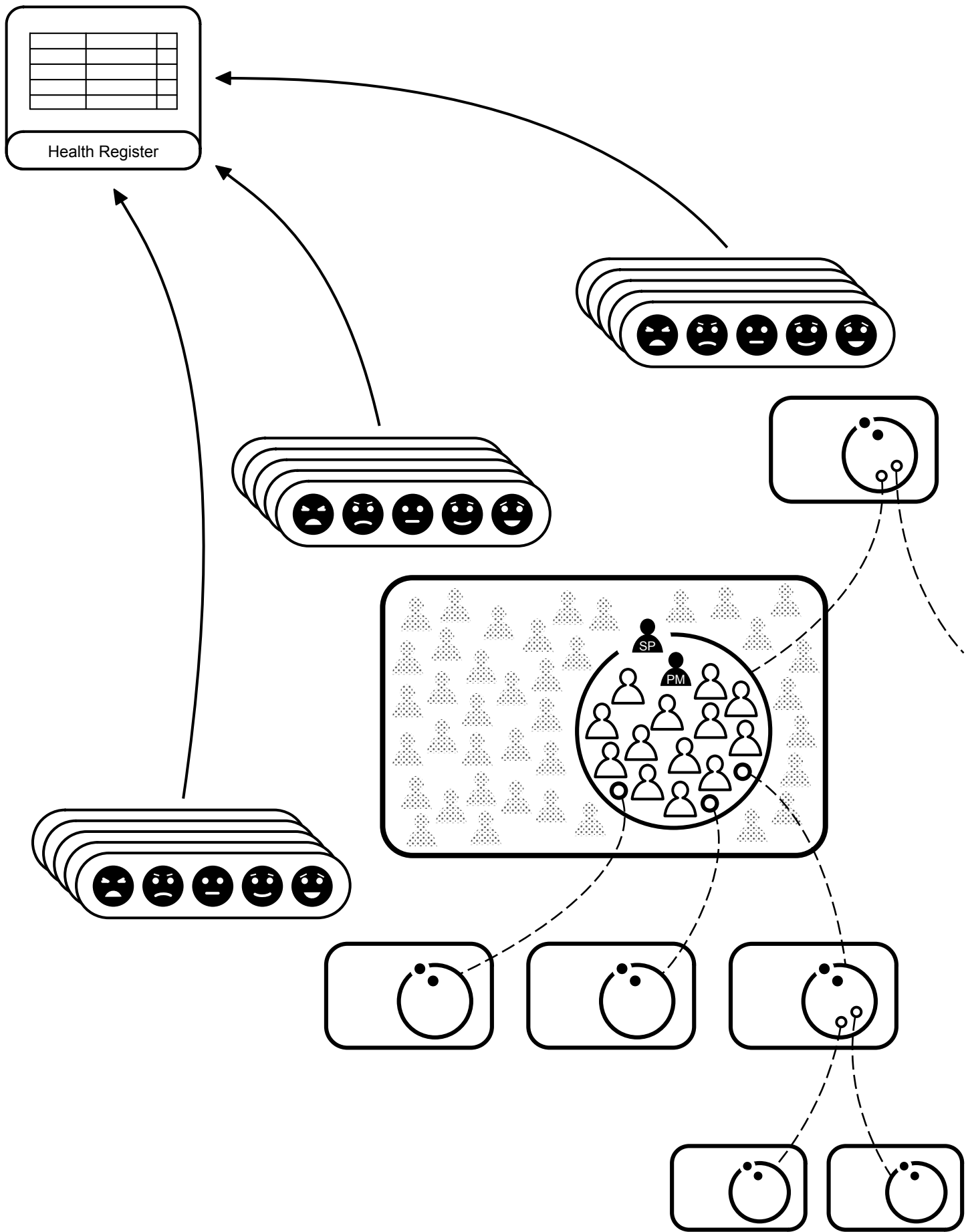
Monthly Closure



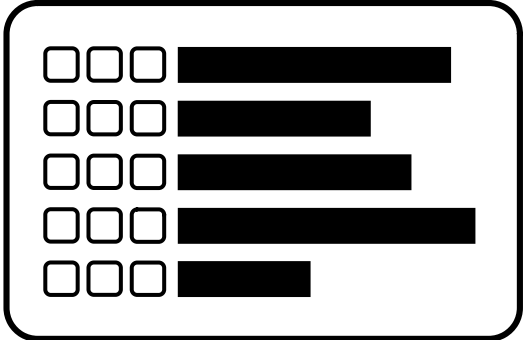
**E01 - Evaluate stakeholder satisfaction**

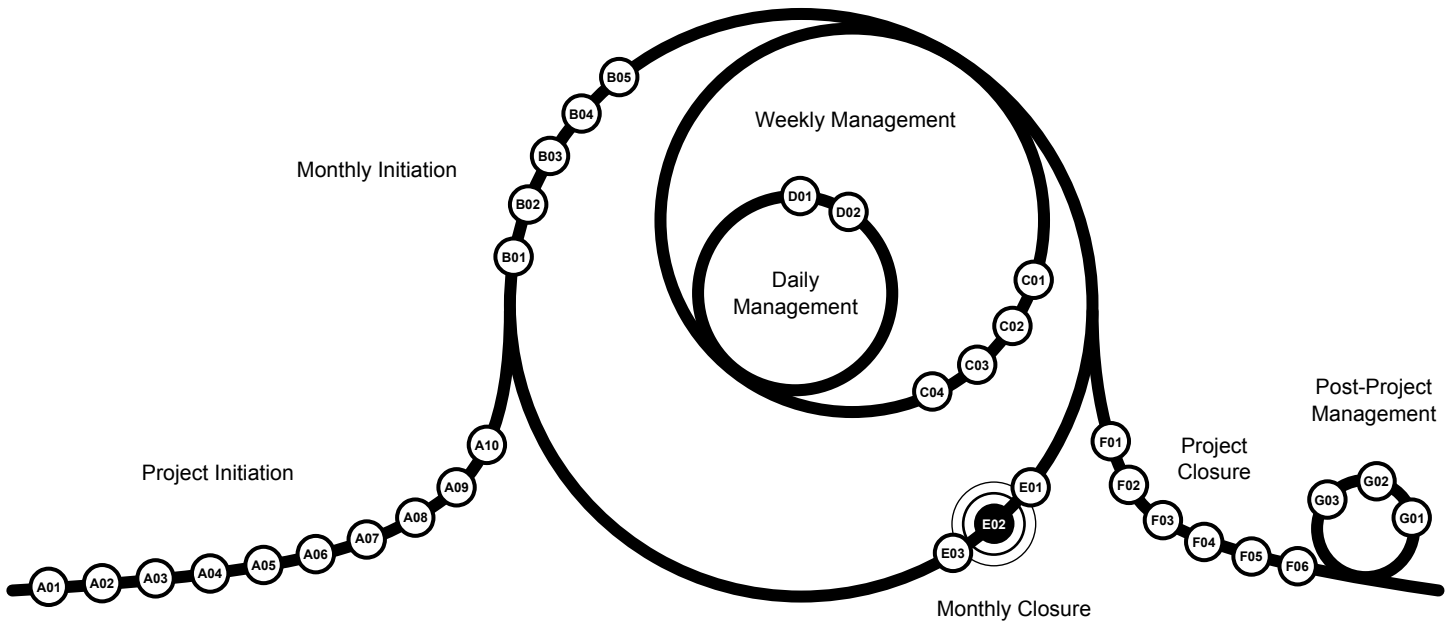


# E01 - Evaluate stakeholder satisfaction

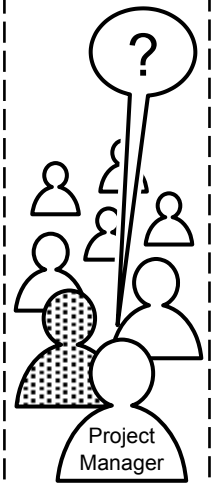
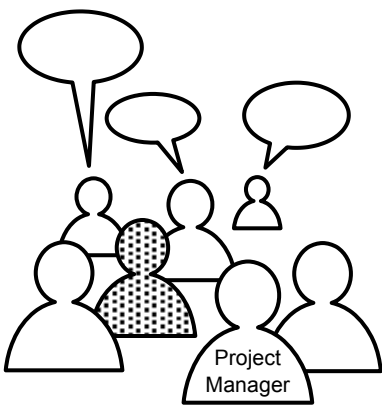
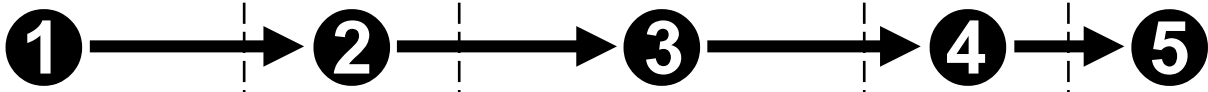


# E01 - Evaluate stakeholder satisfaction



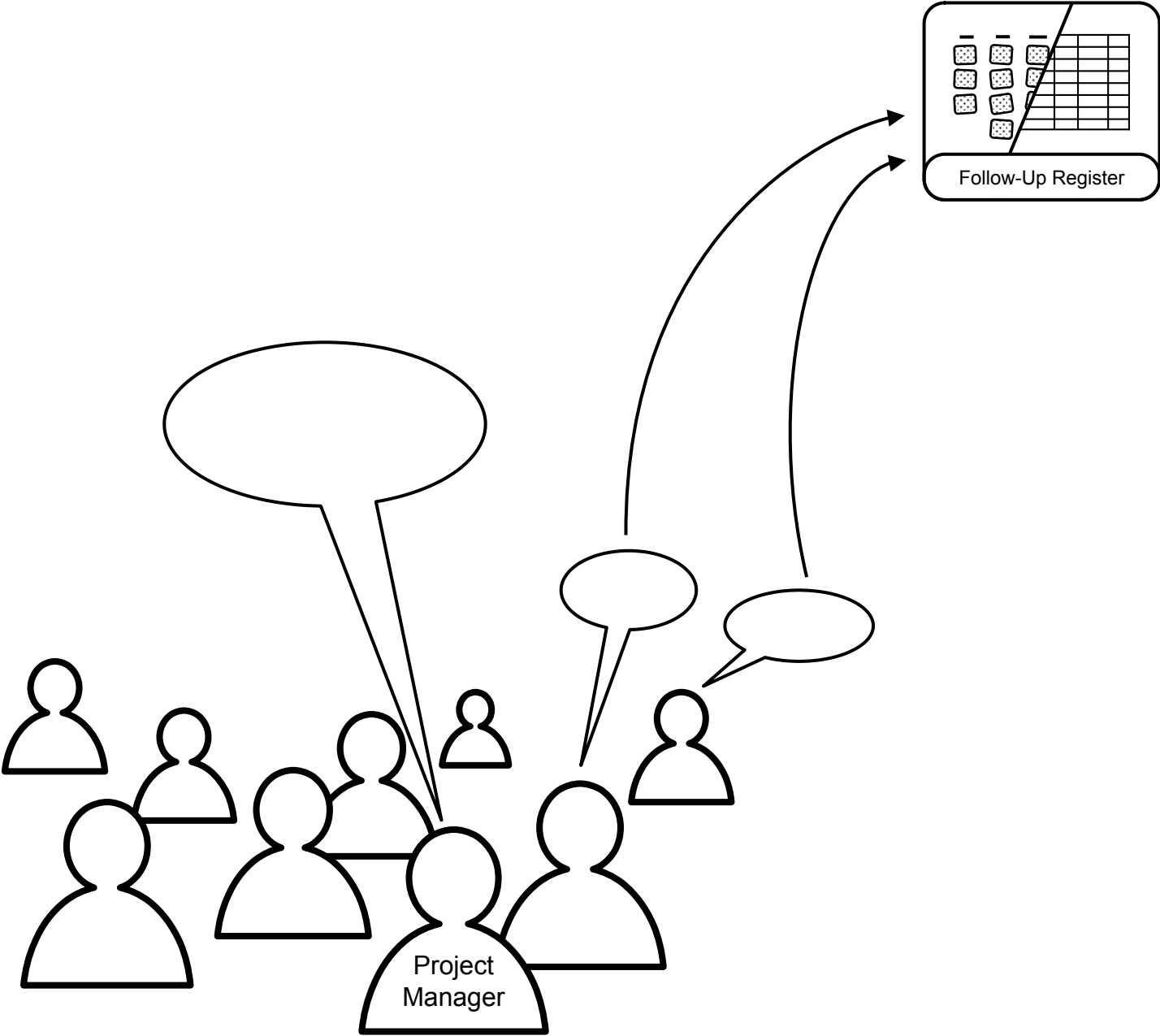


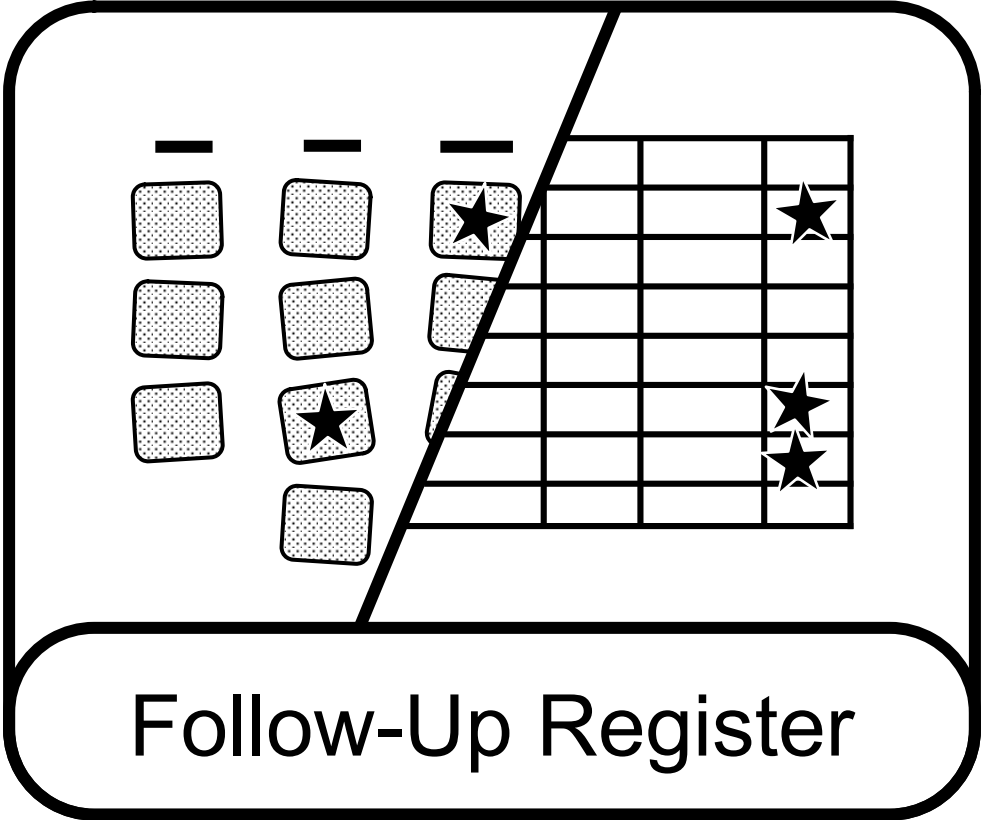
**E02 - Capture lessons and plan for improvements**



E02 - Capture lessons and plan for improvements

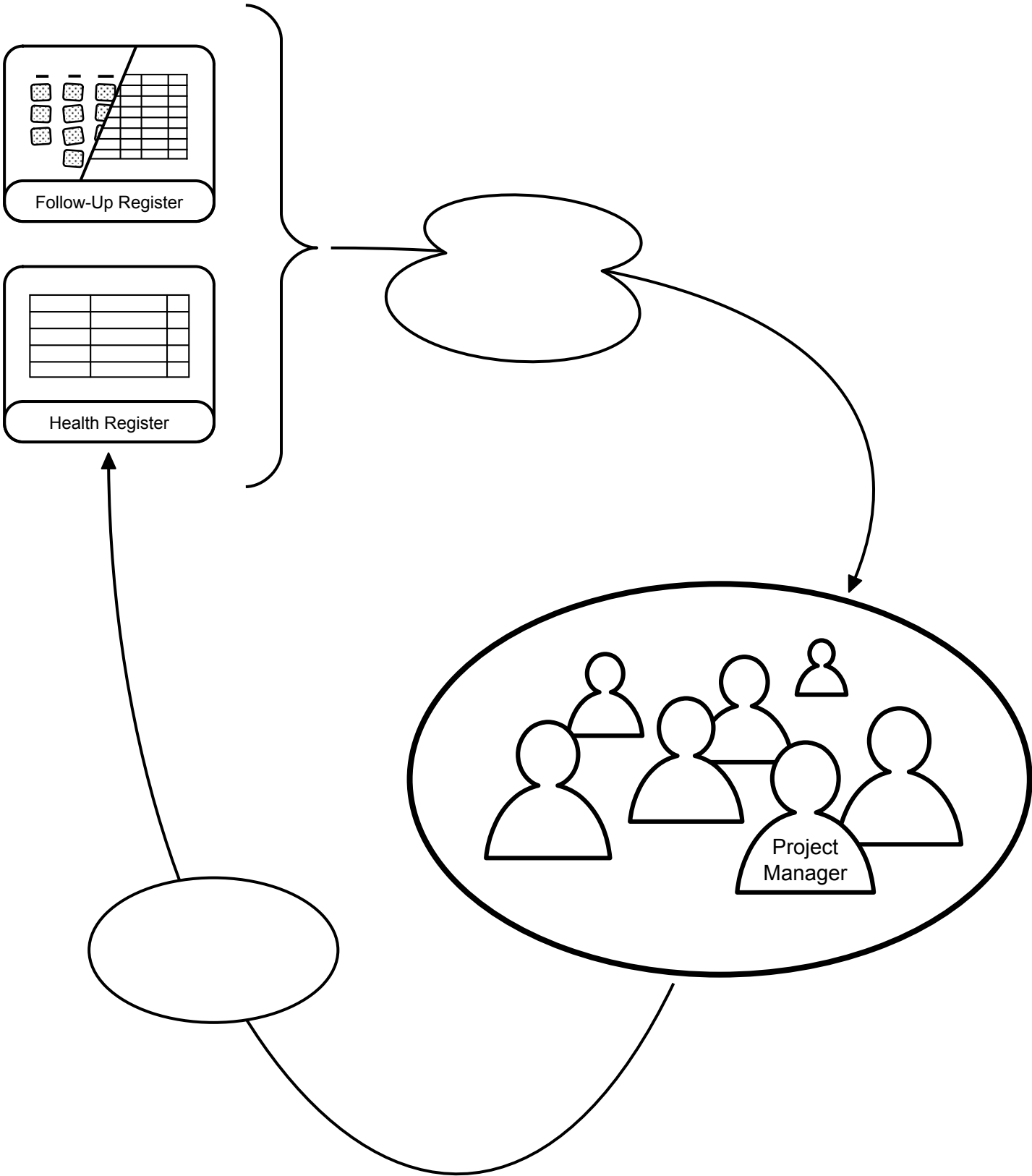
- .....
- .....

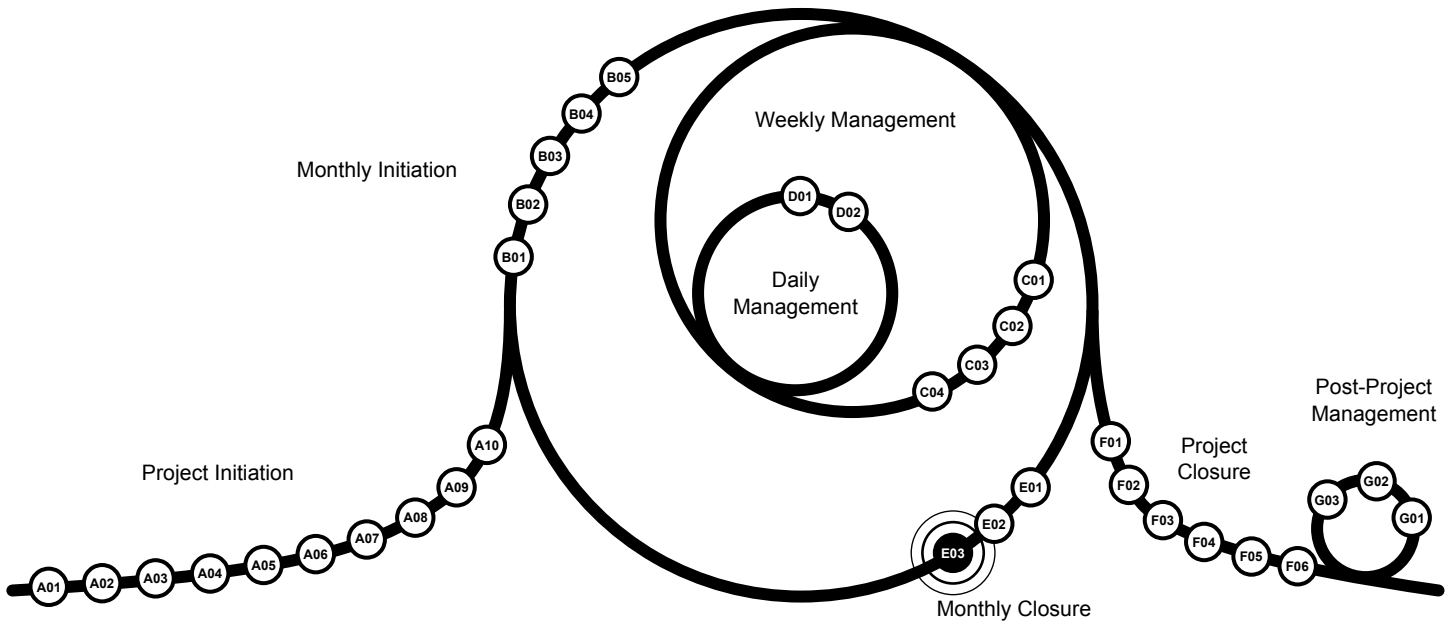




Follow-Up Register

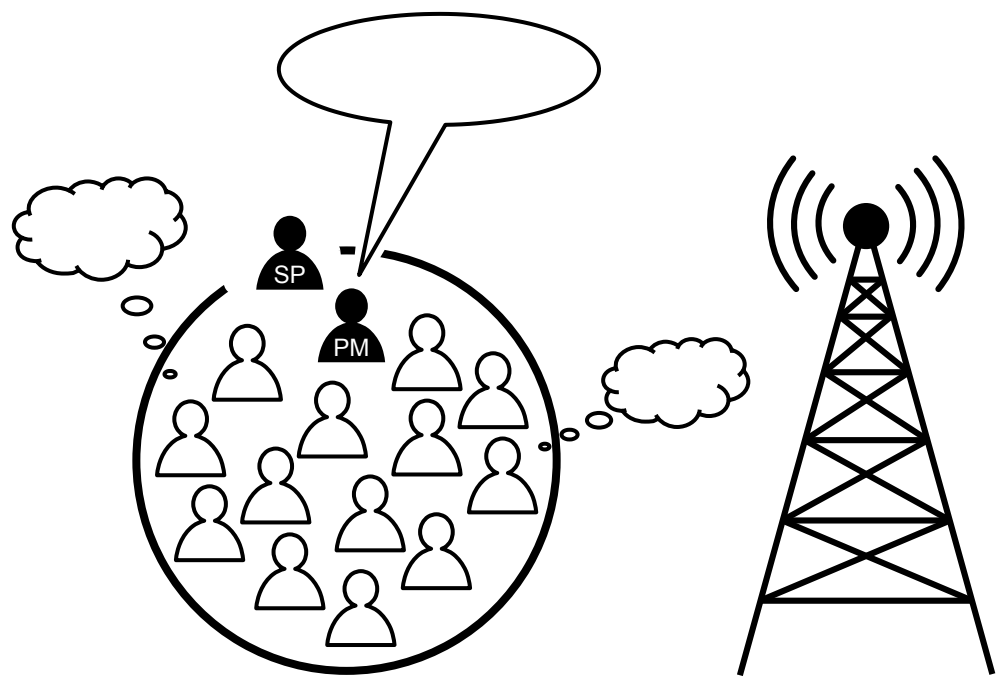
E02 - Capture lessons and plan for improvements





**E03 - Conduct a focused communication**

- Message: .....
- Audience: .....

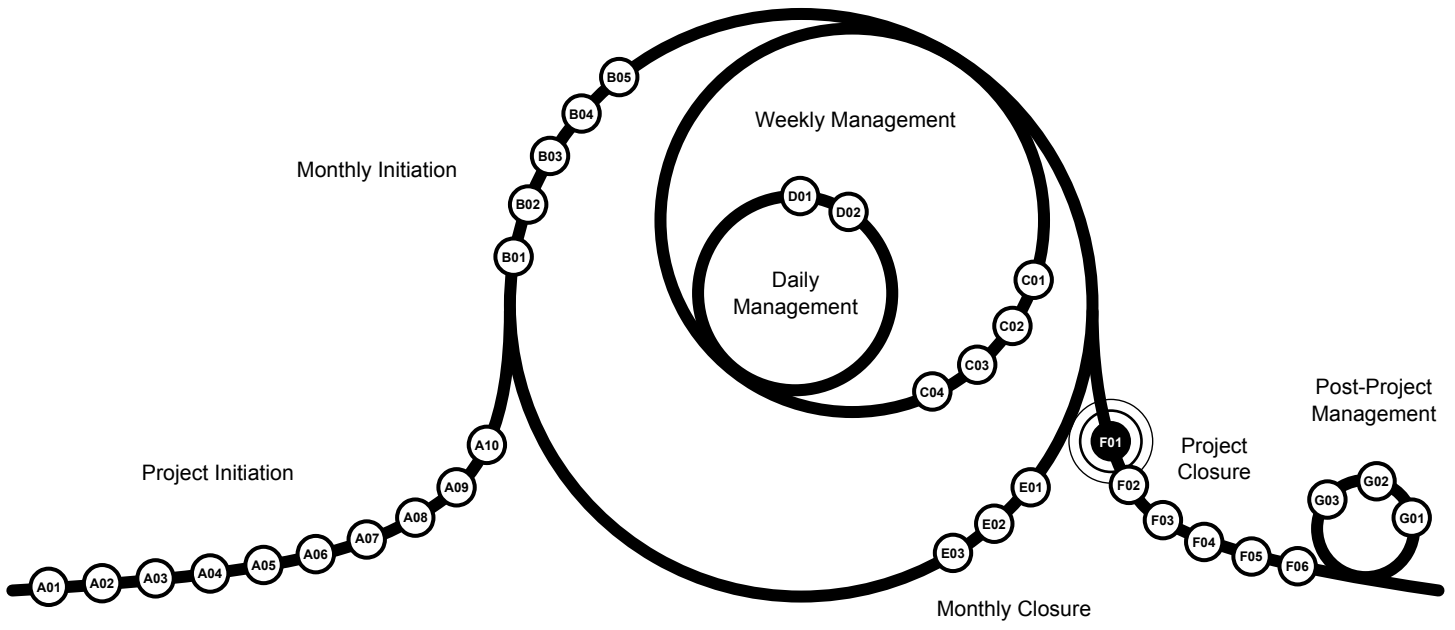


Part 2

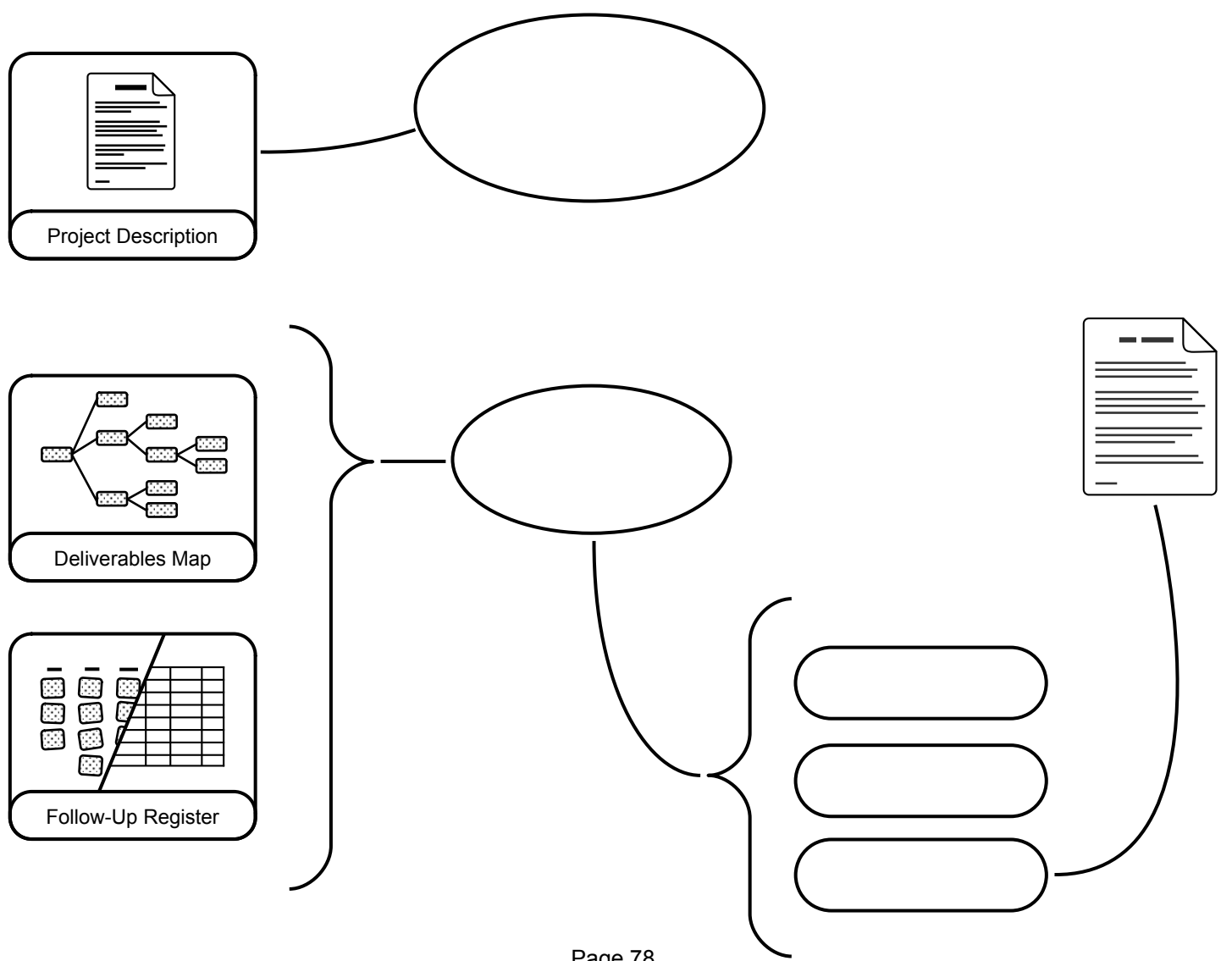
# ***Full review***



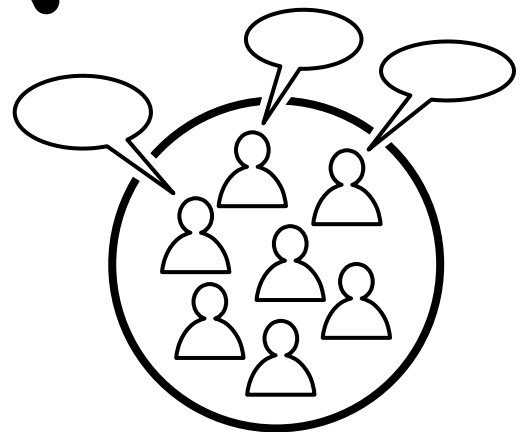
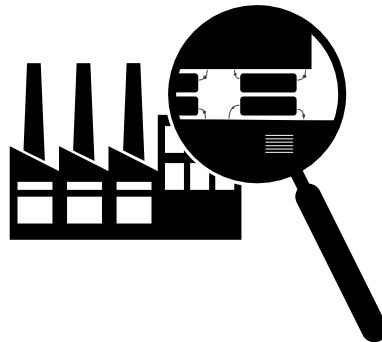
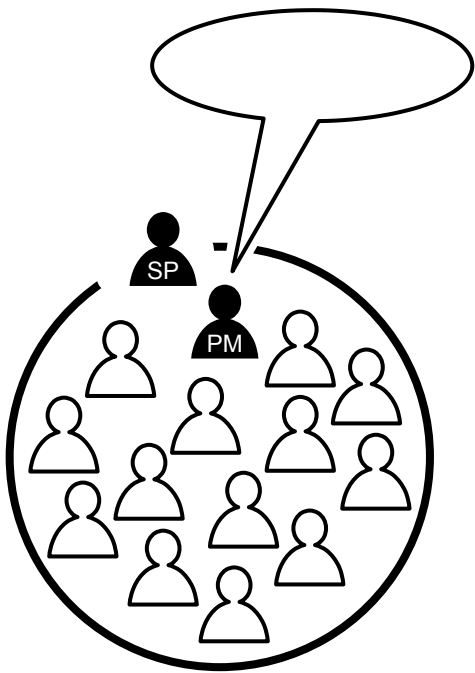
Project Closure

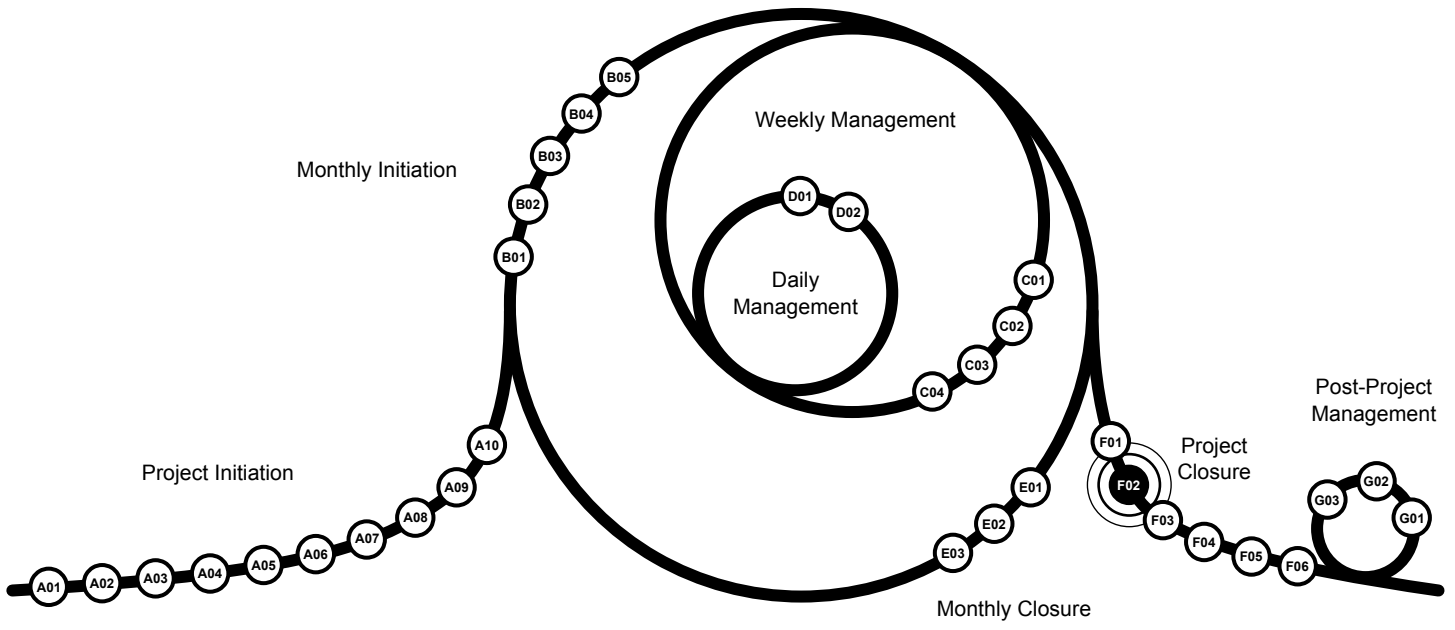


F01 - Hand over the product

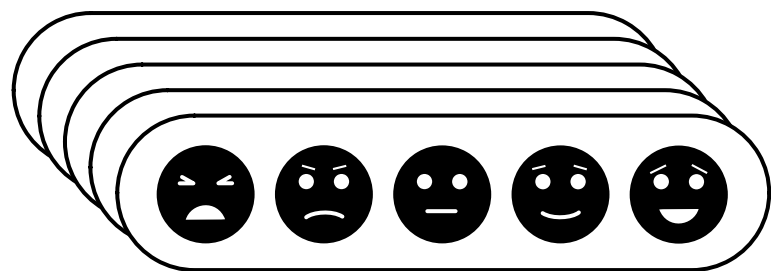


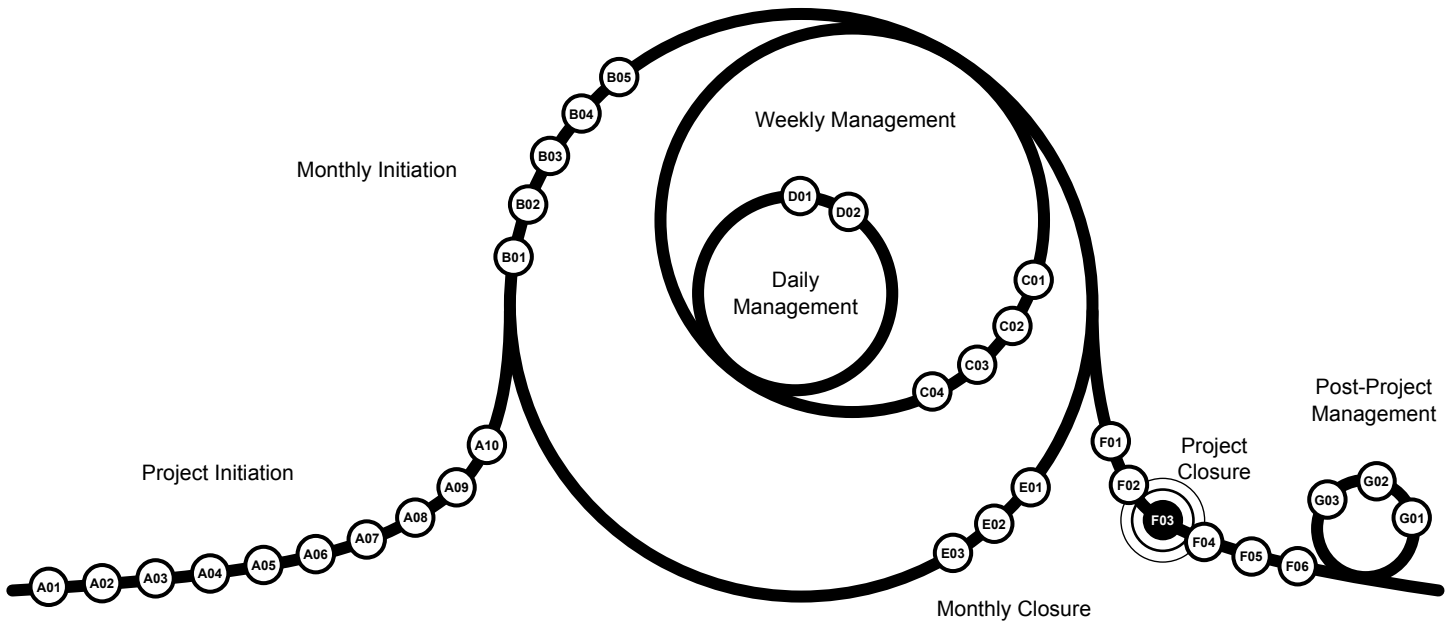
# F01 - Hand over the product





**F02 - Evaluate stakeholder satisfaction**





**F03 - Have the closing activity group peer-reviewed**

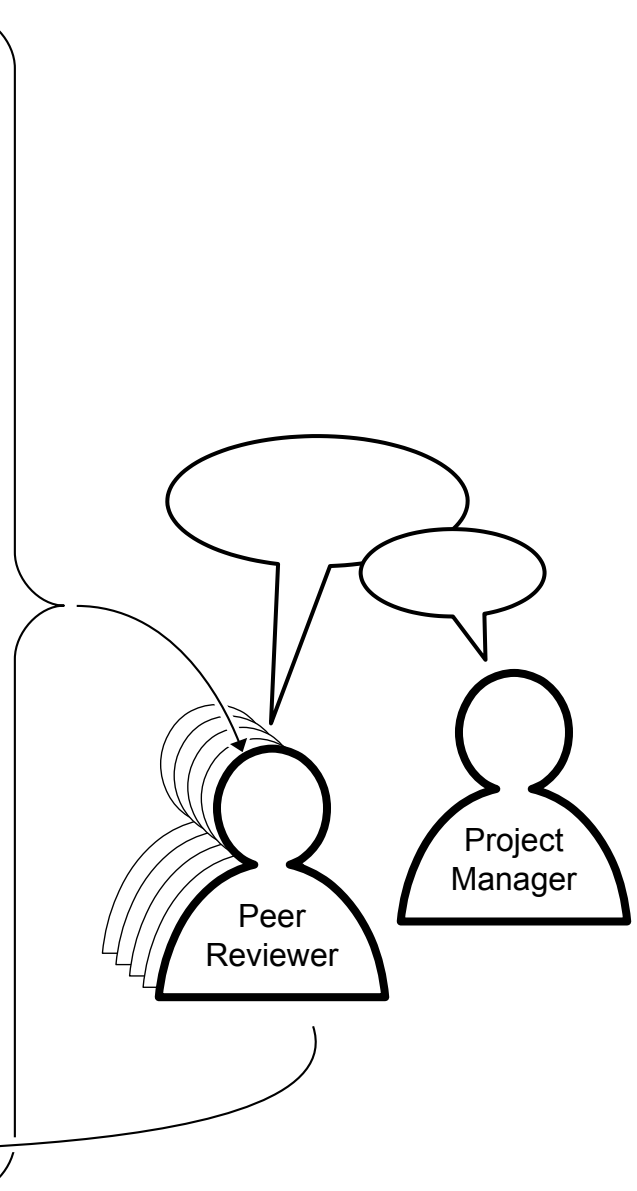
Project Description

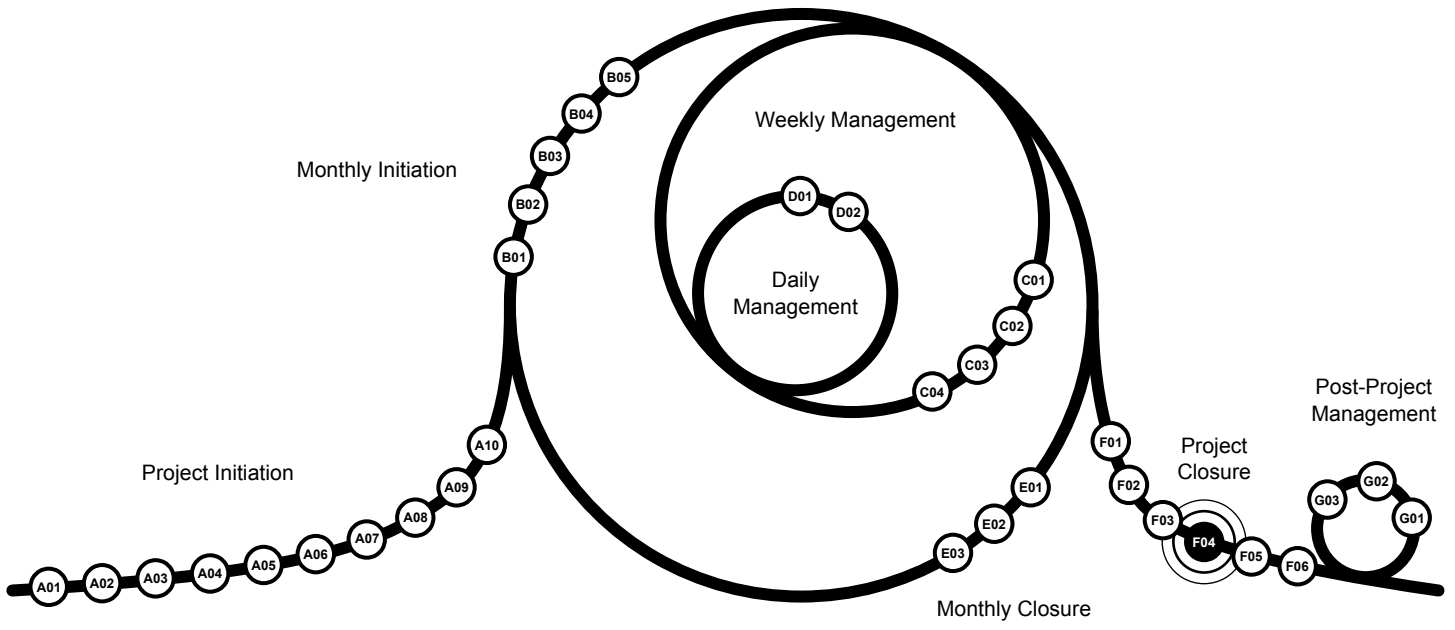
Deliverables Map

Schedule

Follow-Up Register

Health Register

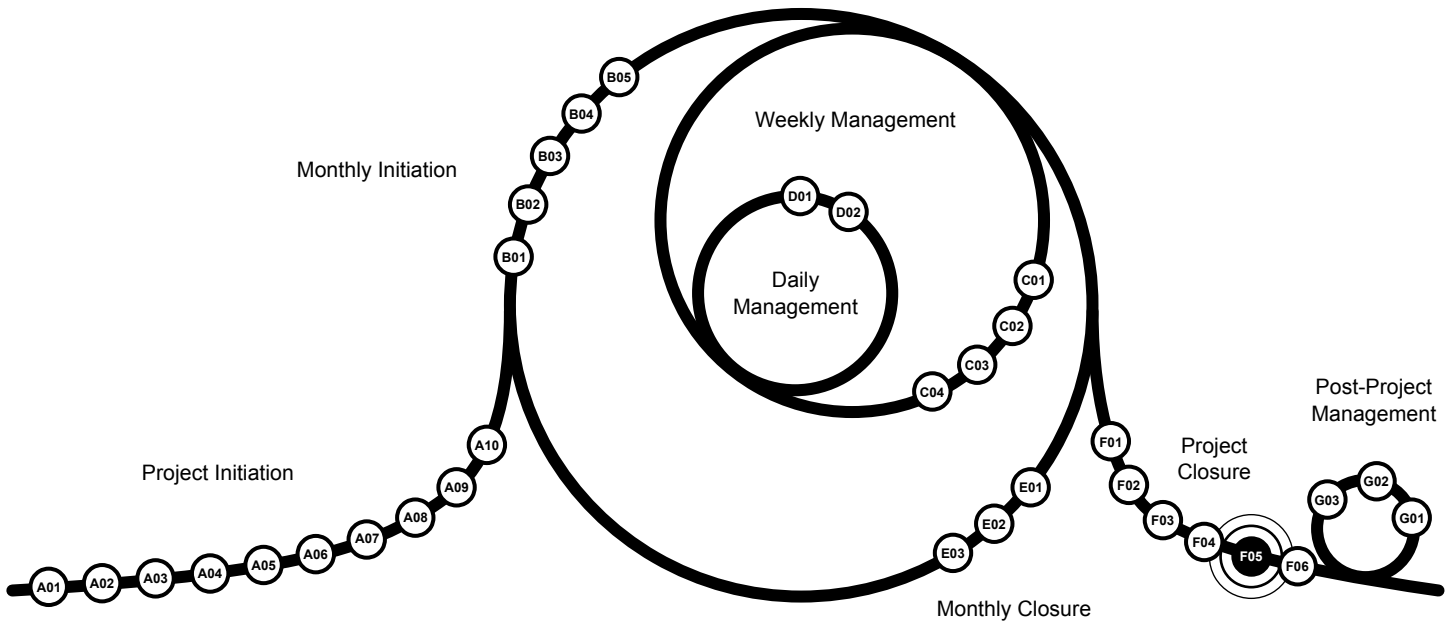




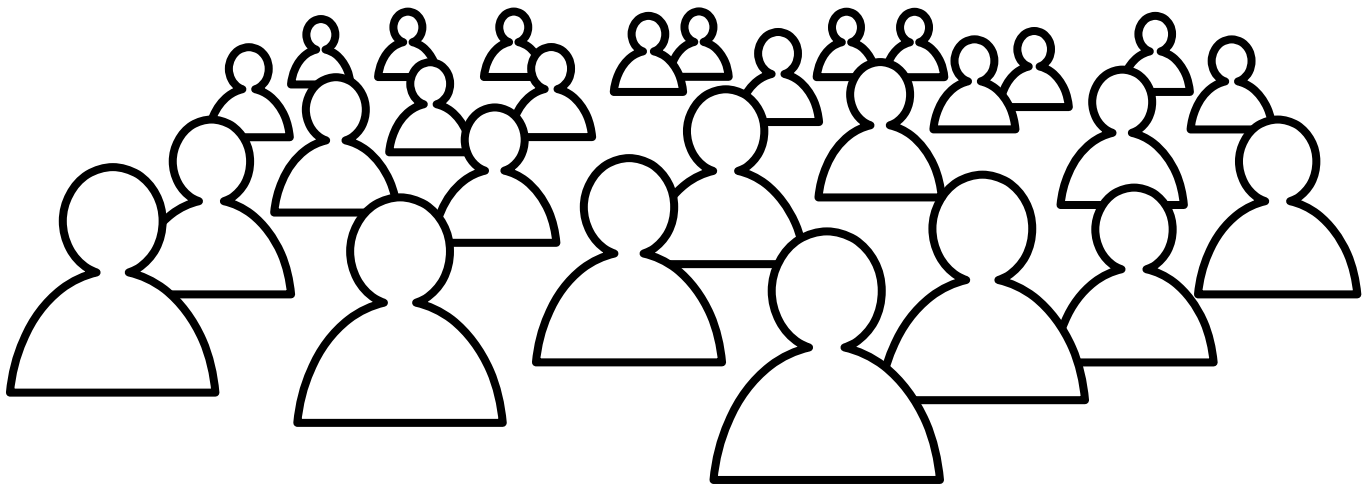
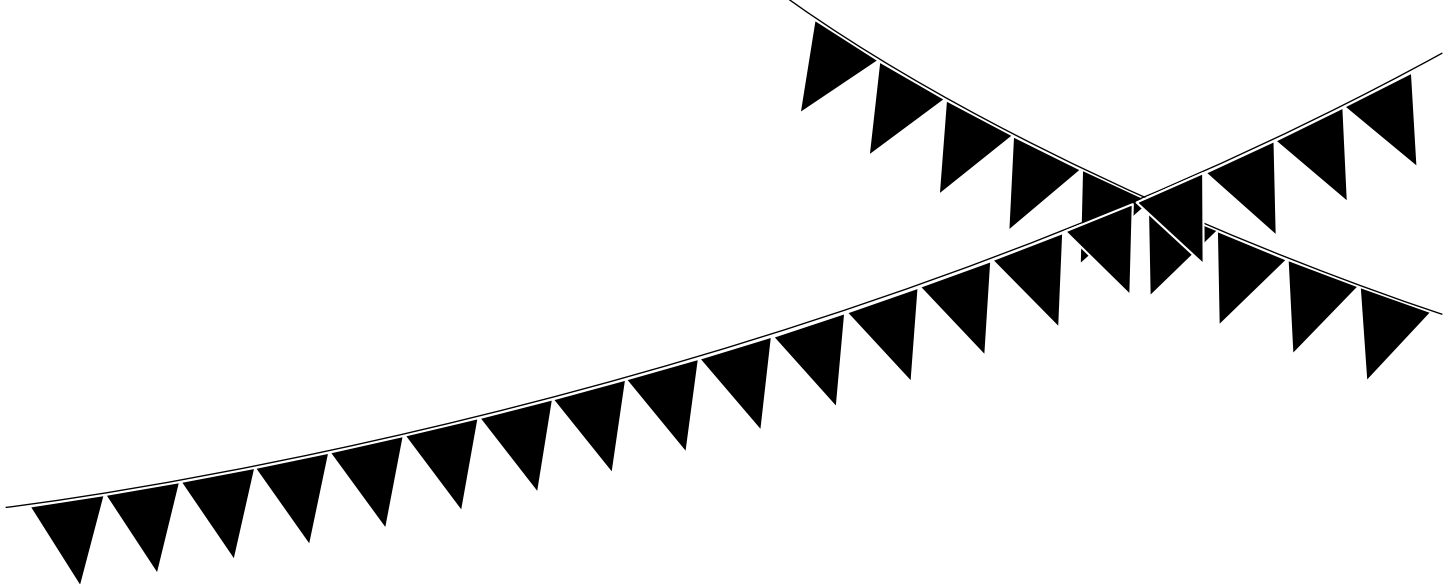
F04 - Archive the project documents

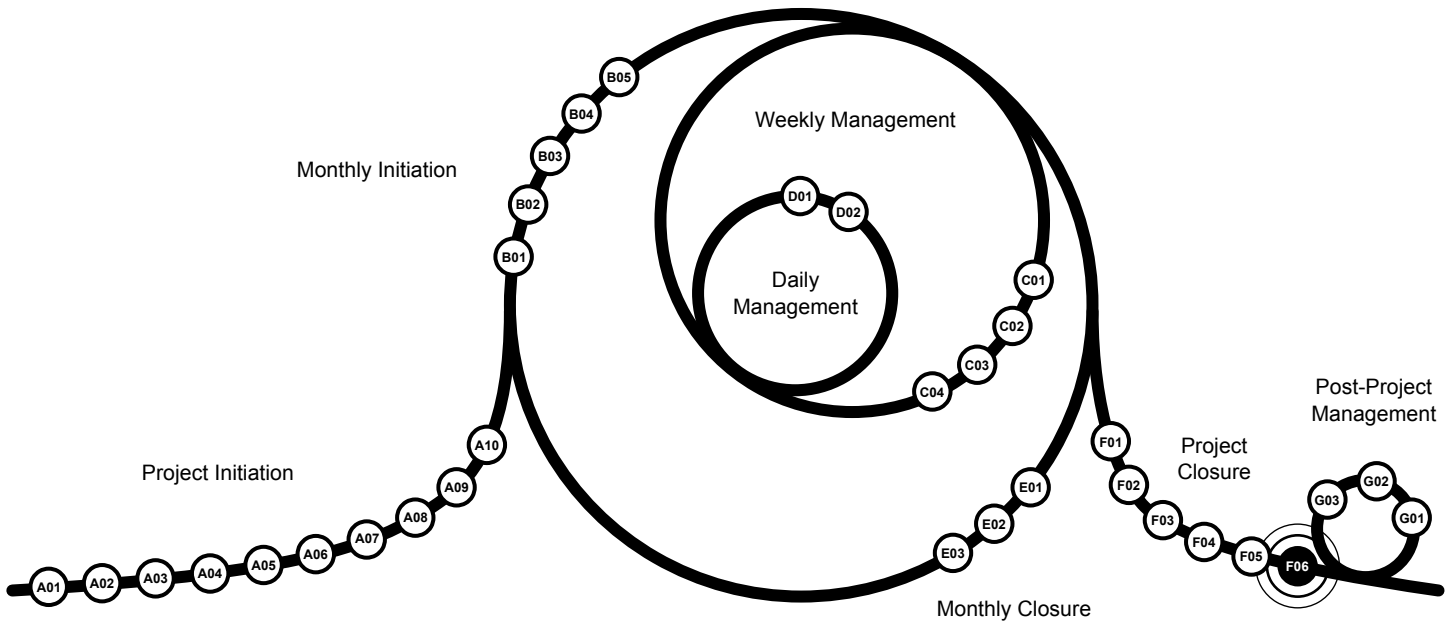
This block contains five icons representing key project documents:

- Project Description:** Represented by a document icon with horizontal lines.
- Deliverables Map:** Represented by a hierarchical tree diagram.
- Schedule:** Represented by a Gantt chart icon.
- Follow-Up Register:** Represented by a grid icon with a diagonal line.
- Health Register:** Represented by a simple table icon.

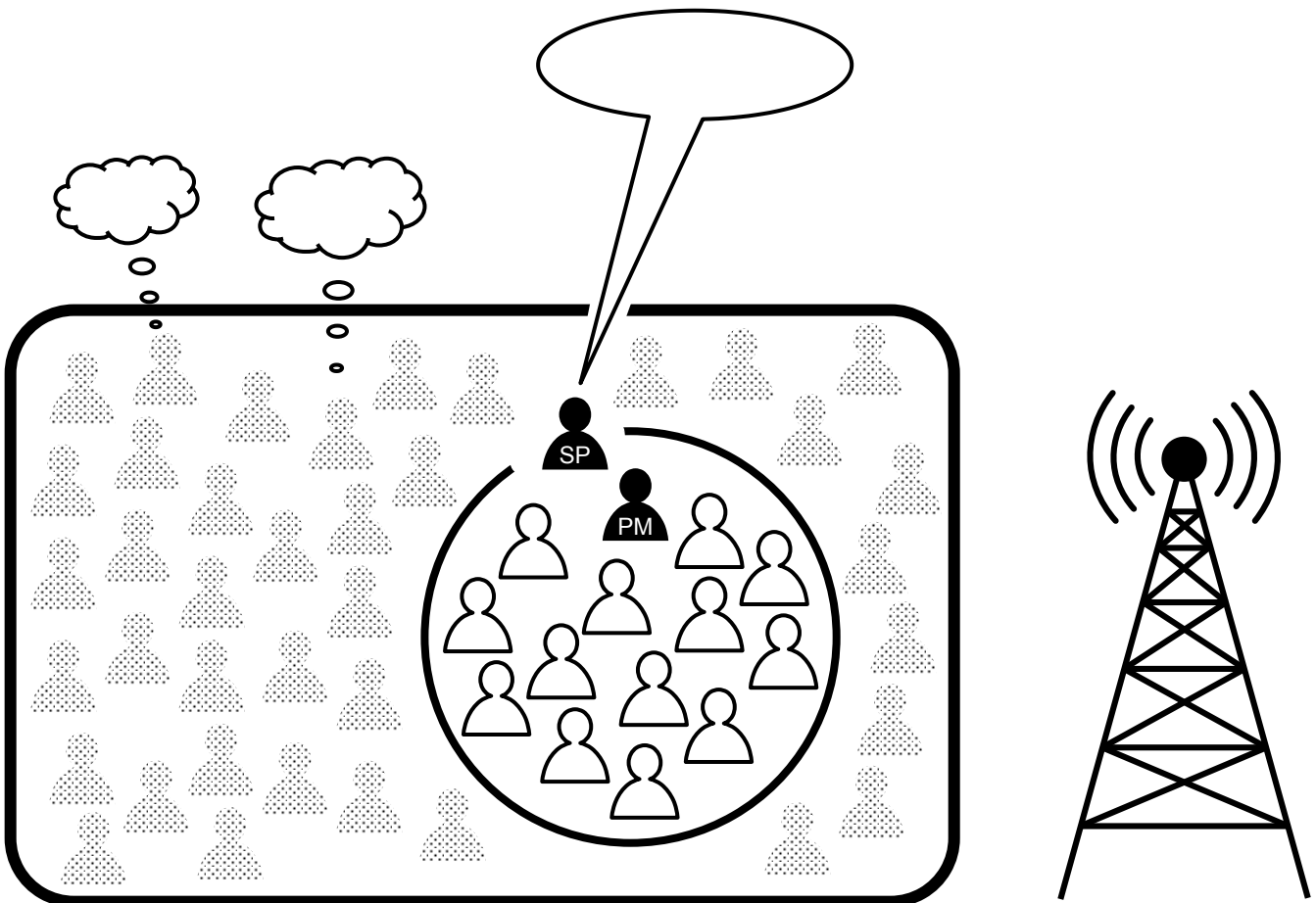


F05 - Celebrate!





**F06 - Conduct a focused communication**

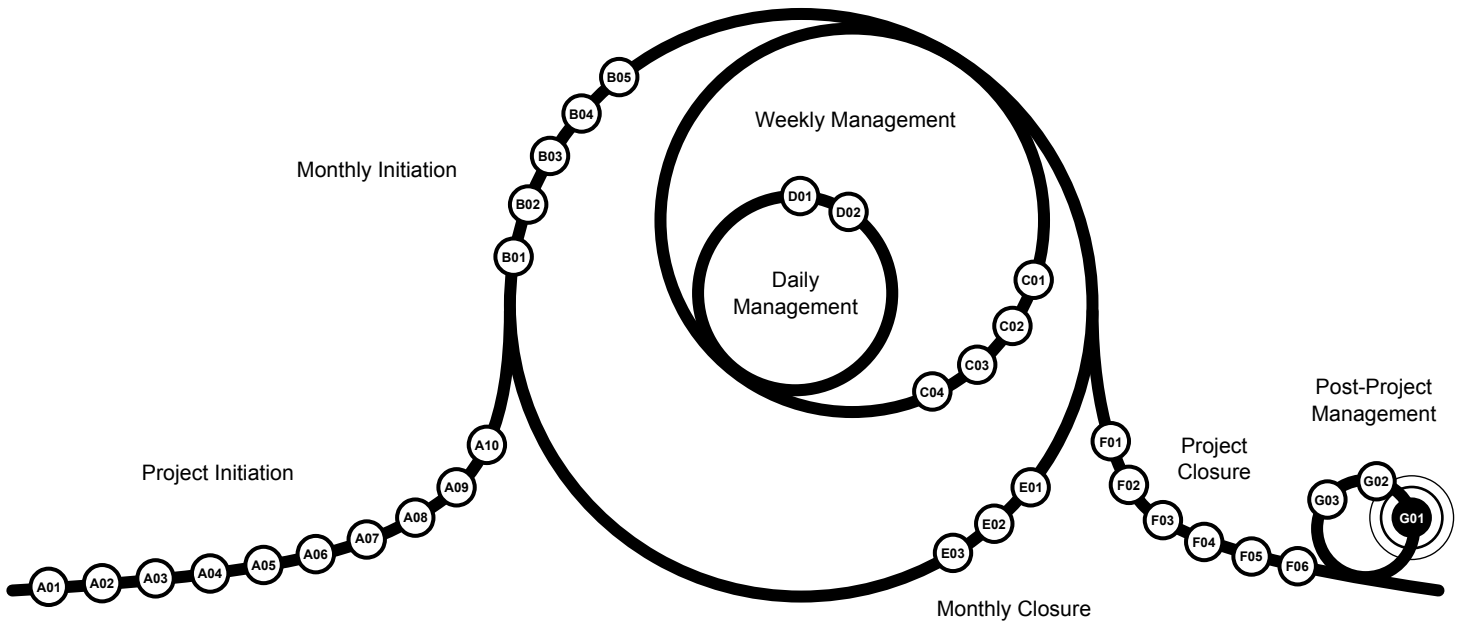


Part 2

# ***Full review***

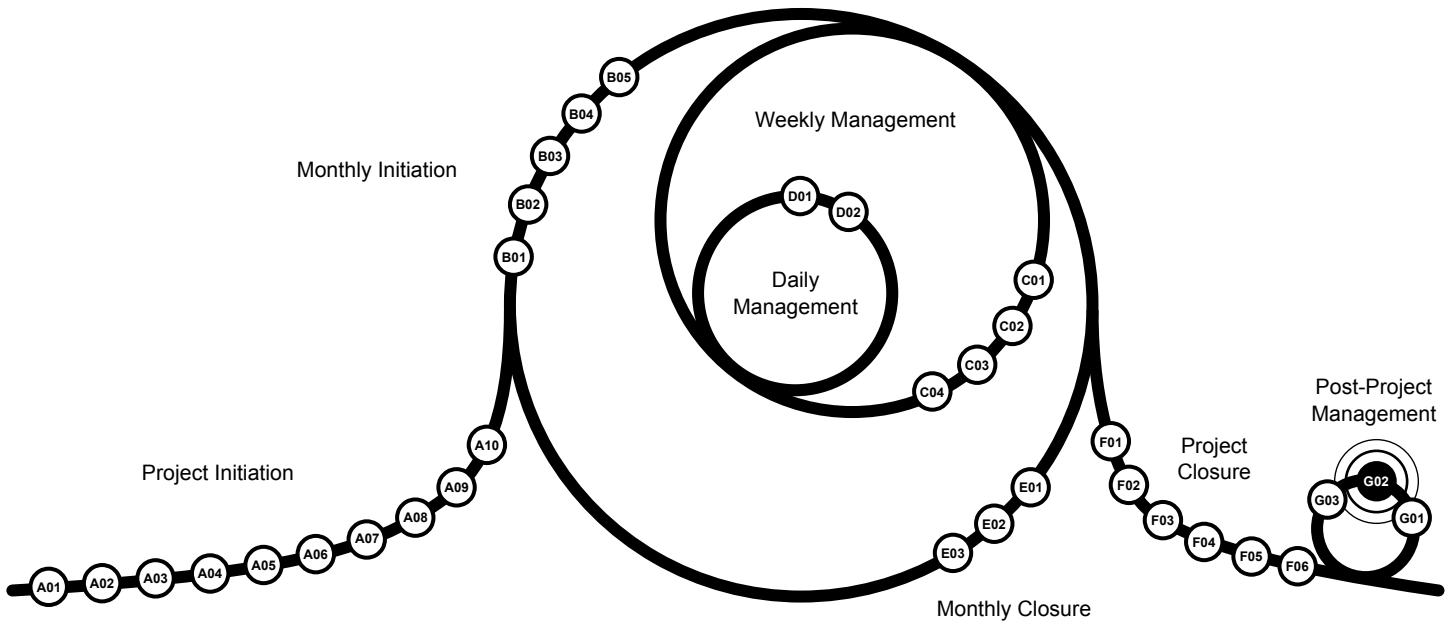


Post-Project Management

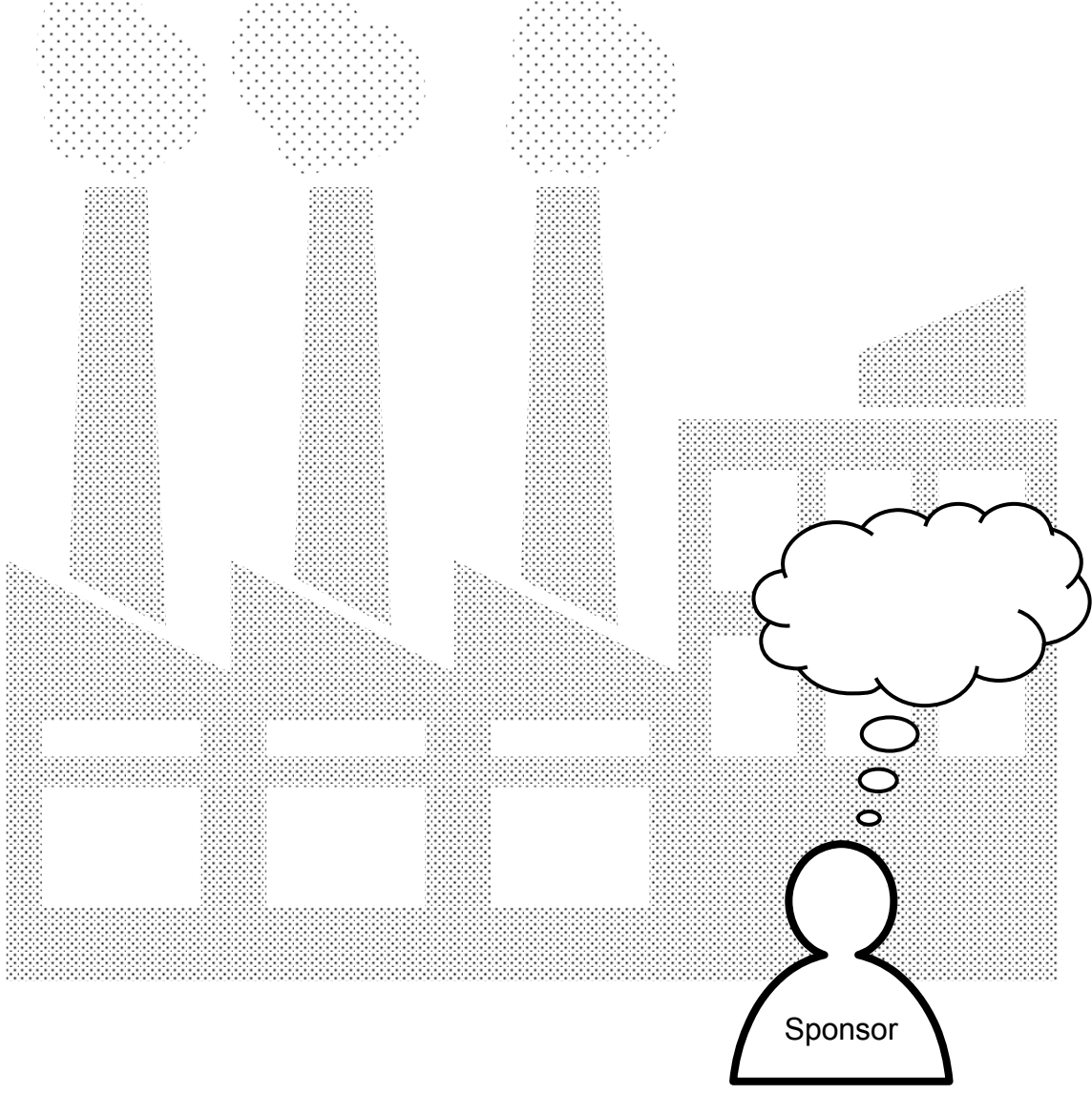


G01 - Evaluate the benefits

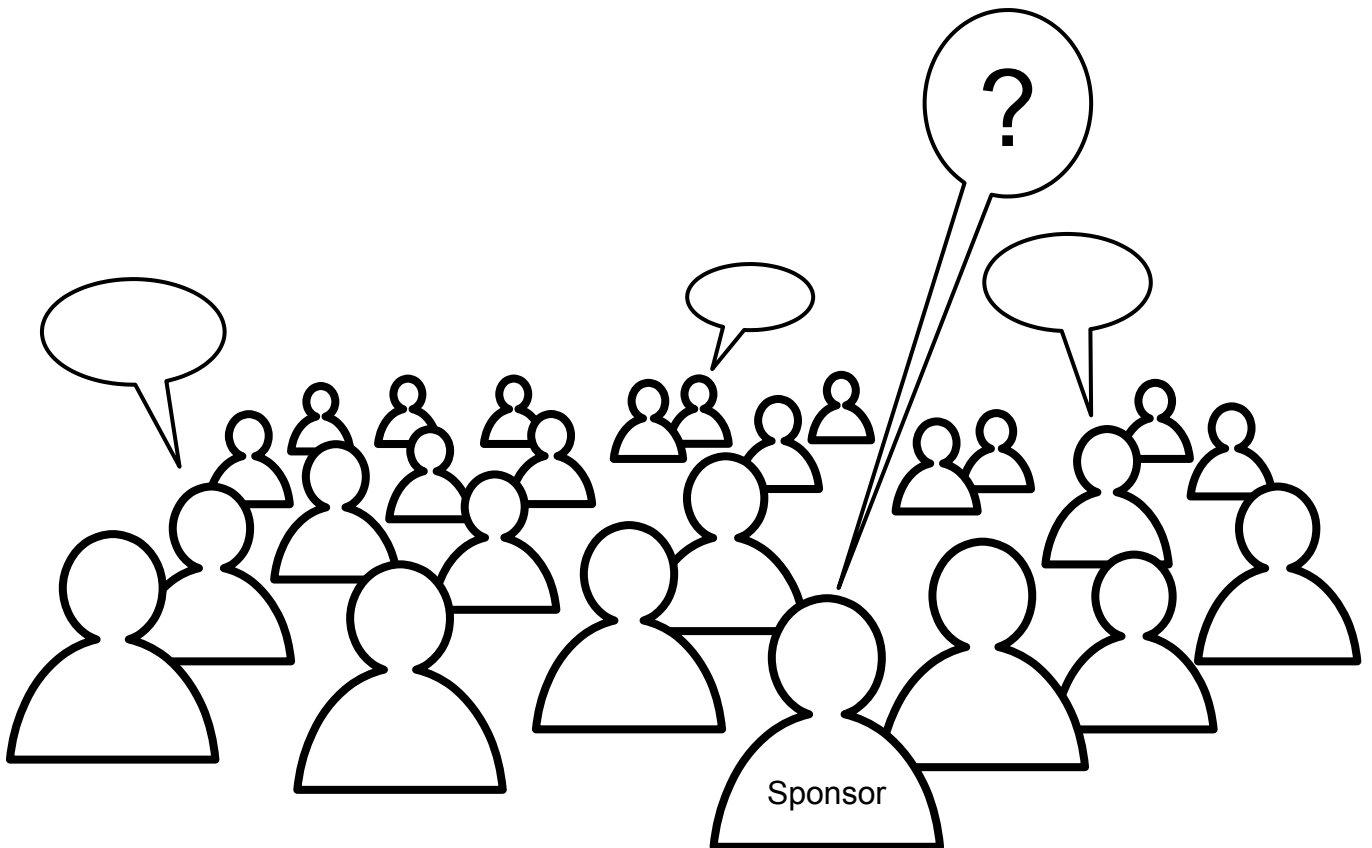


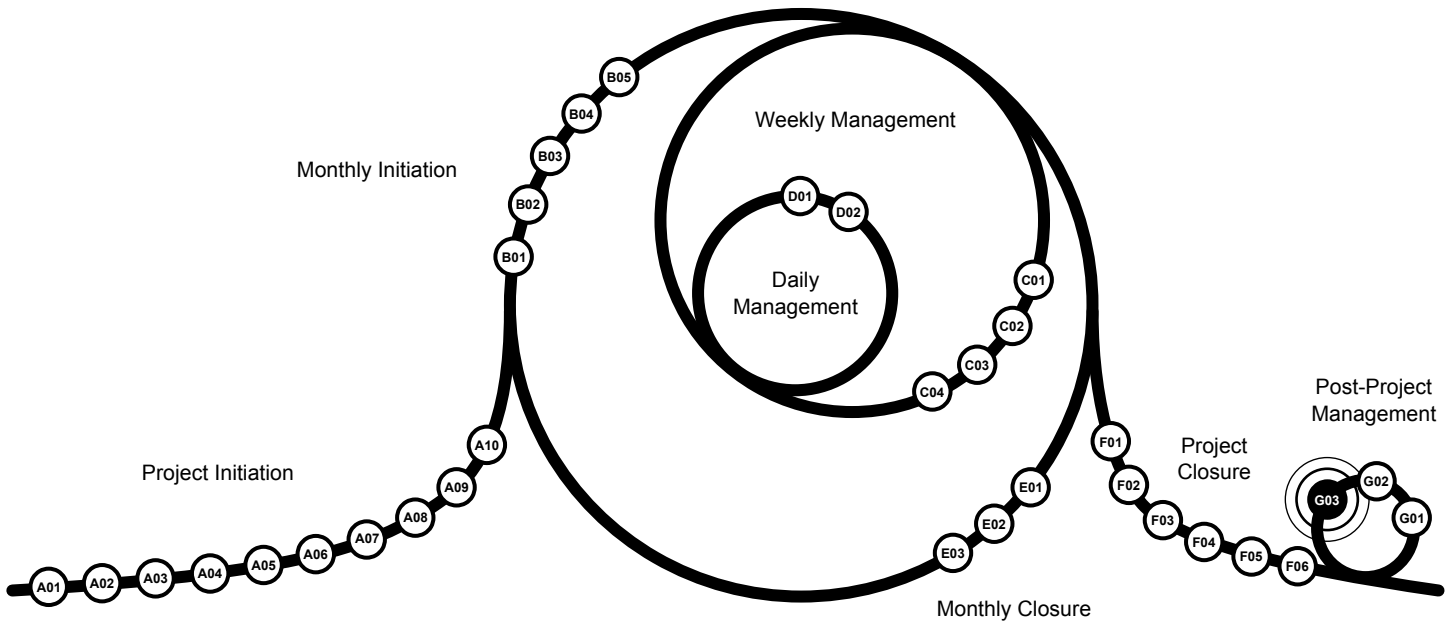


G02 - Generate new ideas

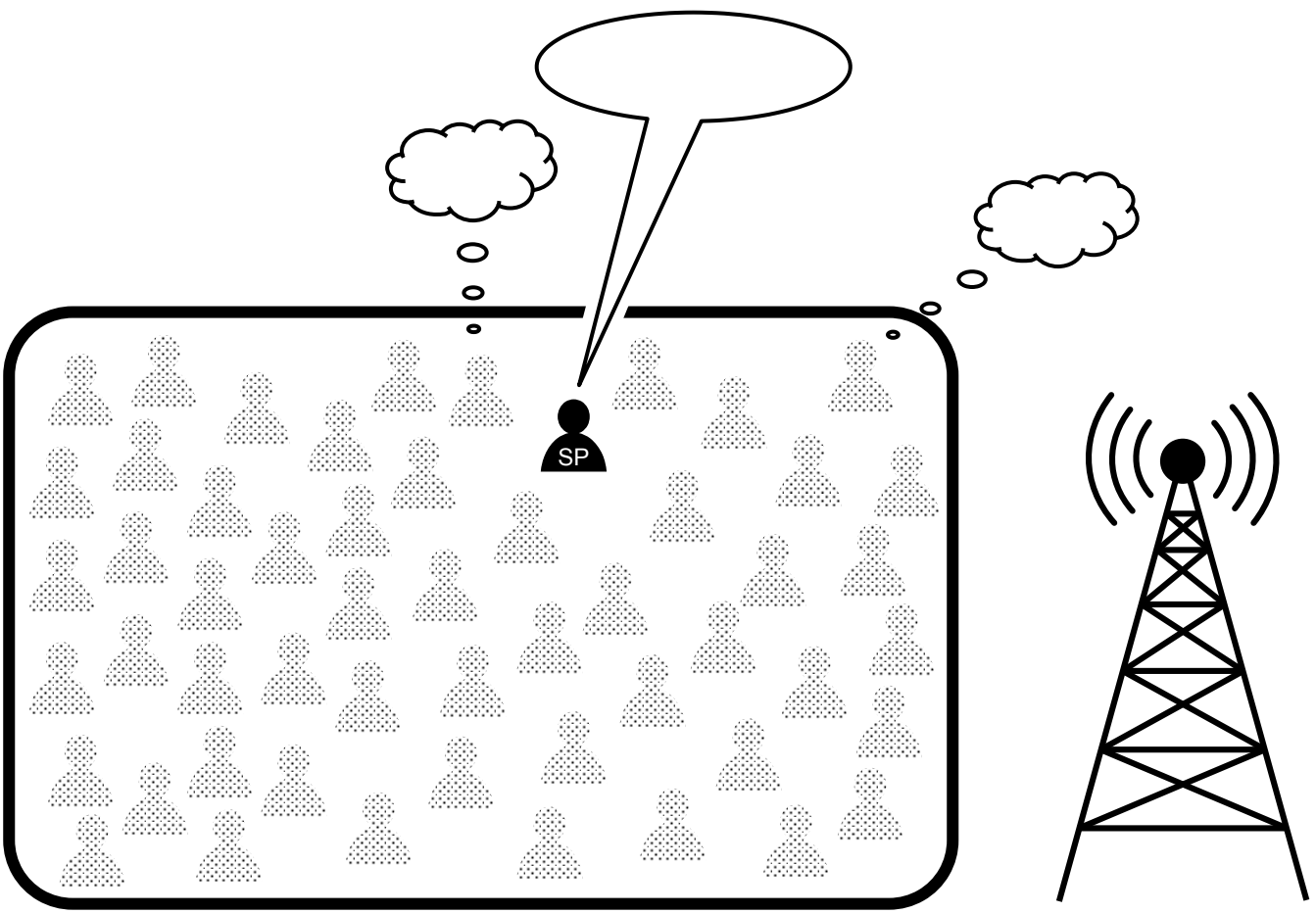


## G02 - Generate new ideas





**G03 - Conduct a focused communication**

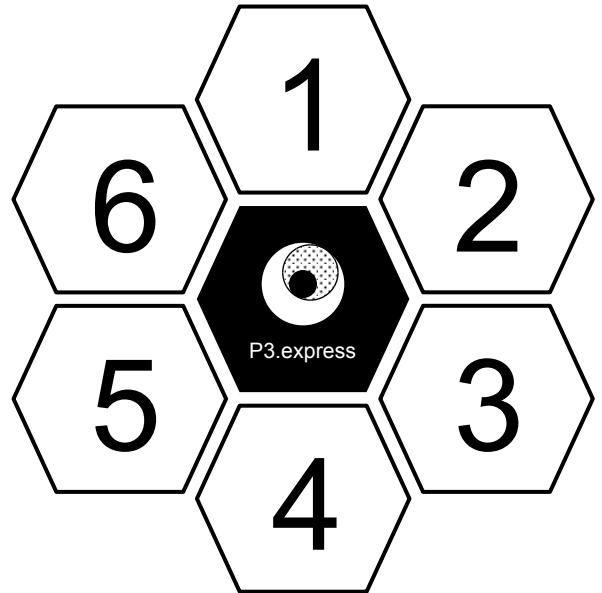


Part 3

***NUPP***

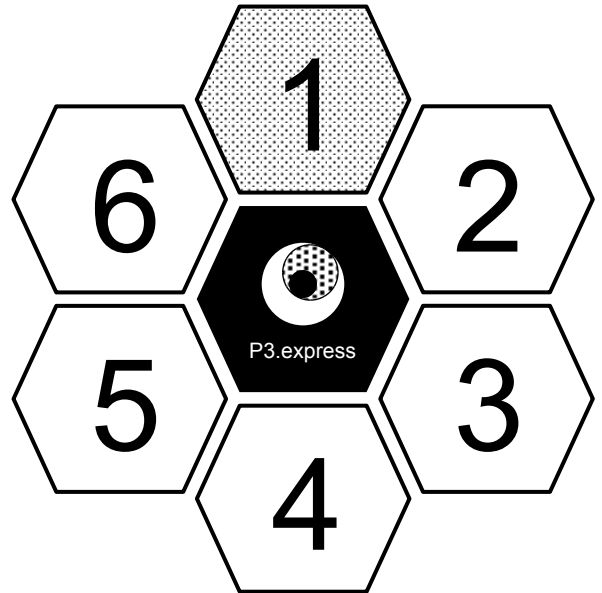
# NUPP

Nearly Universal Principles of Projects



# NUPP

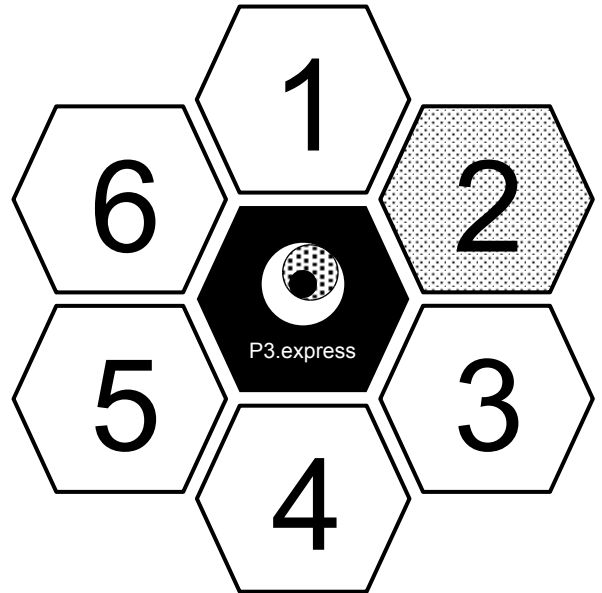
Nearly Universal Principles of Projects



NUP1 - Prefer results and the truth to affiliations

# NUPP

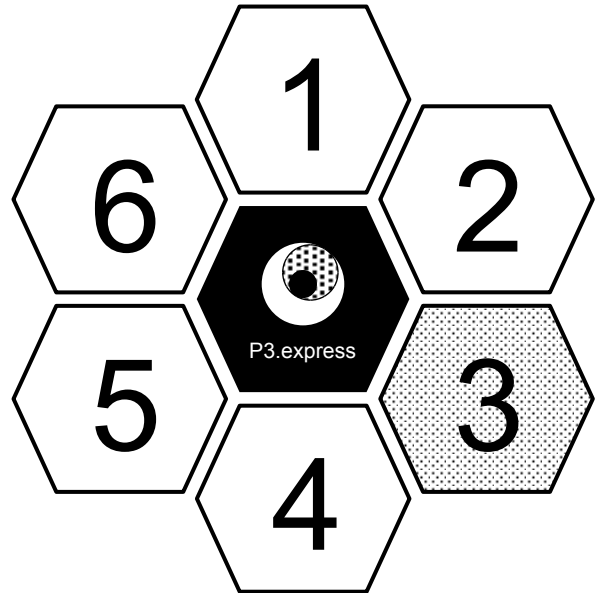
Nearly Universal Principles of Projects



NUP2 - Preserve and optimize energy and resources

# NUPP

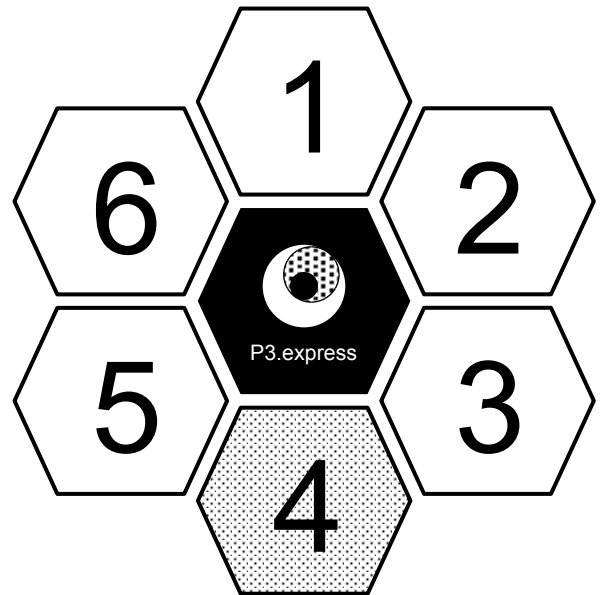
Nearly Universal Principles of Projects



NUP3 - Always be proactive

# NUPP

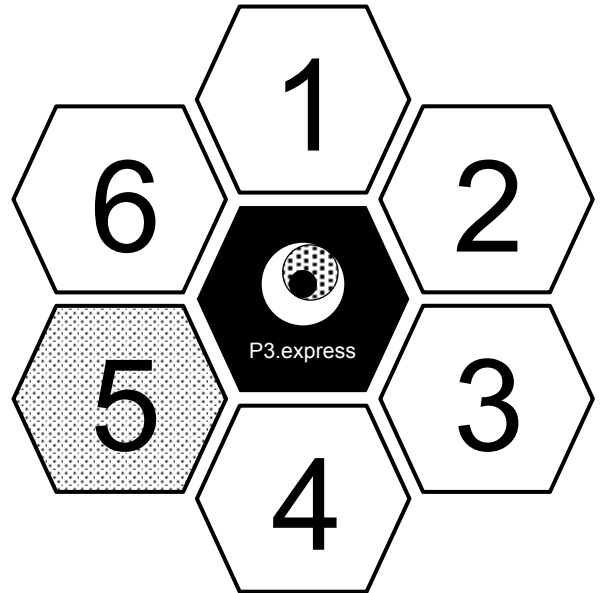
Nearly Universal Principles of Projects



NUP4 - Remember that a chain is only as strong as its weakest link

# NUPP

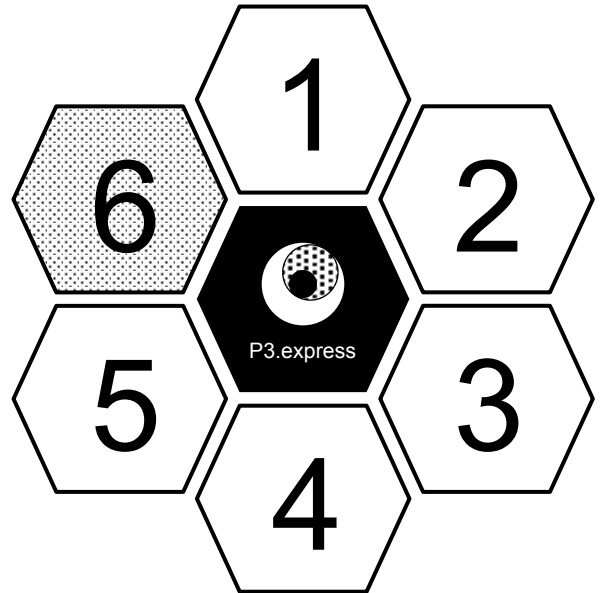
Nearly Universal Principles of Projects



NUP5 - Don't do anything without a clear purpose

# NUPP

Nearly Universal Principles of Projects



NUP6 - Use repeatable elements

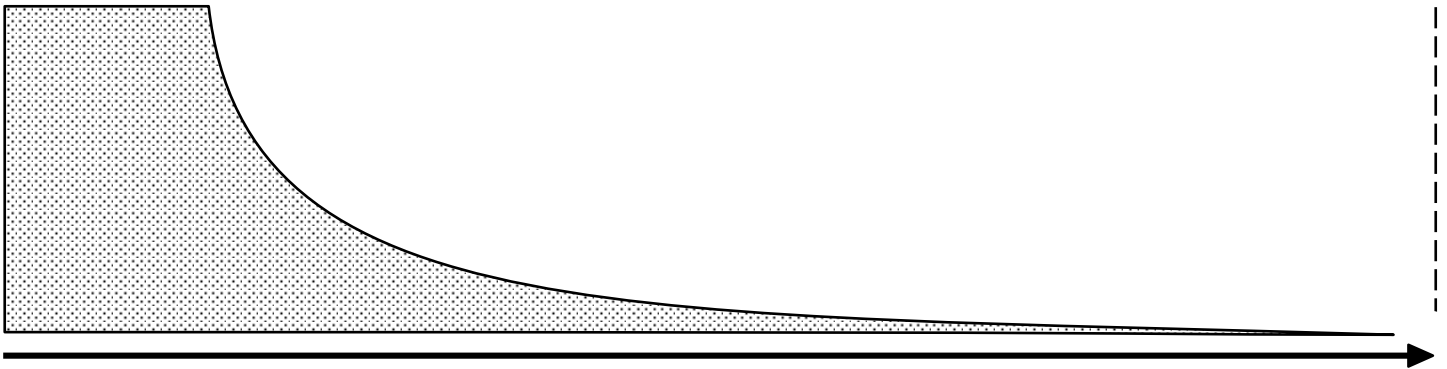
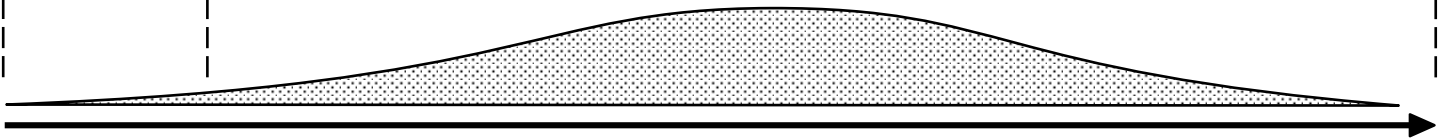
Part 4

# ***Tailoring***

# Tailoring

Upfront tailoring

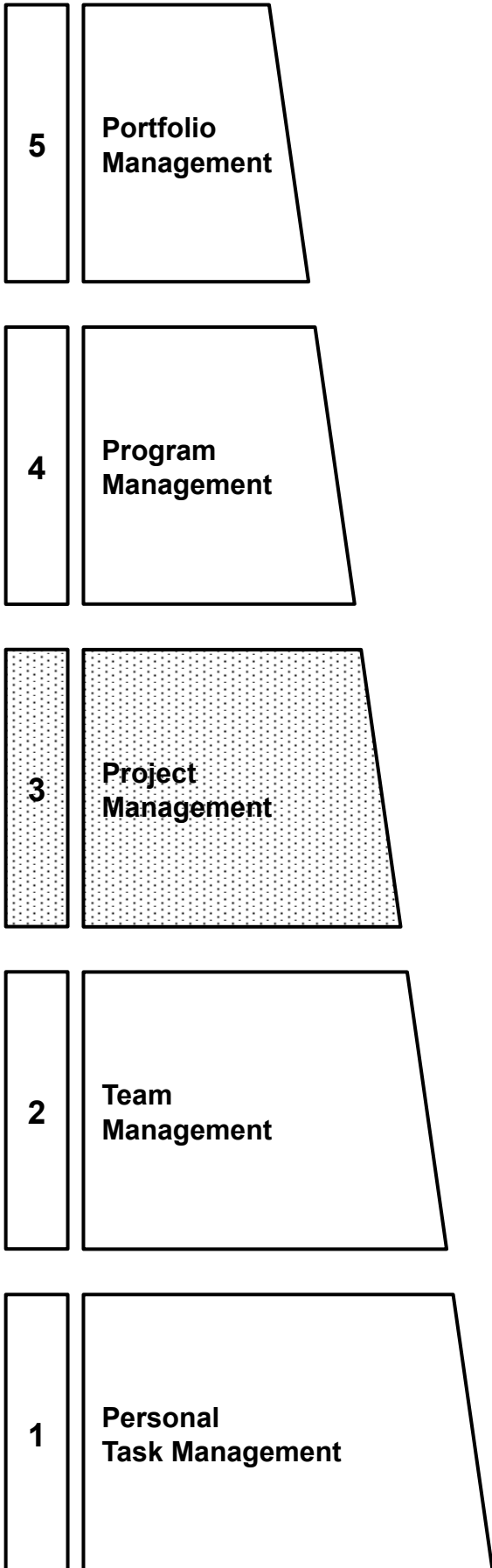
Continuous tailoring



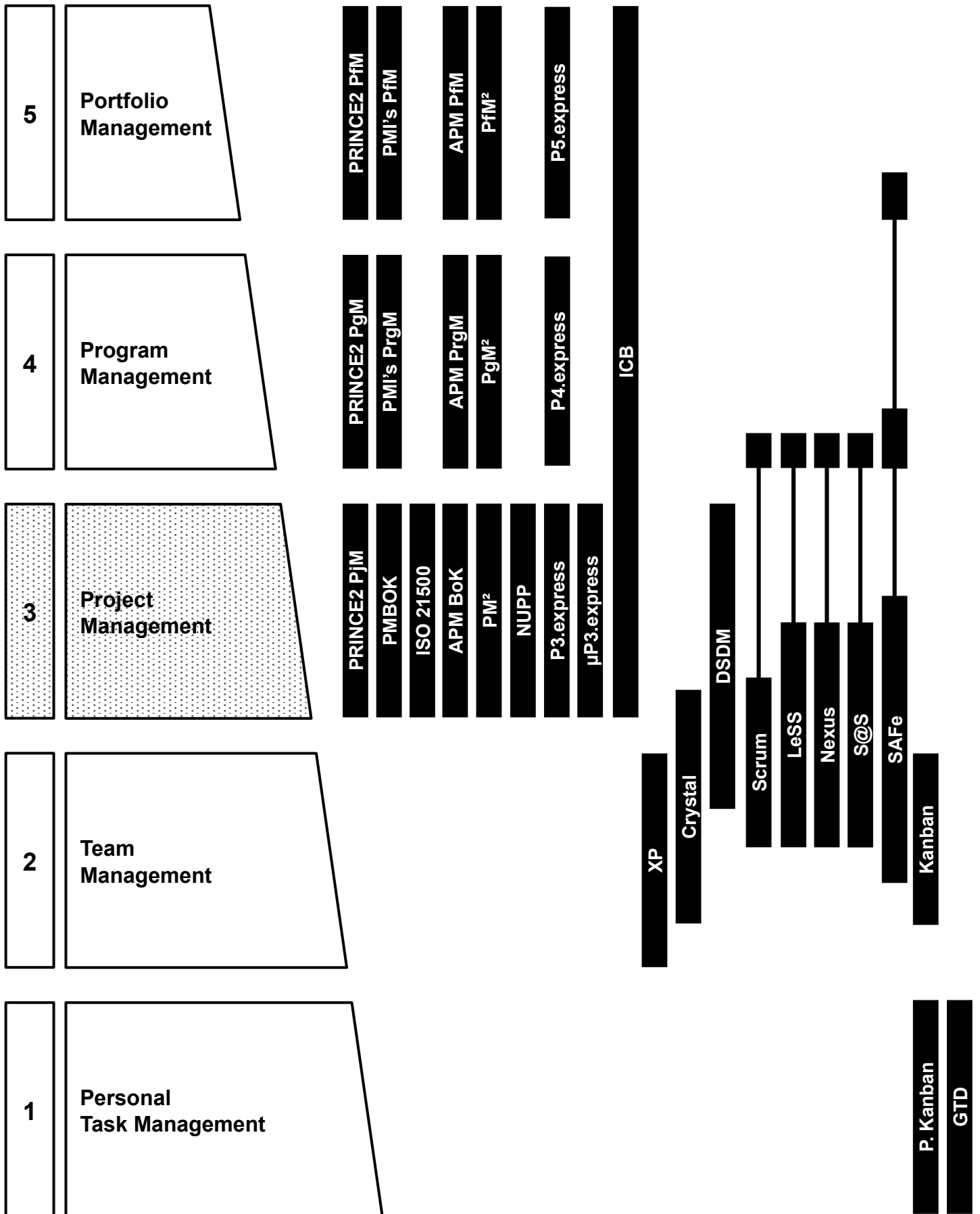
Part 5

# ***Development methods***

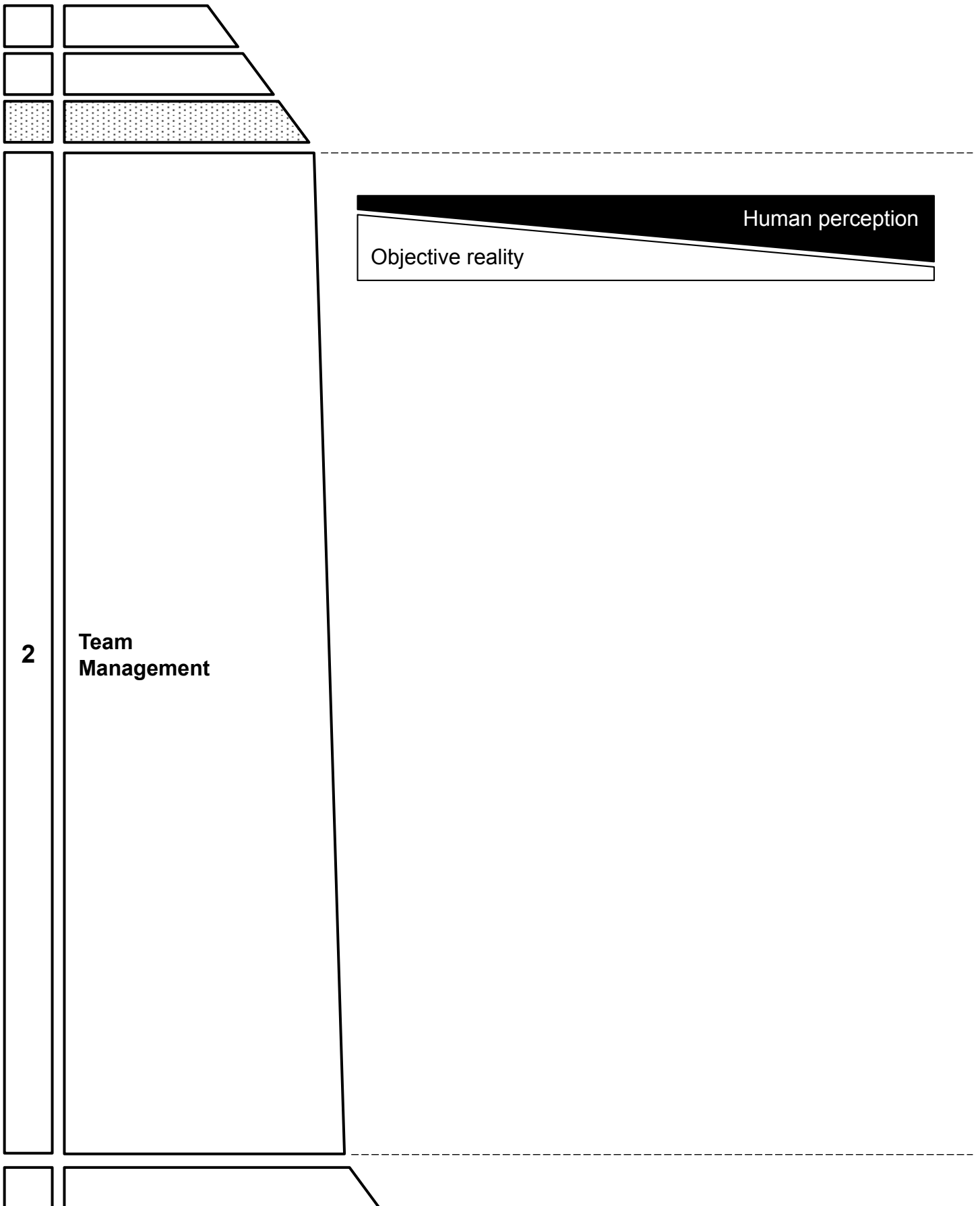
# Development Methods

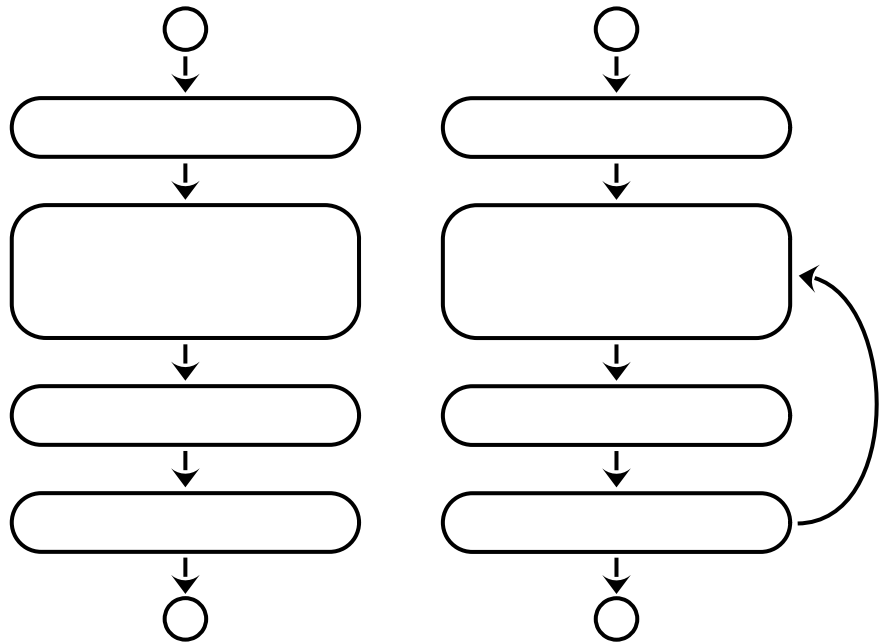
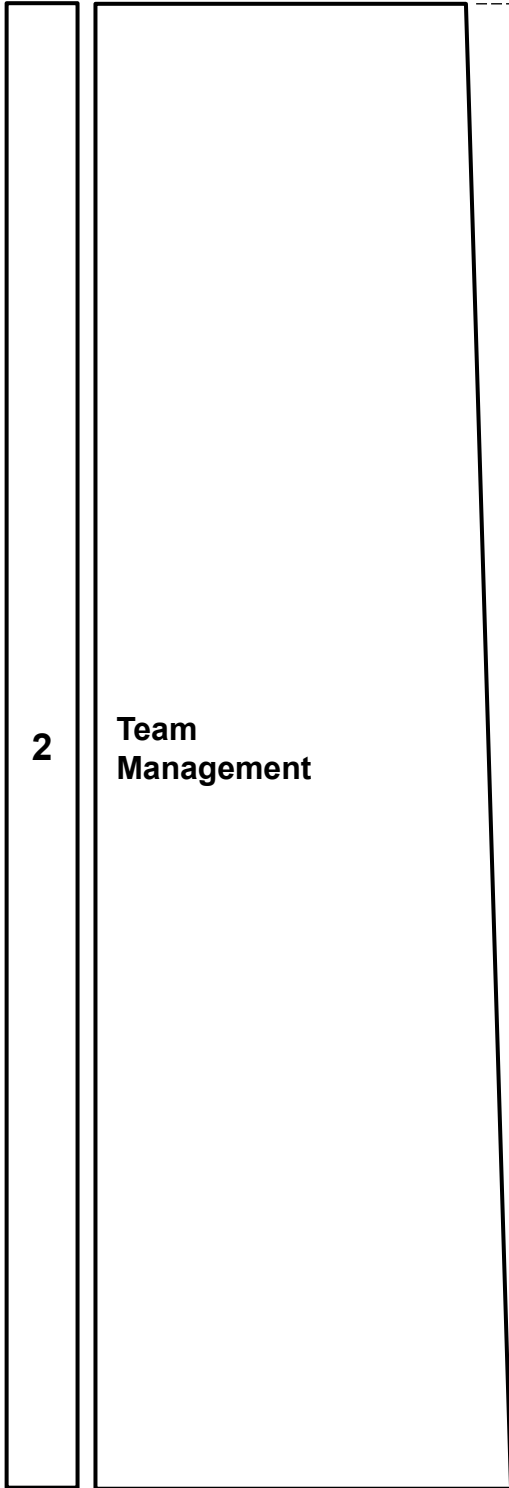
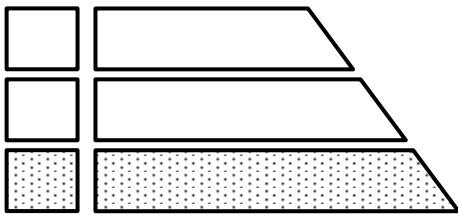


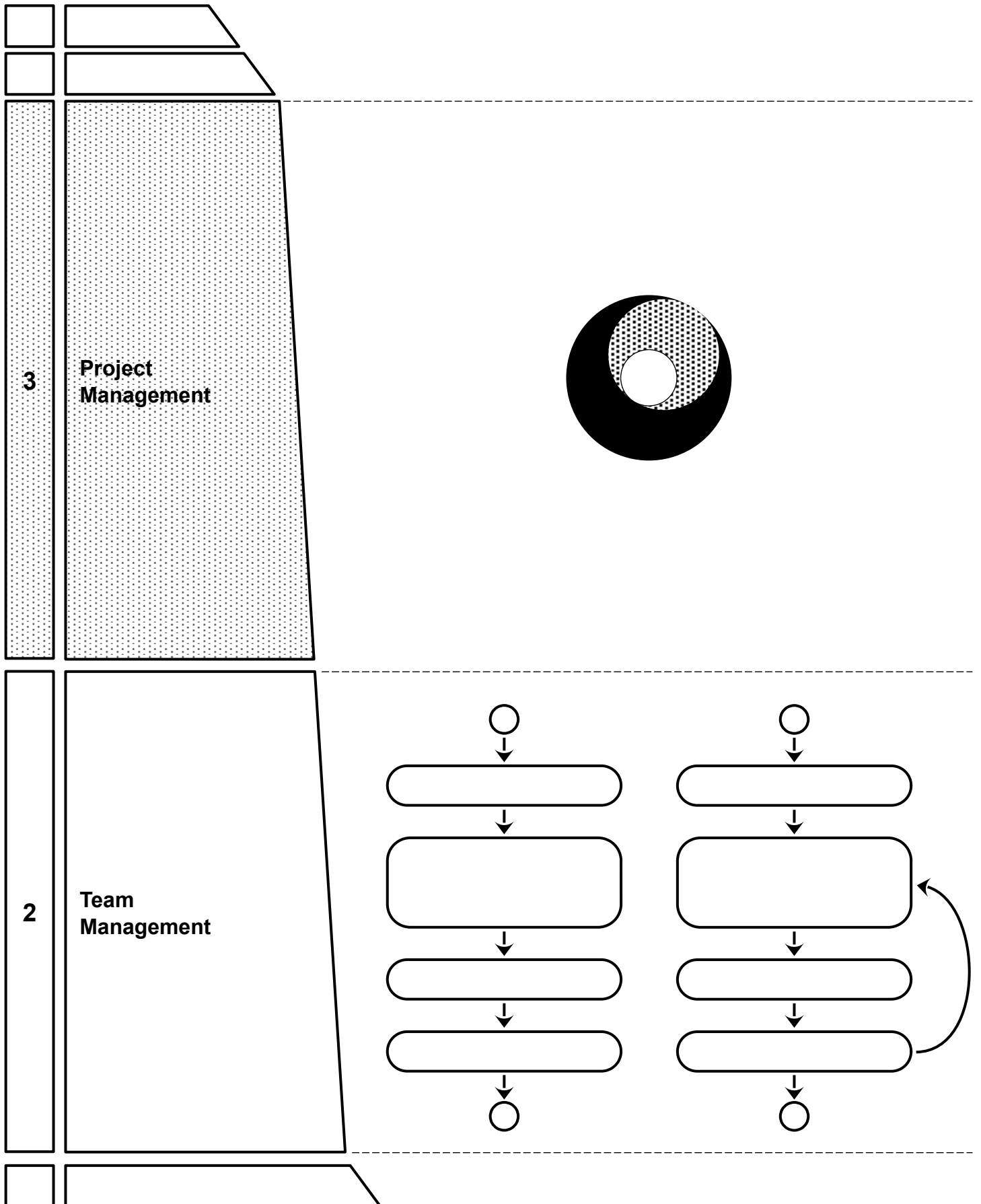
# Development Methods



# Development Methods

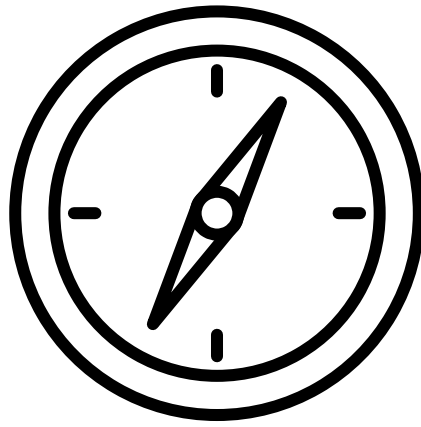






Part 6

# ***Context***

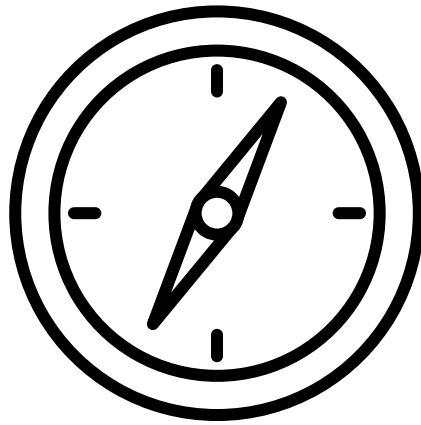


# Vision

We envision a future where our target projects<sup>(1)</sup>

- are run efficiently,
- fulfill their purposes, and
- leave a positive social and ethical footprint.

This vision is desirable to us because improving projects helps improve our world.



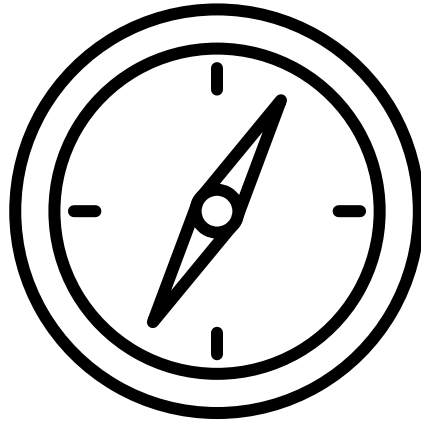
## Mission

To achieve our vision, we develop and maintain management modules for the *project ecosystem*<sup>(2)</sup>. The modules must be realistic, yet ambitious, but not idealistic. They must have the fundamental OMIMO attributes:

- Open<sup>(3)</sup>
- Minimalist<sup>(4)</sup>
- Modular<sup>(5)</sup>

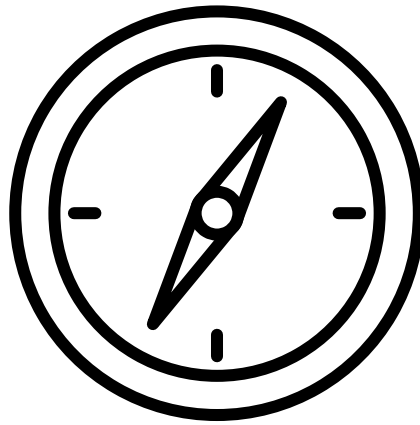
The supporting context of the modules should

- be driven by voluntary community contributions rather than commercial transactions, and
- comply with the General Code of Conduct.



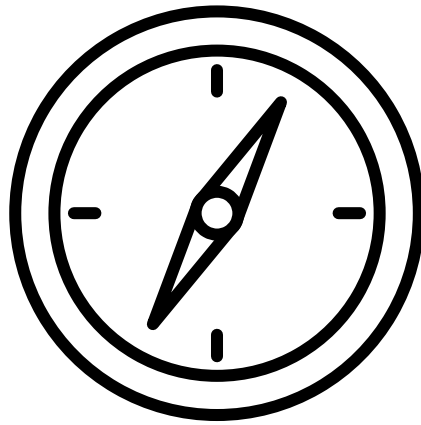
## General Code of Conduct

- 1** We respect human freedom and avoid discriminatory speech or actions.
- 2** We remain open yet critical when engaging with topics in the project ecosystem<sup>(2)</sup>.
- 3** We act with honesty and transparency.



## P3P Code of Conduct

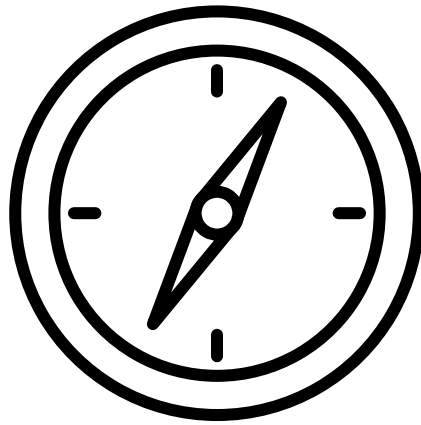
- 1** I consider project management to be a key element in the betterment of societies, and as such, regard my role in project management as a social responsibility;
- 2** I commit to striving to continuously improve my project management skills;
- 3** I respect human freedom, and I avoid engaging in discriminatory speech or actions in my projects, related to matters including but not limited to gender, age, race, nationality, sexual orientation, political affiliation, and beliefs;
- 4** I respect the resources invested in the project;
- 5** I always remain open and yet critical to project management topics, without sacrificing professionalism for affiliations, personal gain, or loyalties, and I will encourage my coworkers to do the same; and
- 6** I will be honest and transparent in my professional work.



# Definitions

**(1) Our target projects:** On the one hand, it's not realistic to target all projects, and on the other hand, the dominant project types shouldn't make us forget the diversity of project types. Therefore,

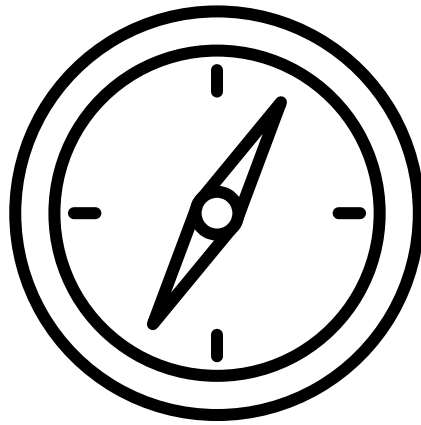
- our primary target is all projects that are
  - not exceptional and
  - not considered trivial by their owners.
- This target group includes a wide range of projects, such as
  - technical, scientific, educational, cultural, artistic, humanitarian, recreational, ...,
  - simple and complex,
  - internal and external,
  - large and small,
  - commercial and non-commercial,
  - Etc.



## Definitions

**(2) Project ecosystem:** The project ecosystem includes the 5 management layers defined in OMIMO's landscape, as well as general management concepts surrounding them:

- Layer-specific modules
  - Layer 5: Portfolio management
  - Layer 4: Program management
  - Layer 3: Project management
  - Layer 2: Team management
  - Layer 1: Task management
- Cross-layer modules
  - decision making and critical thinking
  - conflict resolution
  - facilitation
  - Etc.



## Definitions

**(3) Open:** All first-party OMIMO resources will be provided with a Creative Commons license (usually Creative Commons Attribution). This means that they respect the freedoms of the users and don't limit them by copyright restrictions. Legally, the rights granted to the users are permanent and cannot be revoked in the future.

**(4) Minimalist:** All modules will focus on the essentials instead of becoming bloated by trying to cover all possible aspects. This keeps the modules small and easy to learn, use, and teach.

**(5) Modular:** All modules will be designed with clear, minimal interfaces and allow users to easily combine them with OMIMO and non-OMIMO modules. This respects user freedom by avoiding vendor lock-in.

Part 7

# ***Certification program***

# P3.express Practitioner (P3P)

## Certification Program



Candidates who are certified are expected to be able to manage projects or contribute to their management in an effective and structured way using P3.express.

The goal is to create a definition of the minimum level of expertise required for managing real-world projects, which will give people an indication of when they can be relatively confident about their expertise.

### How to get certified

Candidates can become certified by

- accepting the code of conduct, and
- passing the P3.express Practitioner exam.

### Validity

Certificates are valid for life, but they are attributed to the year they are issued; e.g., “P3P-2022”. The level of confidence in the certificate may decrease the more time passes since the evaluation; e.g., a potential employer may be confident about a P3P-2022 certificate in 2023, but may not be so confident in 2025.

Practitioners are encouraged to re-certify every year to stay up to date. The first attempt at the upgrade exam is free of charge apart from a payment for the admin costs.

Serious violations of the code of conduct may result in cancellation of the certificate(s).

### Exam vouchers

Candidates can buy the exam vouchers from Accredited P3.express Trainers, Accredited P3.express Education Partners, or the examination institute.

### Exam format

The P3.express Practitioner exam is in open-book format, with 70 questions in 100 minutes.

The exam is currently available in English only, but multiple languages will be added soon. There’s a language aid feature in the exam that provides an automated translation of the question into any target language, for an approximate help.

Candidates need a score of 67% or higher to pass the exam.

# P3.express Practitioner (P3P)

## Certification Program



### Format of the questions

Each question is either

- multiple-choice, with 2 or more choices, where only one choice should be selected, or
- multiple-answer, with 3 or more choices, where more than one choice should be selected.

When more than one choice is to be selected, it's always mentioned in the question. Some questions tell you the exact number of choices you should select, and some only give you a hint that you should select more than one choice.

Each question is of one of the following types:

- Scenario-based: About 80% of the questions are based on a short scenario embedded into the question, rather than a single, global scenario.
- Direct: About 20% of the questions are direct without a scenario.

Questions are designed to challenge different levels of cognition:

- Cognitive level 1 (15% of questions): recalling
- Cognitive level 2 (55% of questions): recalling + basic analysis
- Cognitive level 3 (30% of questions): recalling + advanced analysis and deduction

There's no penalty for wrong answers, and all questions have the same weighting (1 point).

# P3.express Practitioner (P3P)

## Certification Program



### Syllabus

Questions cover the following topics:

Group	Topic	Questions
1	NUPP	4
1	Code of Conduct	3
1	License and rights	2
2	Project manager	4
2	Sponsor	4
2	Peer reviewer	3
2	Custodian	2
2	Team leader	1
3	Initiations	13
3	Daily and Weekly Management	8
3	Closures	4
3	Post-Project Management	4
4	Deliverables Map	2
4	Project Description	4
4	Follow-Up Register	6
4	Health Register	1
5	Tailoring	3
5	Delivery method	2

Questions are focused on the content of P3.express, as represented in the manual, and don't cover additional techniques and practices as the main topic of the questions, but those practices may be mentioned in the scenarios.

### Sample questions

You can use the sample questions to become more familiar with the exam questions.

***What's next?***

