



P3.express

minimalist project management system



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① High-level overview

② Full review

- Ⓐ Project Initiation
- Ⓑ Monthly Initiation
- Ⓒ Weekly Management
- Ⓓ Daily Management
- Ⓔ Monthly Closure
- Ⓕ Project Closure
- Ⓖ Post-Project Management

③ NUPP

④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

Mega

Large

Medium

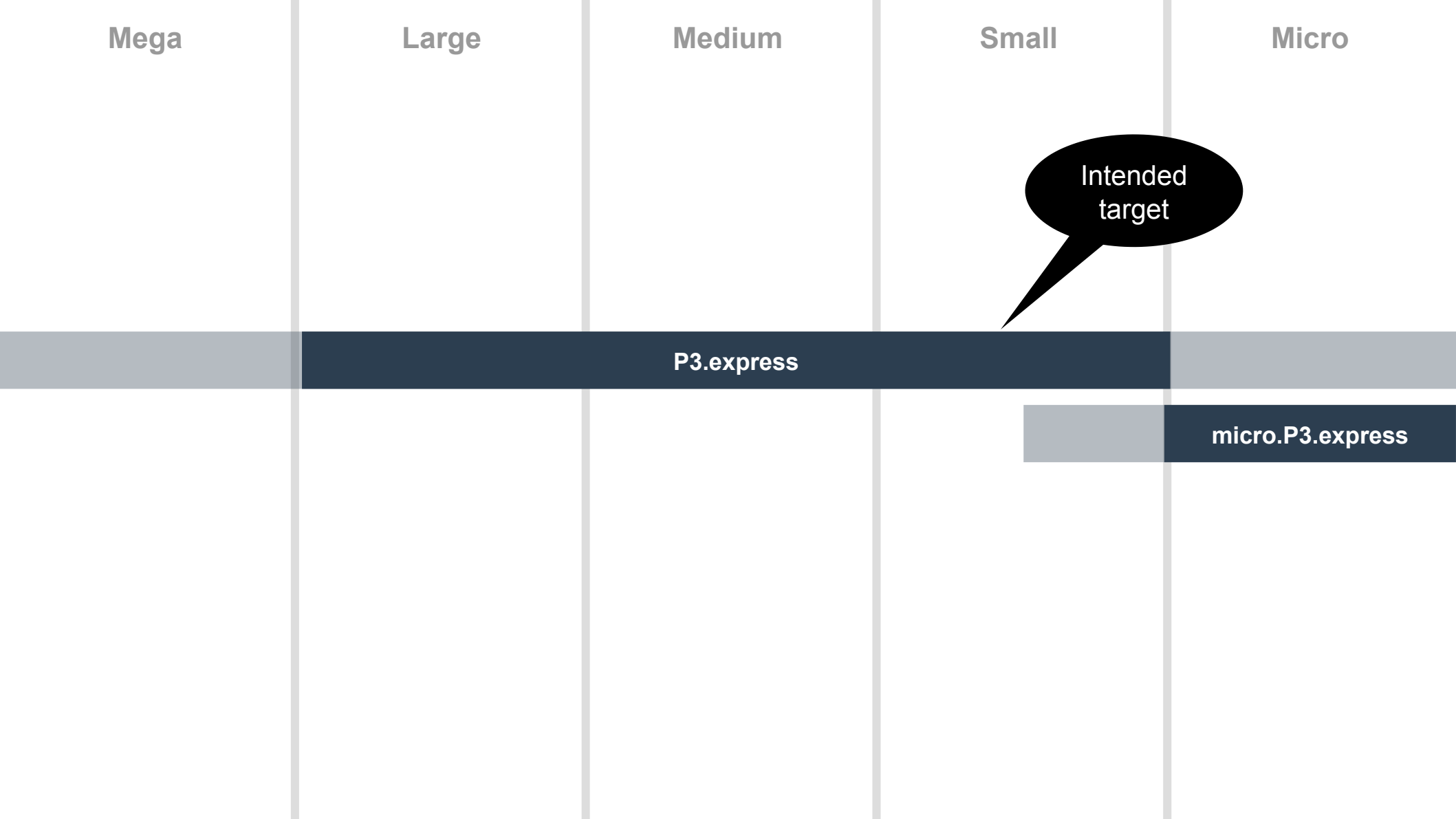
Small

Micro

Intended
target

P3.express

micro.P3.express



Mega

Large

Medium

Small

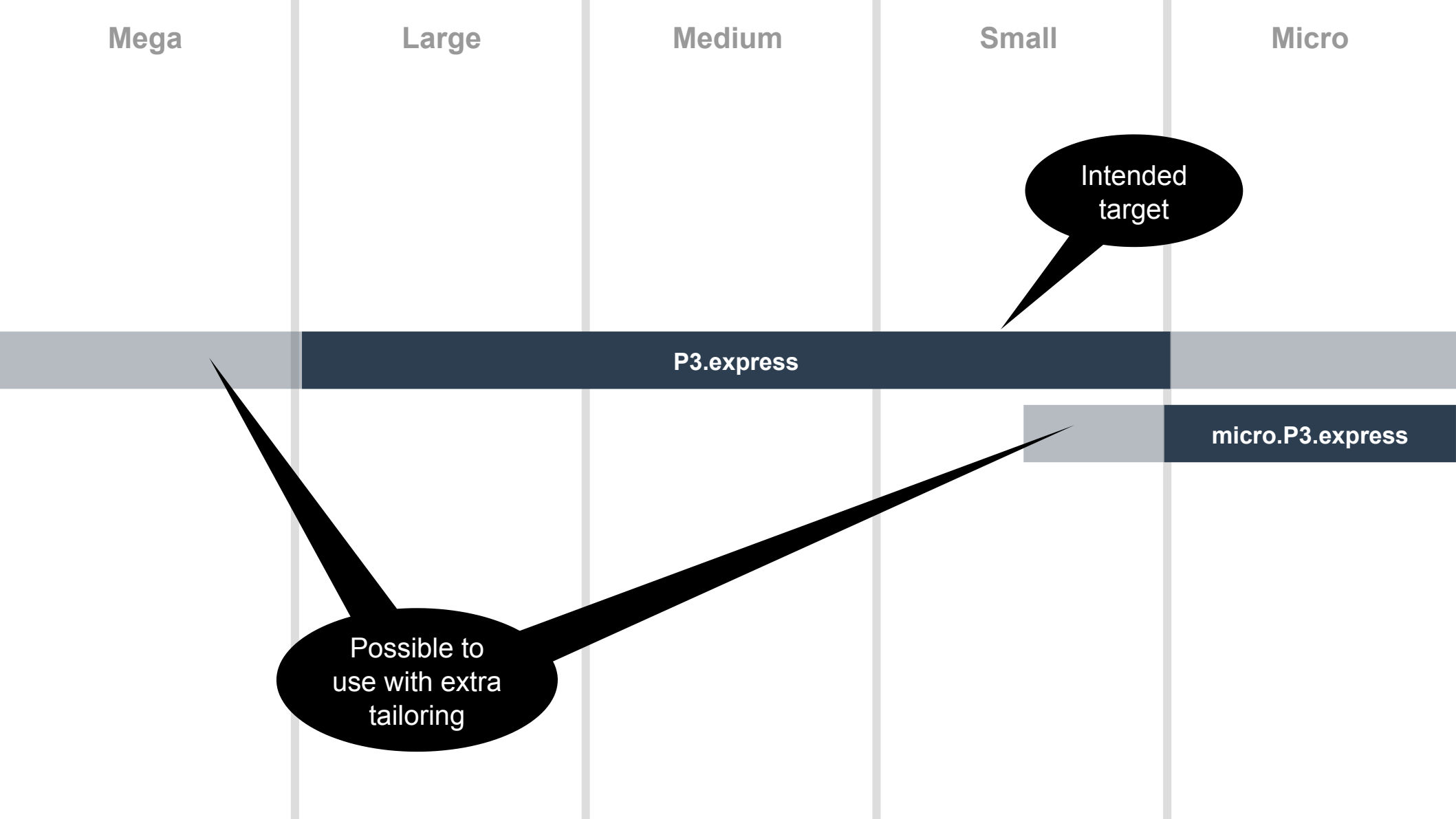
Micro

Intended target

P3.express

micro.P3.express

Possible to use with extra tailoring



Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

Number of people in the project

The number of people in the project and the way they work together is the main source of complexity.

Mega

Large

Medium

Small

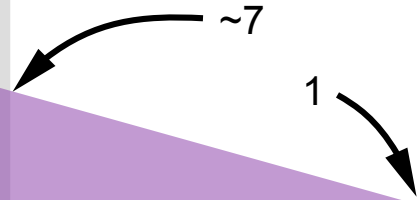
Micro

P3.express

micro.P3.express

Number of people in the project

The number of people in the project and the way they work together is the main source of complexity.



Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

Number of people in the project

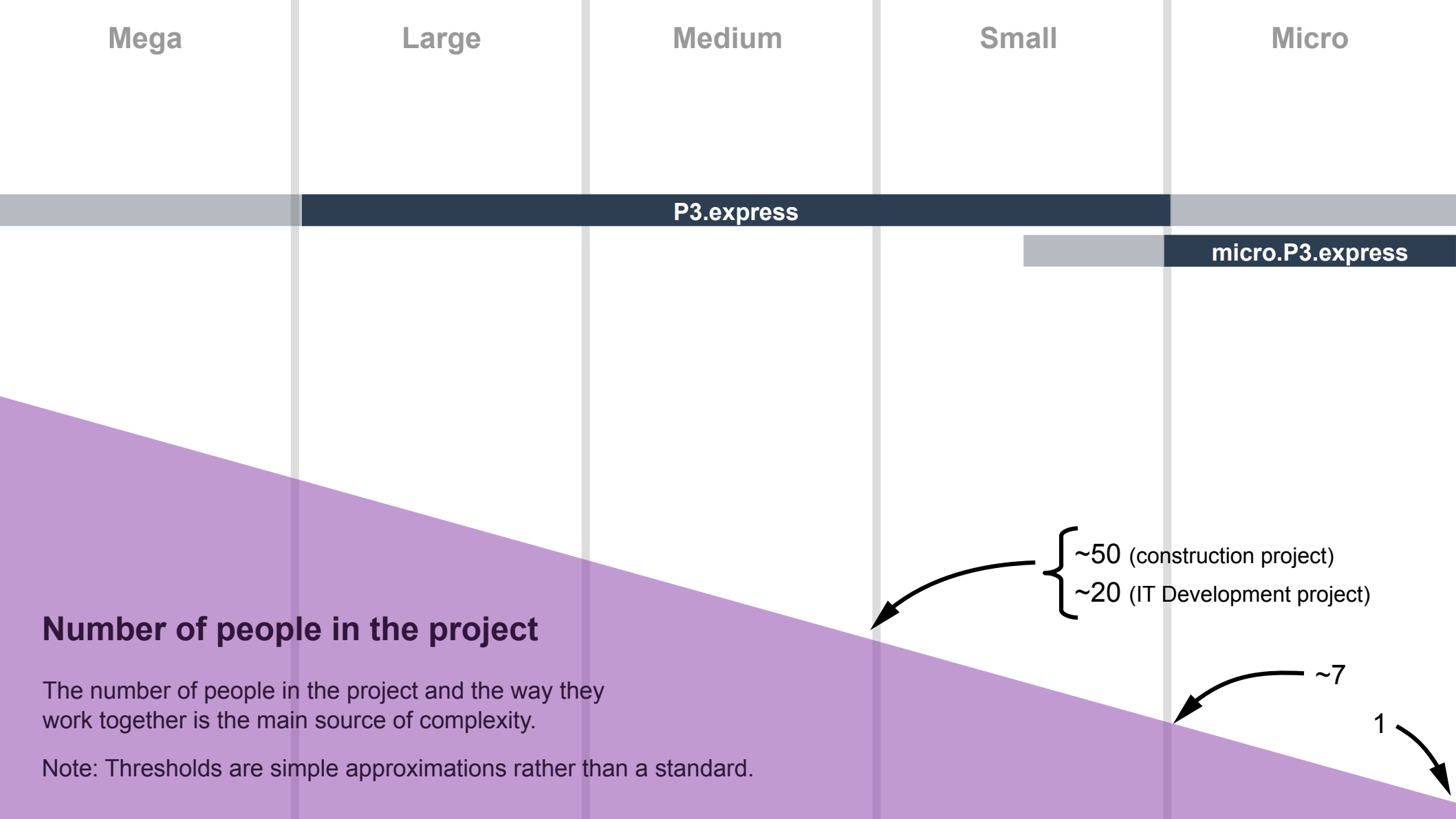
The number of people in the project and the way they work together is the main source of complexity.

Note: Thresholds are simple approximations rather than a standard.

{ ~50 (construction project)
~20 (IT Development project)

~7

1



Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

{
~200 (construction project)
~50 (IT Development project)

{
~50 (construction project)
~20 (IT Development project)

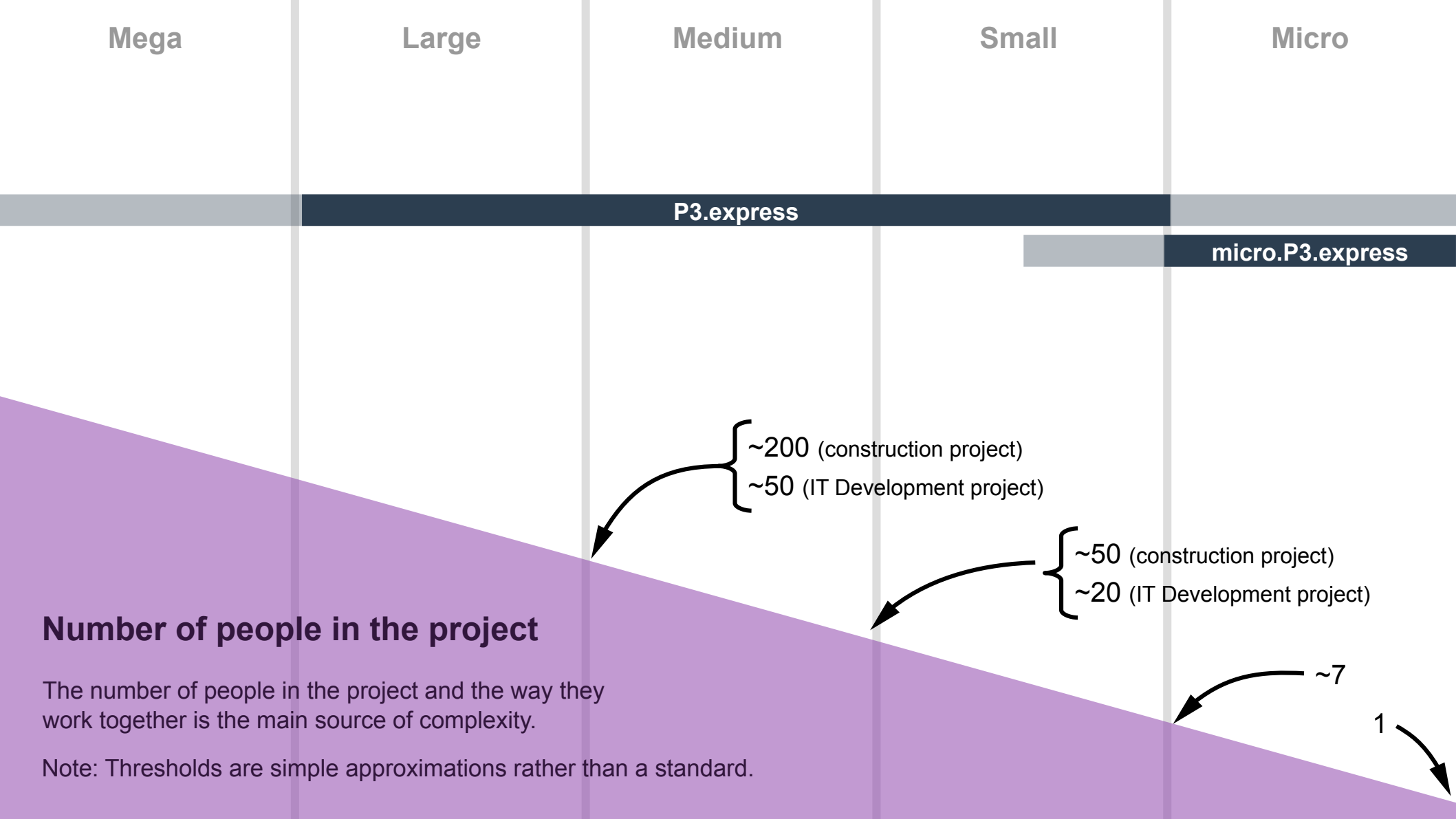
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1

Number of people in the project

The number of people in the project and the way they work together is the main source of complexity.

Note: Thresholds are simple approximations rather than a standard.



Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

{
~800 (construction project)
~150 (IT Development project)

{
~200 (construction project)
~50 (IT Development project)

{
~50 (construction project)
~20 (IT Development project)

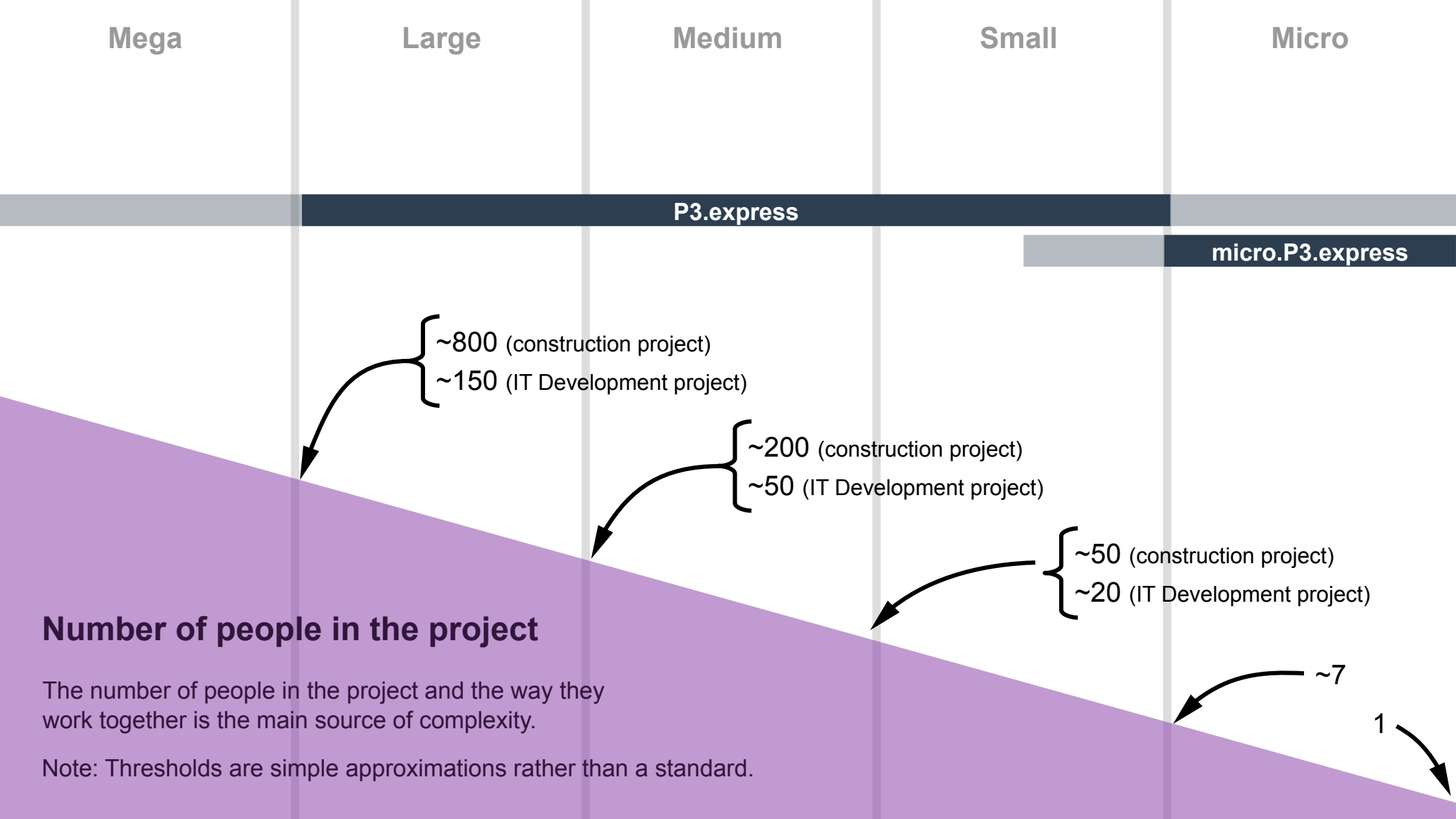
~7

1

Number of people in the project

The number of people in the project and the way they work together is the main source of complexity.

Note: Thresholds are simple approximations rather than a standard.



Mega

Large

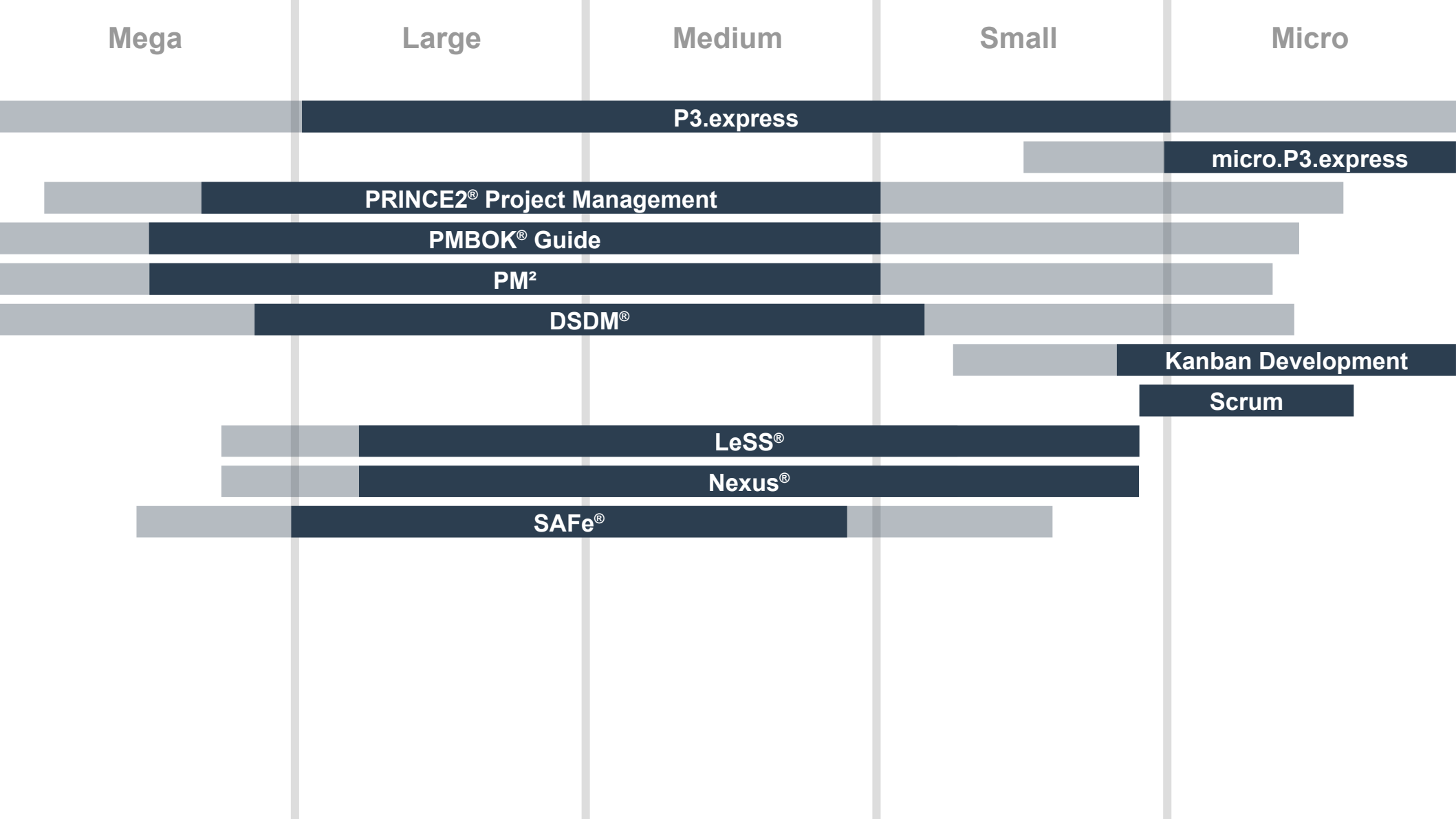
Medium

Small

Micro

P3.express

micro.P3.express



Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

Mega

Large

Medium

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Micro

P3.express

micro.P3.express

PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

Guides

Give you advice, techniques, models, etc.

Used later to enrich the road map

Road maps

Show you effective paths through the project

Needed first and foremost

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

aka
methods or
frameworks

Guides

Give you advice, techniques, models, etc.
Used later to enrich the road map

Road maps

Show you effective paths through the project
Needed first and foremost

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

Maximalist

Aim to be comprehensive

Can become too complex and idealistic

Minimalist

Focus on the most essentials

Easier to learn, use, and teach

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

The 80/20 Rule

Maximalist

Aim to be comprehensive

Can become too complex and idealistic

Minimalist

Focus on the most essentials

Easier to learn, use, and teach

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

Domain-Specific

Design for some types of projects
Can be used as inspiration for other types

General

Designed for all types of projects
Create portable skills

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

Freedom!

Proprietary

Copyright restrictions

Risky future

Libre

No copyright restrictions

Safe investment

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

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Mega

Large

Medium

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Micro

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PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

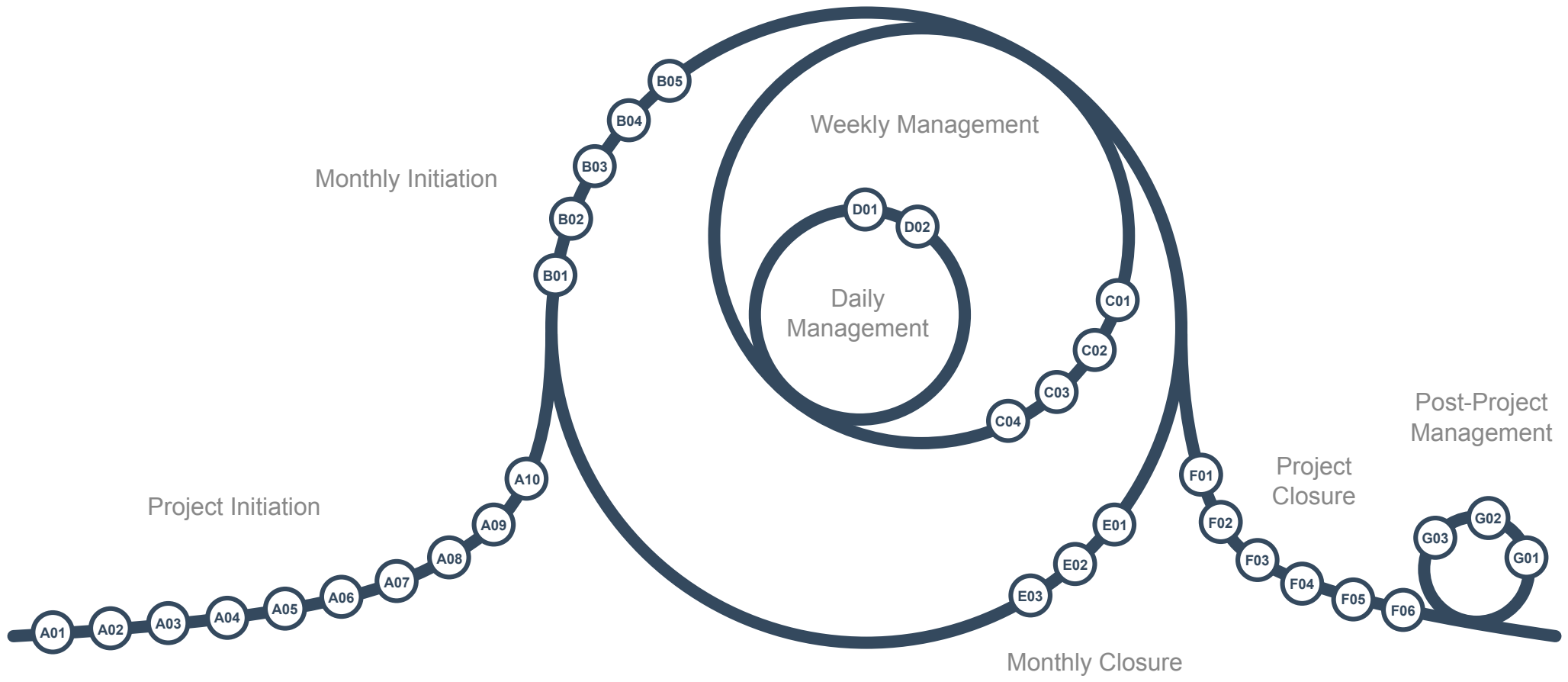
LeSS®

Nexus®

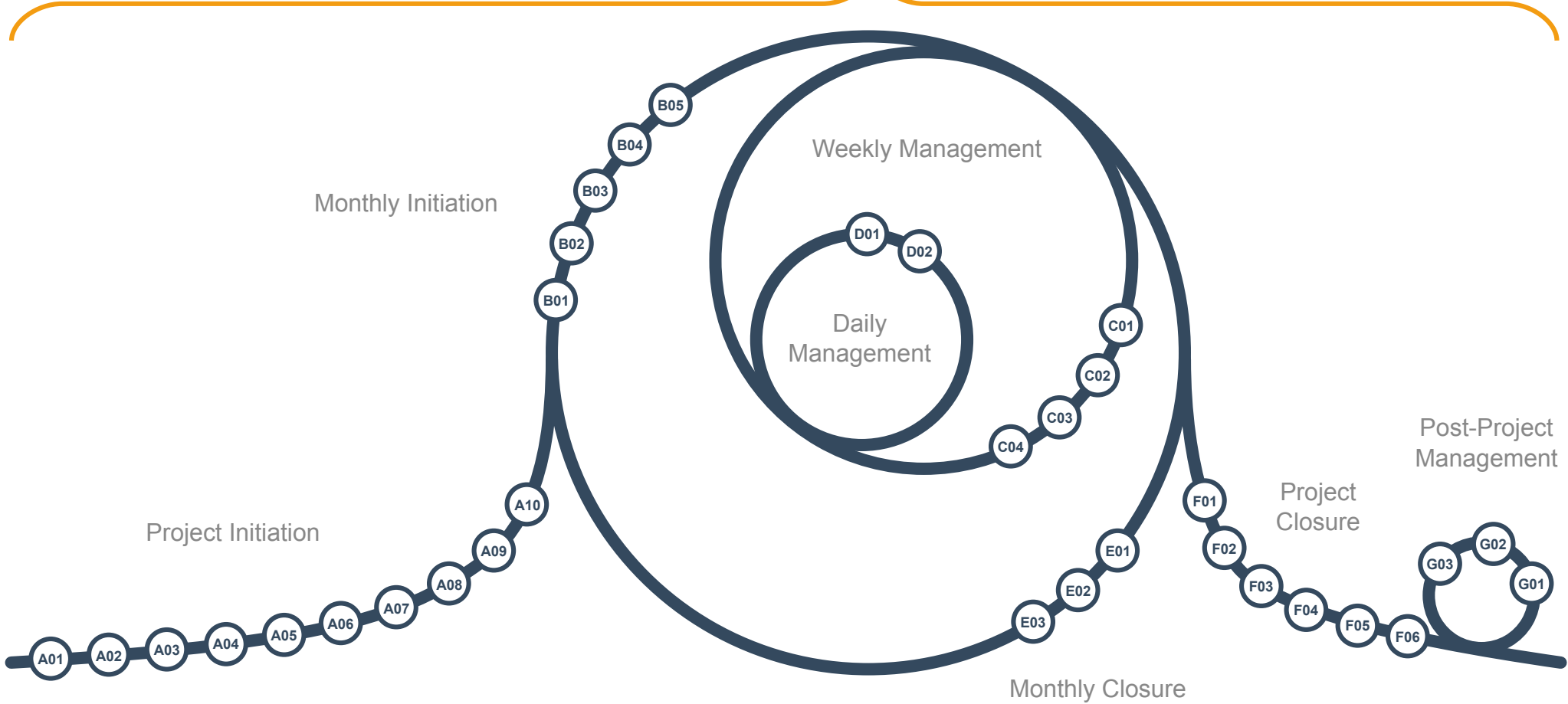
SAFe®

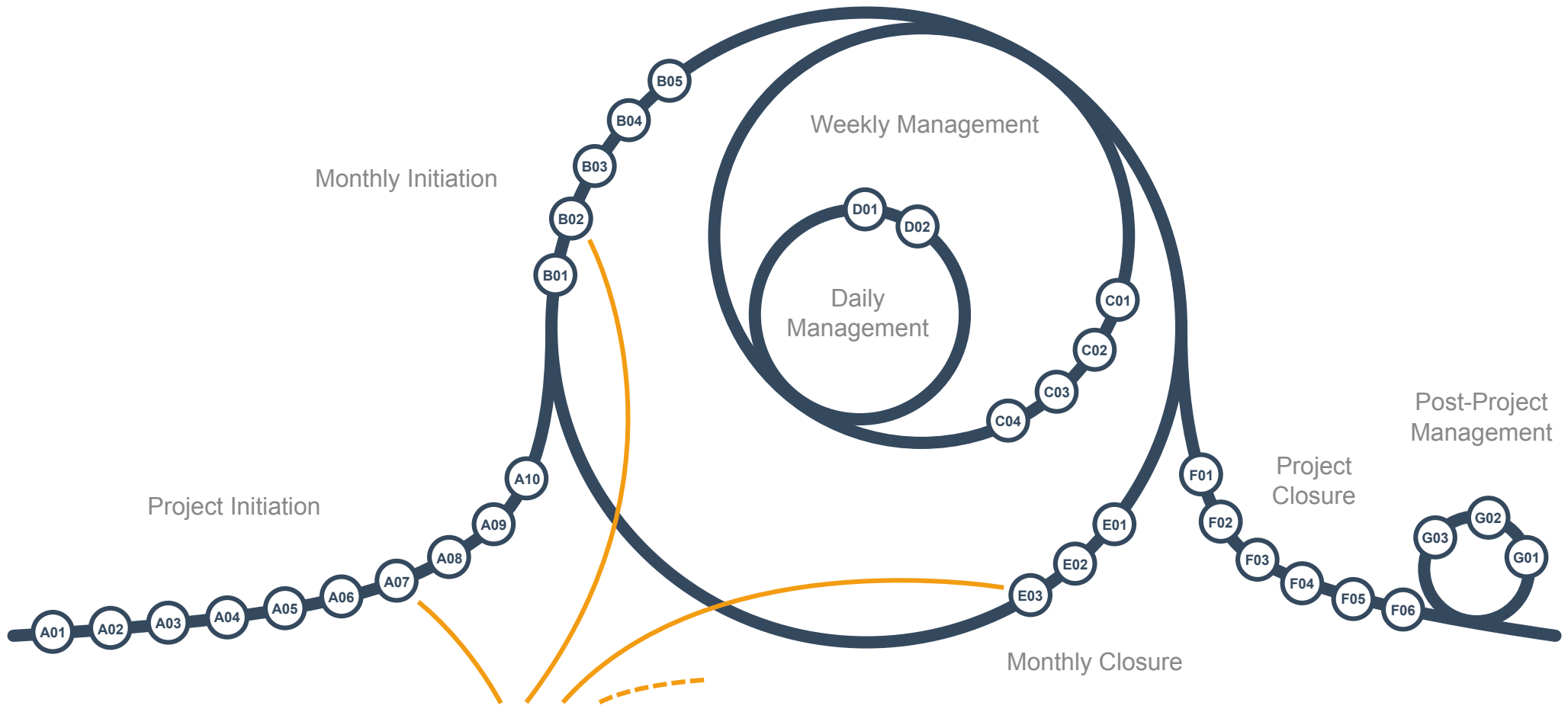
P3.express

minimalist project management system

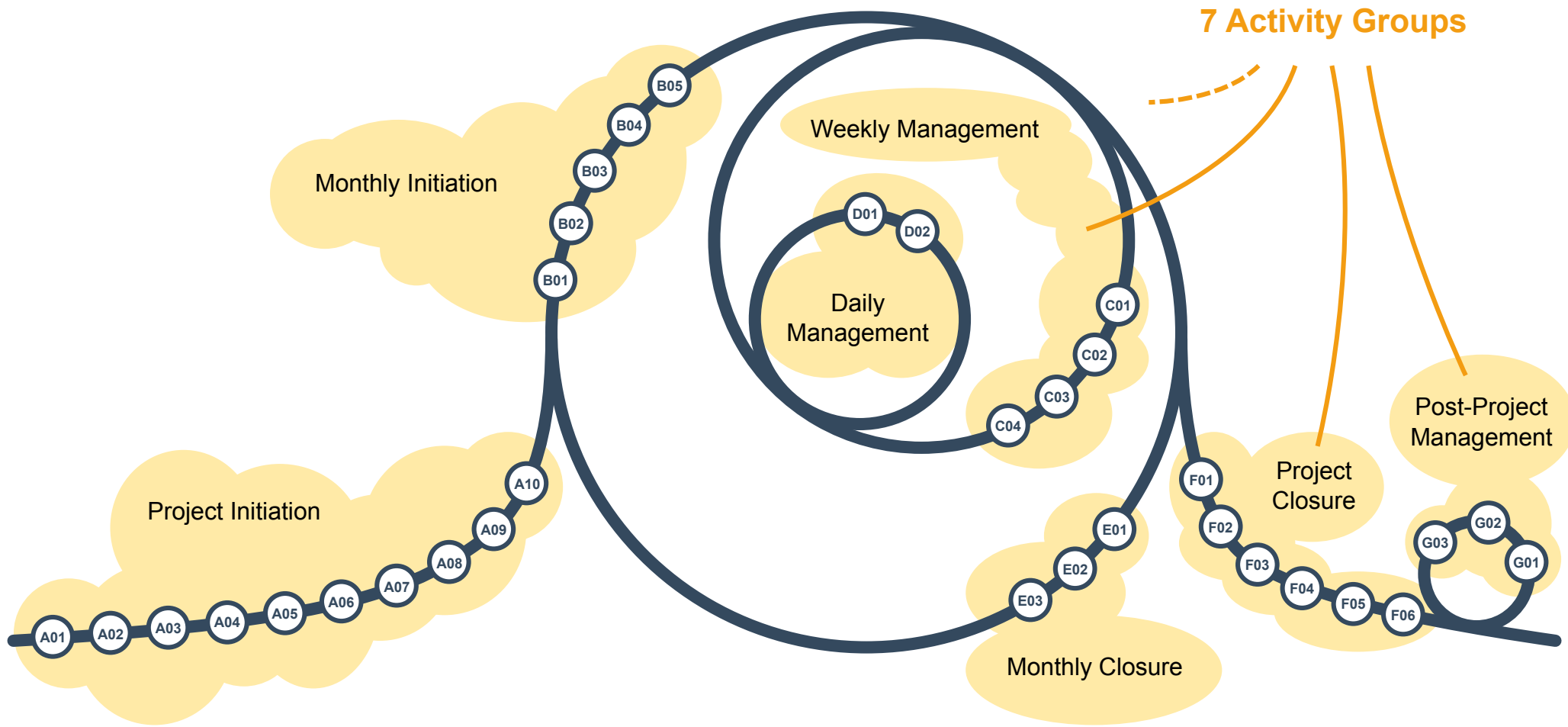


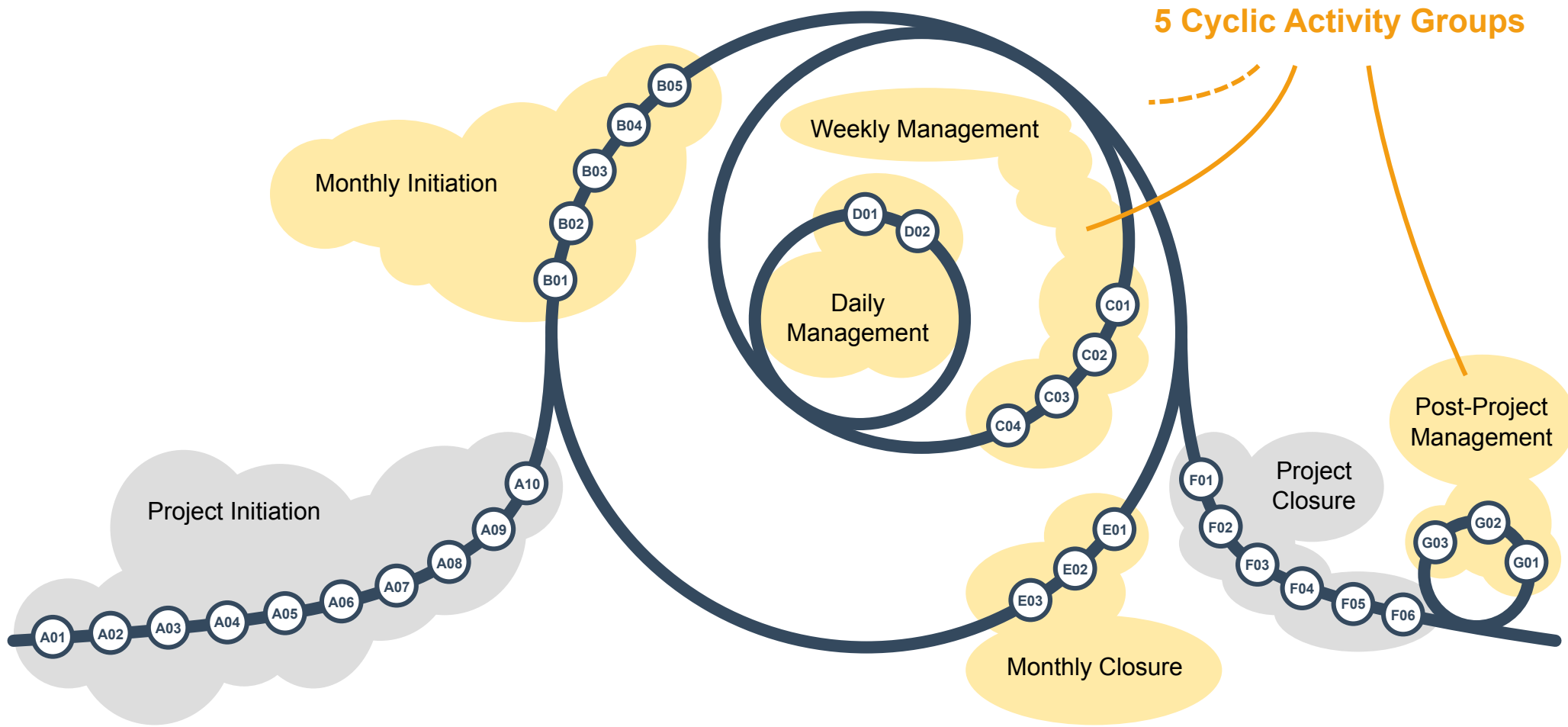
The Process

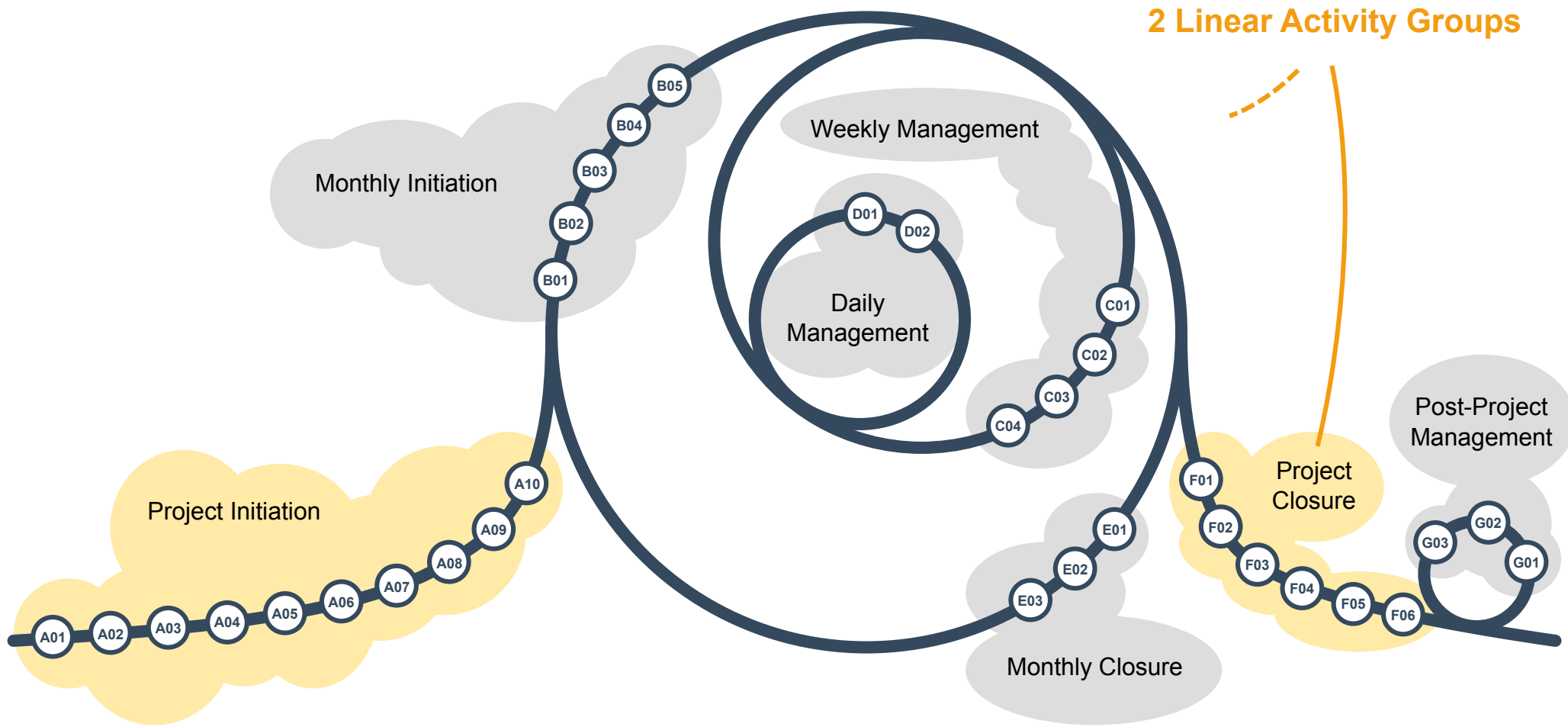




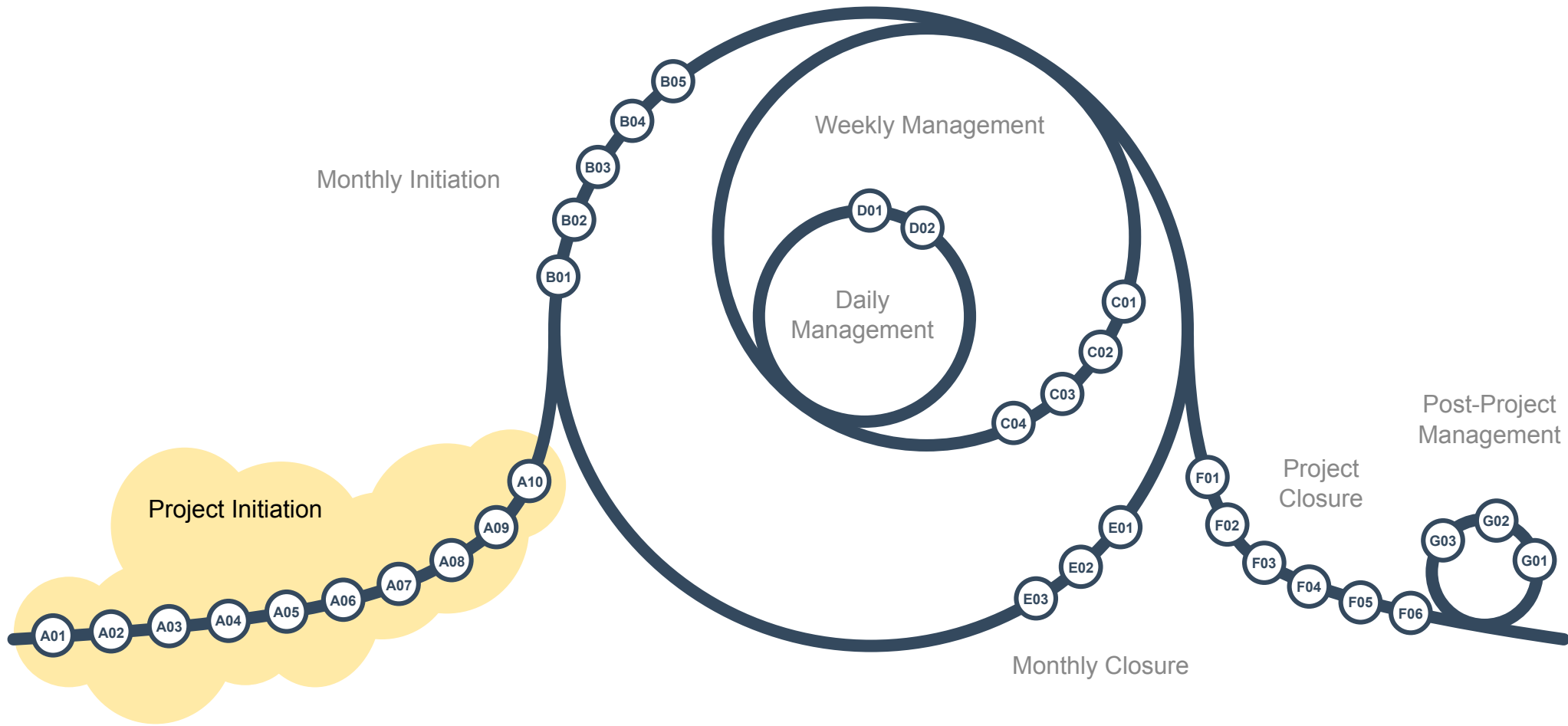
33 Management Activities

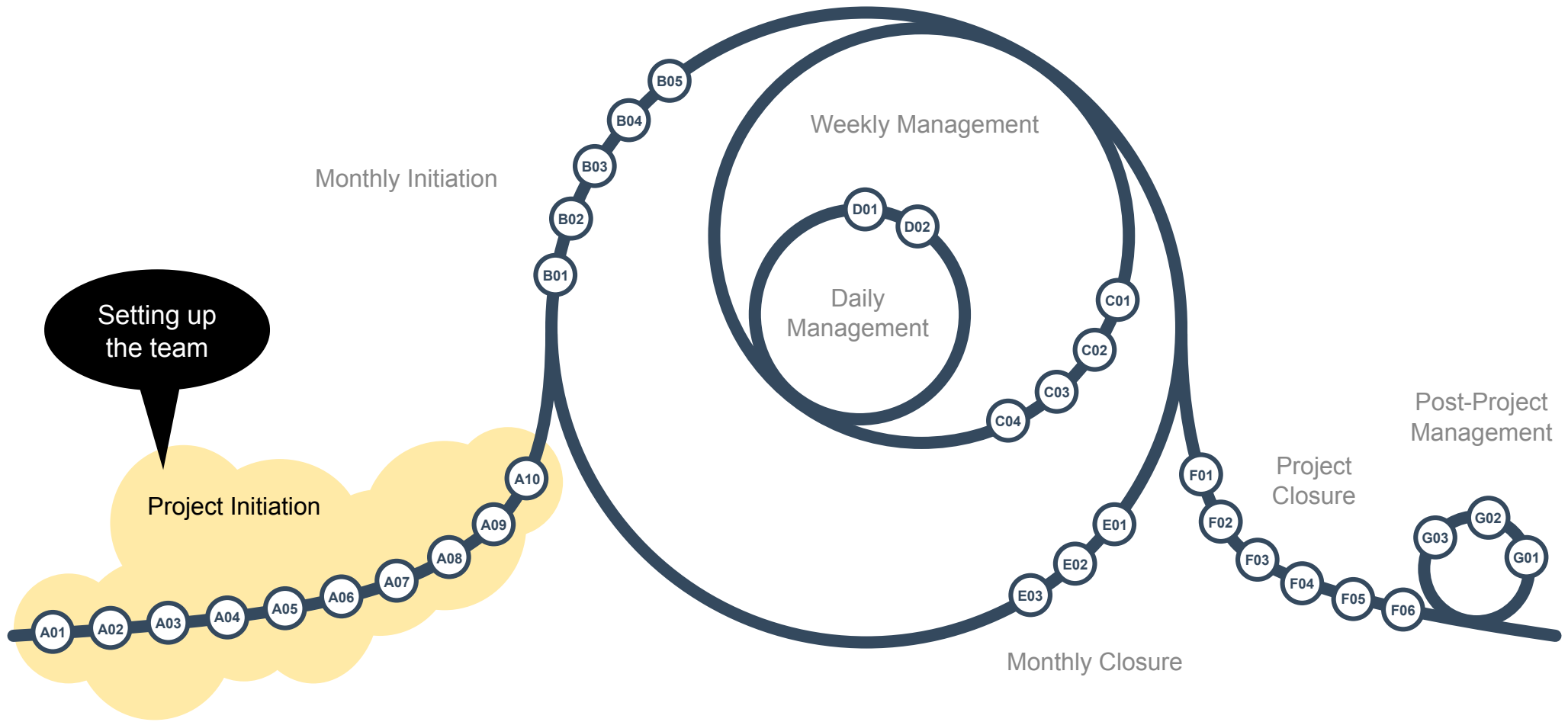


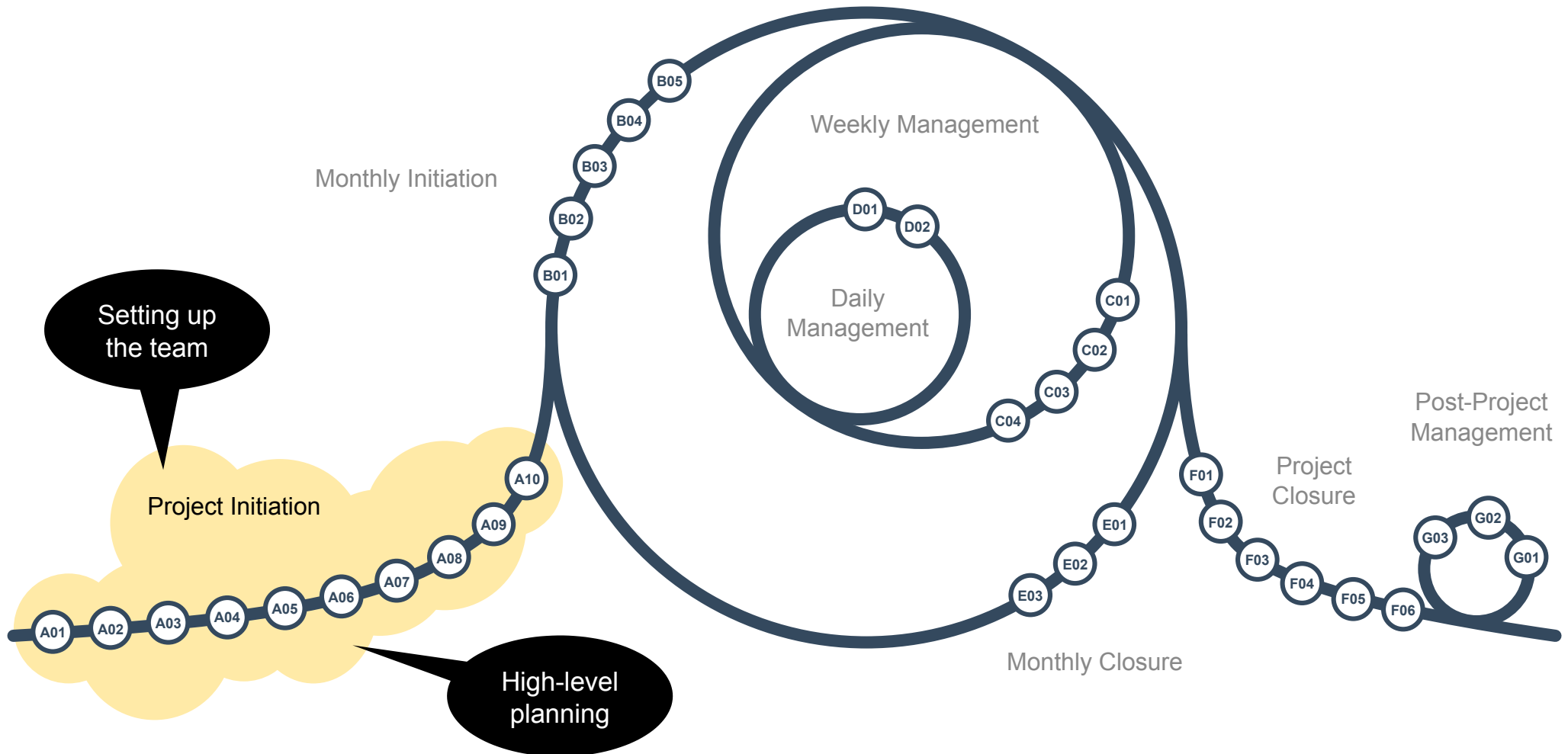


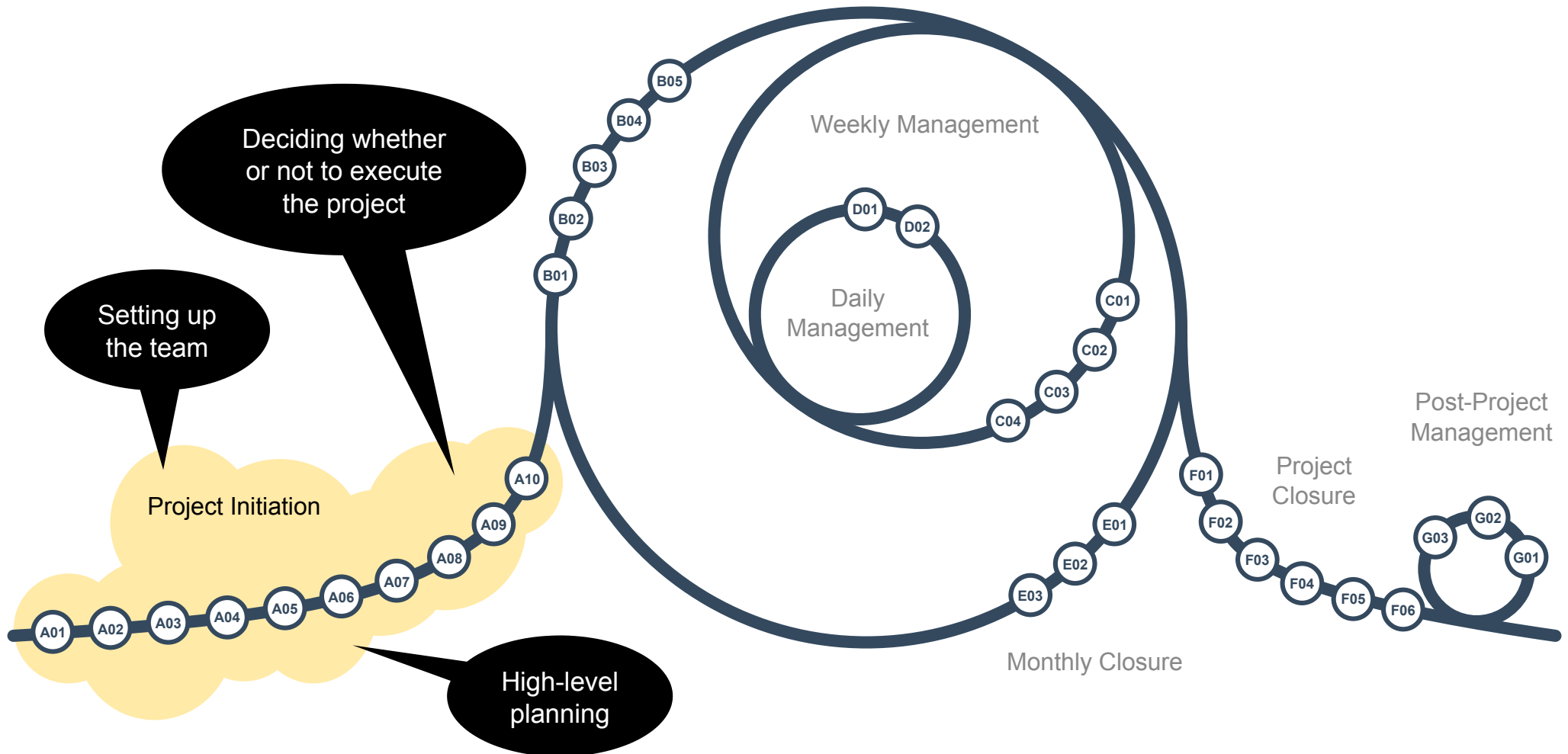


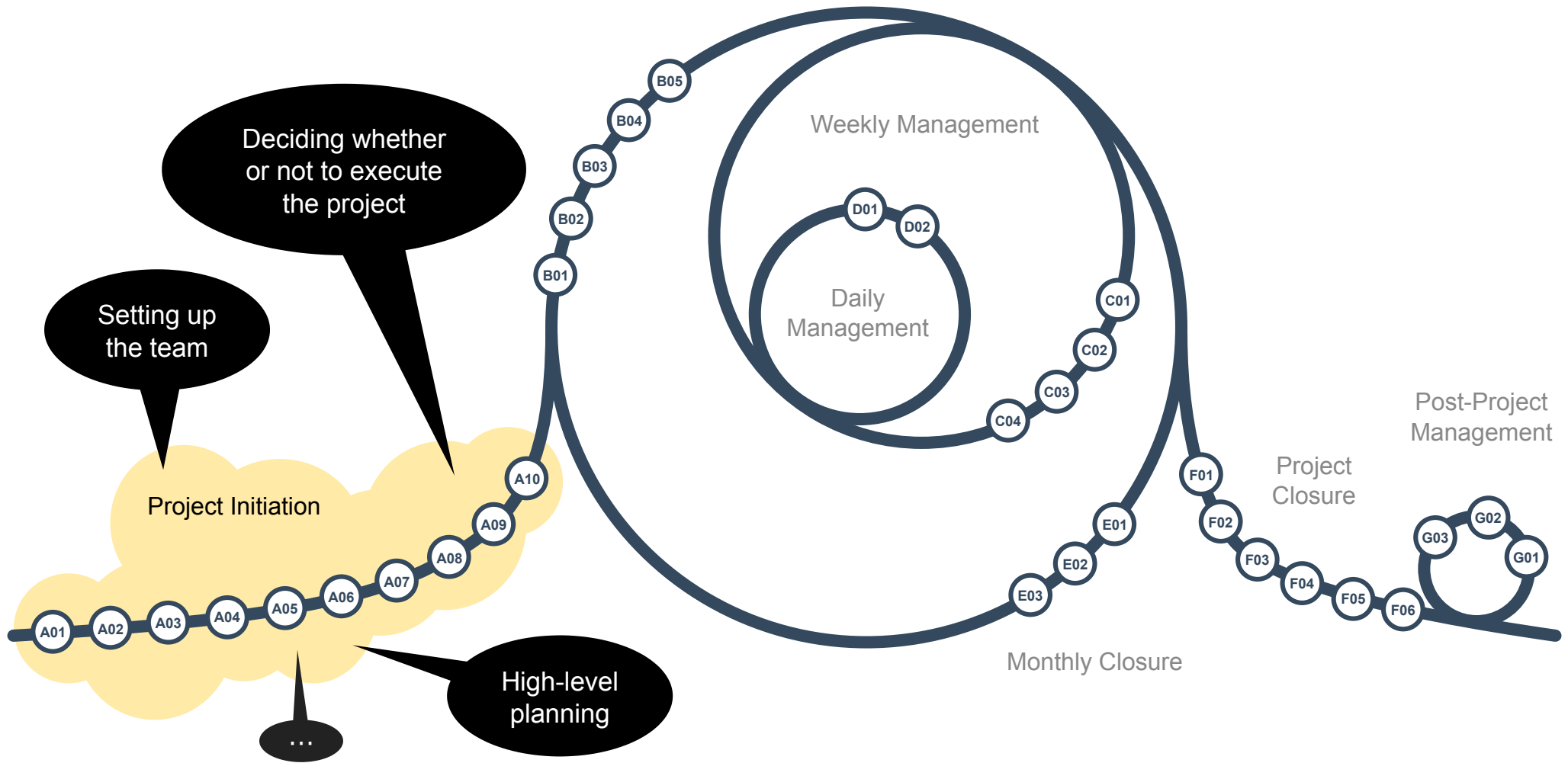
2 Linear Activity Groups



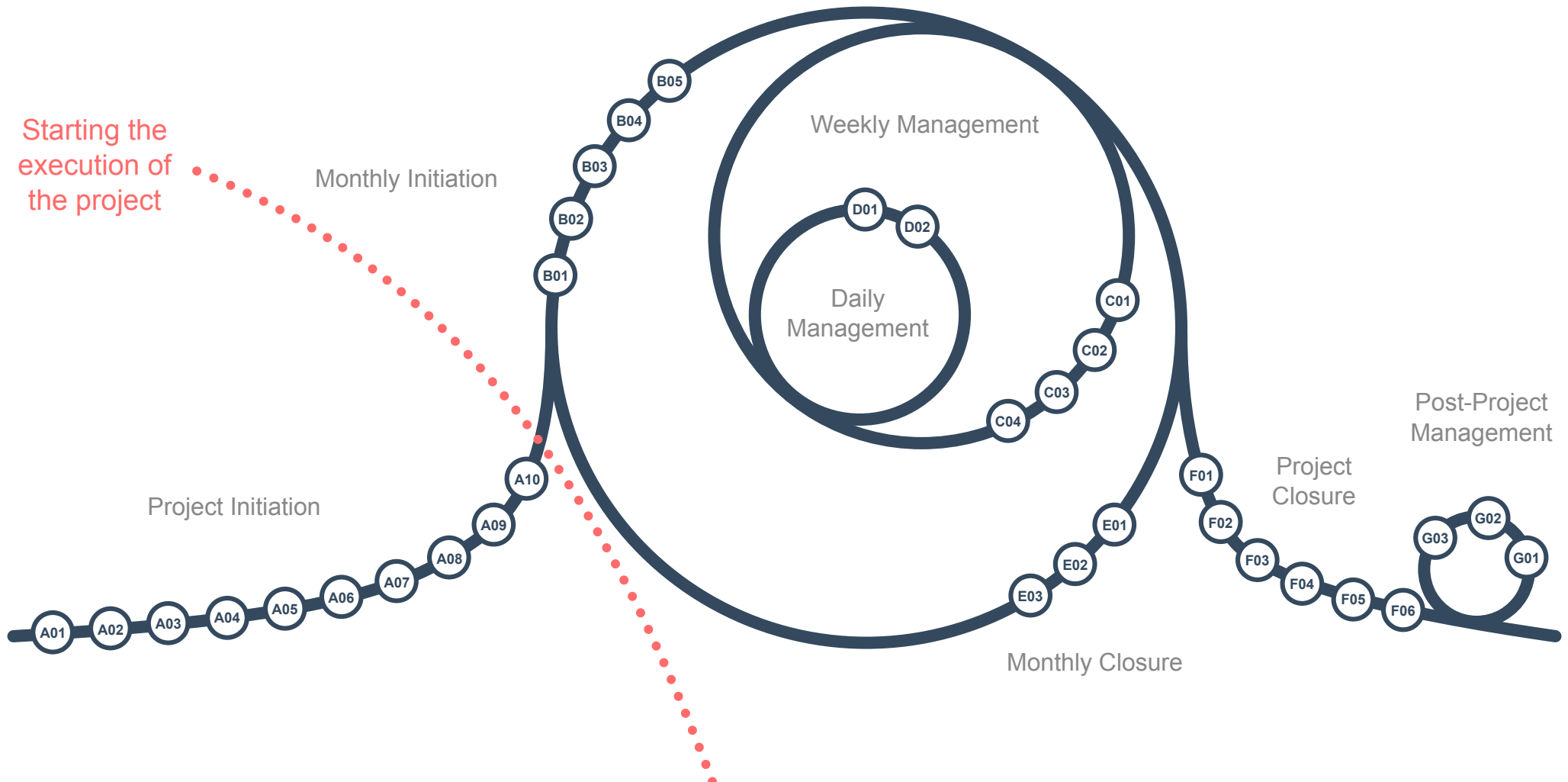








Starting the execution of the project



Monthly Initiation

Weekly Management

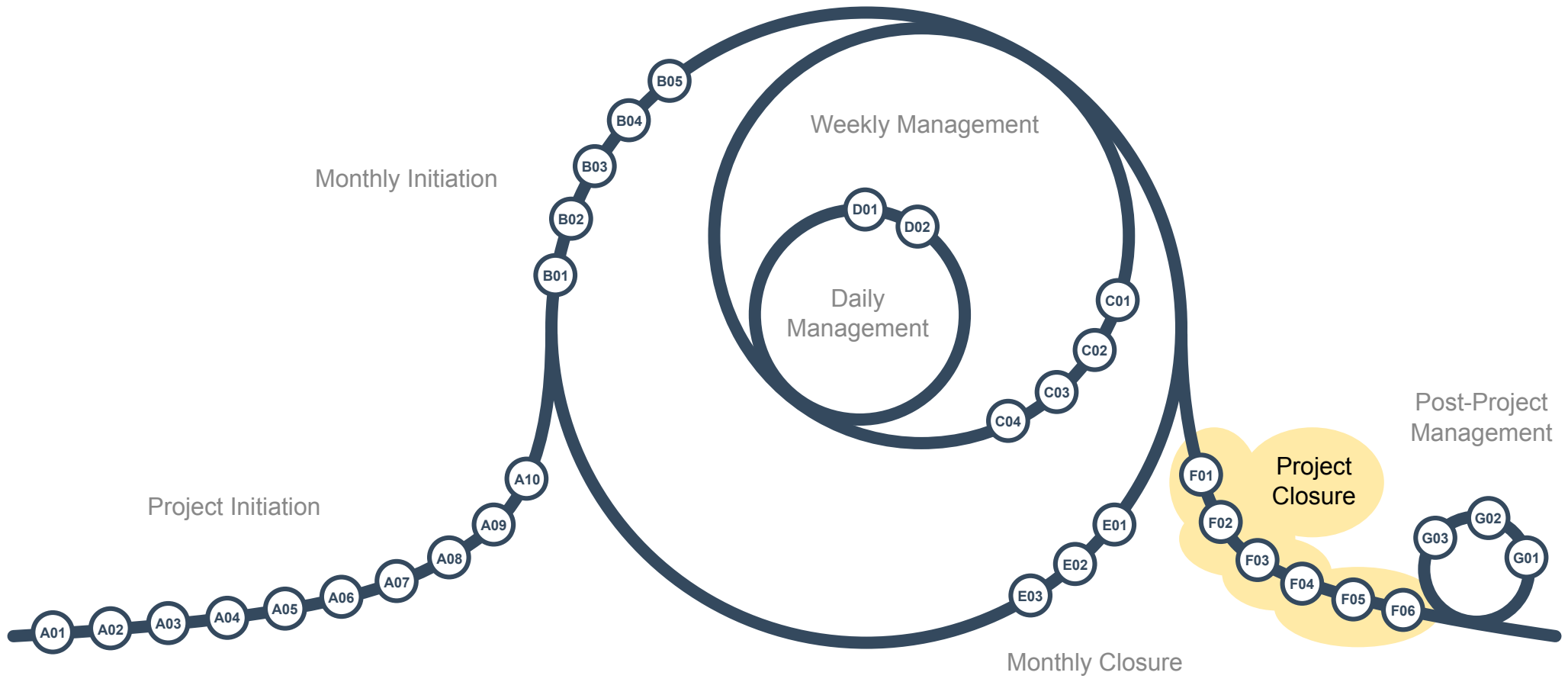
Daily Management

Project Initiation

Monthly Closure

Project Closure

Post-Project Management



Project Initiation

Monthly Initiation

Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management

A01

A02

A03

A04

A05

A06

A07

A08

A09

A10

B01

B02

B03

B04

B05

D01

D02

C04

C03

C02

C01

E03

E02

E01

F01

F02

F03

F04

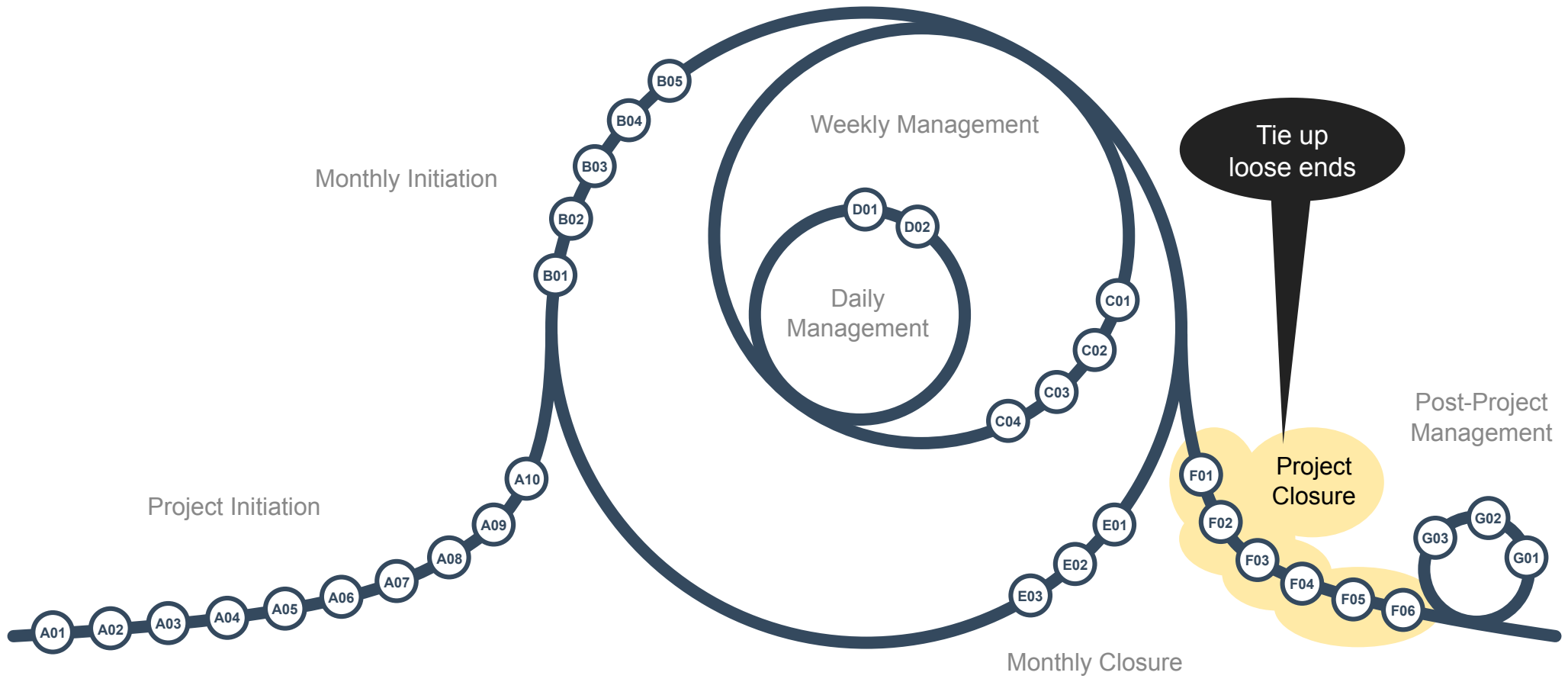
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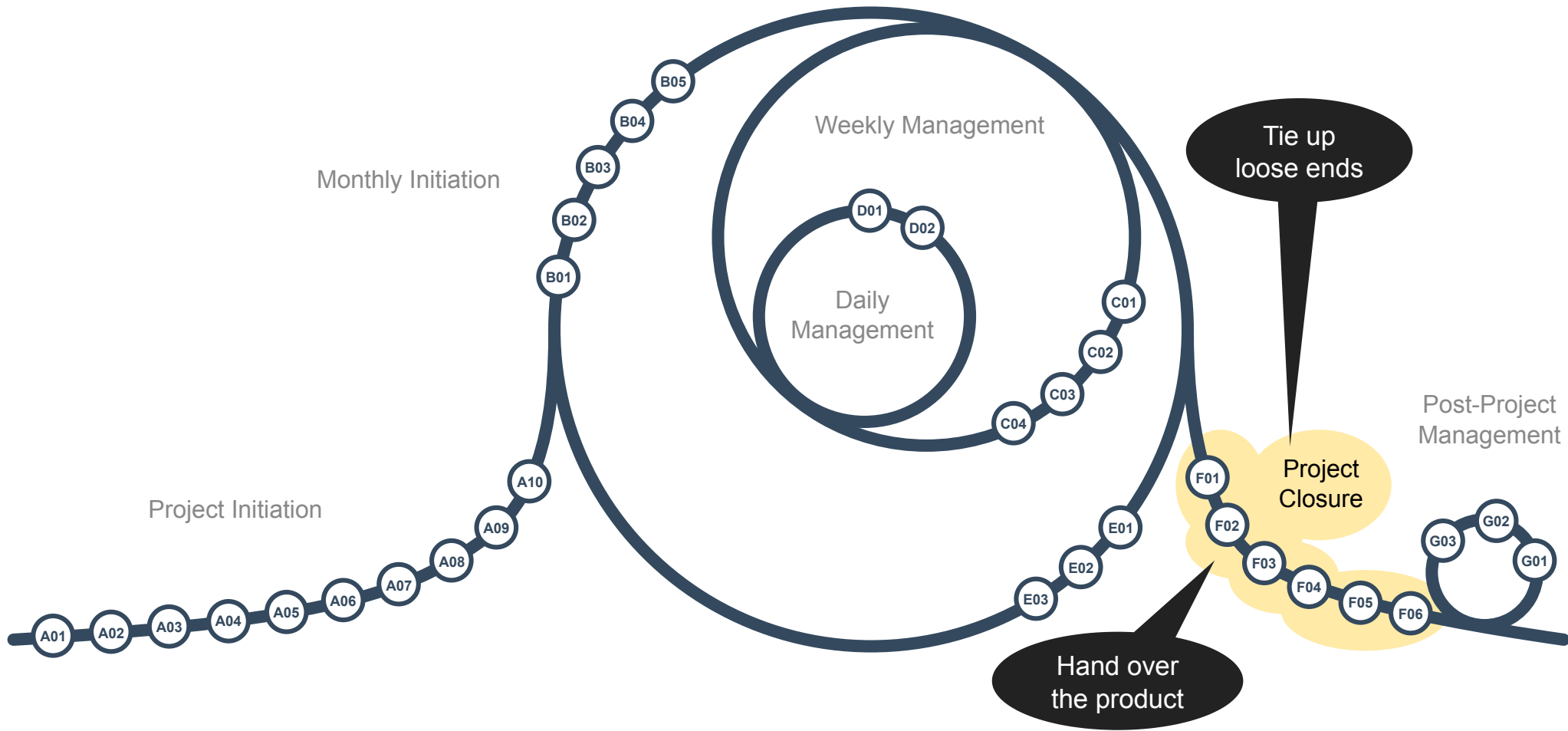
F06

G03

G02

G01





Project Initiation

Monthly Initiation

Weekly Management

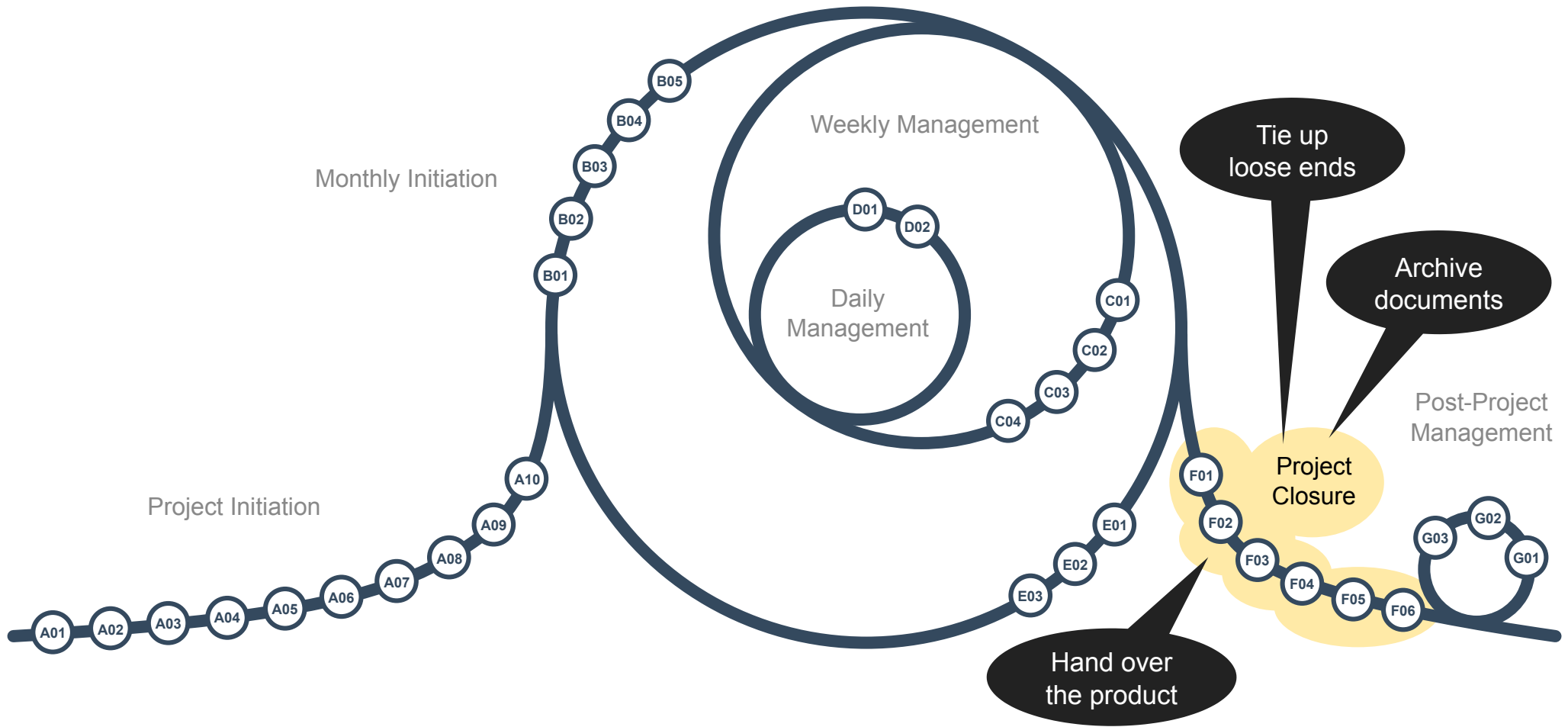
Daily Management

Hand over the product

Tie up loose ends

Project Closure

Post-Project Management



Project Initiation

Monthly Initiation

Weekly Management

Daily Management

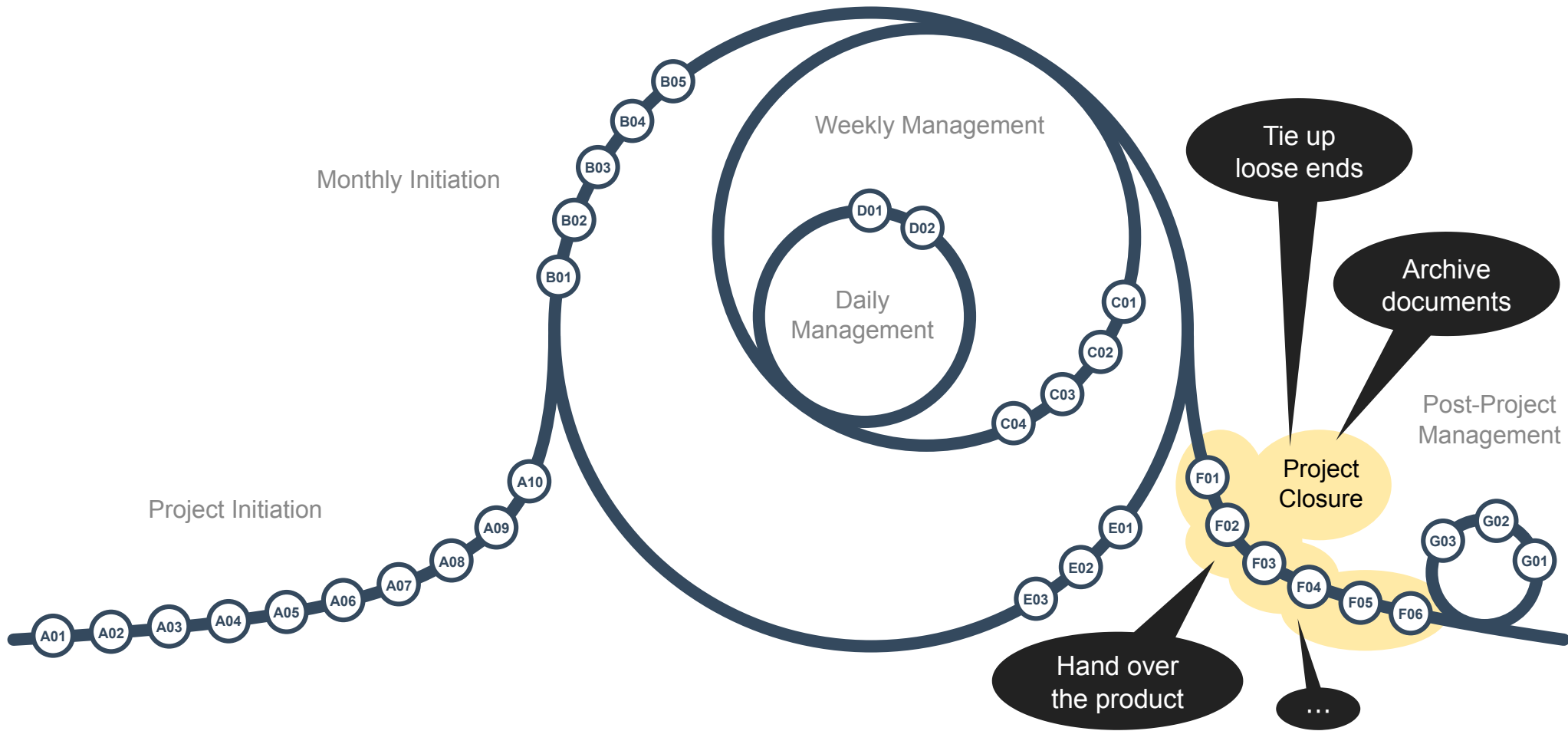
Tie up loose ends

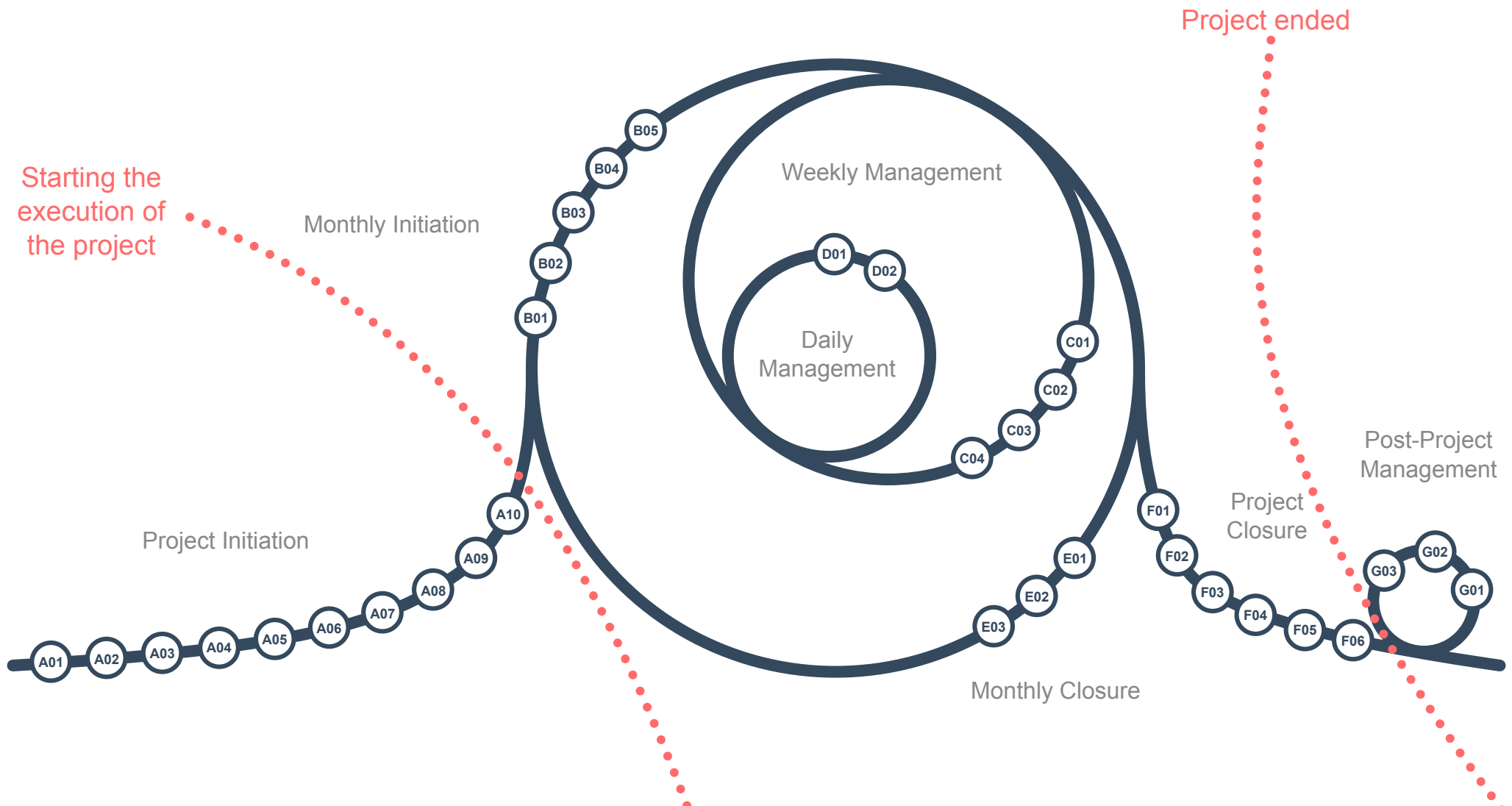
Archive documents

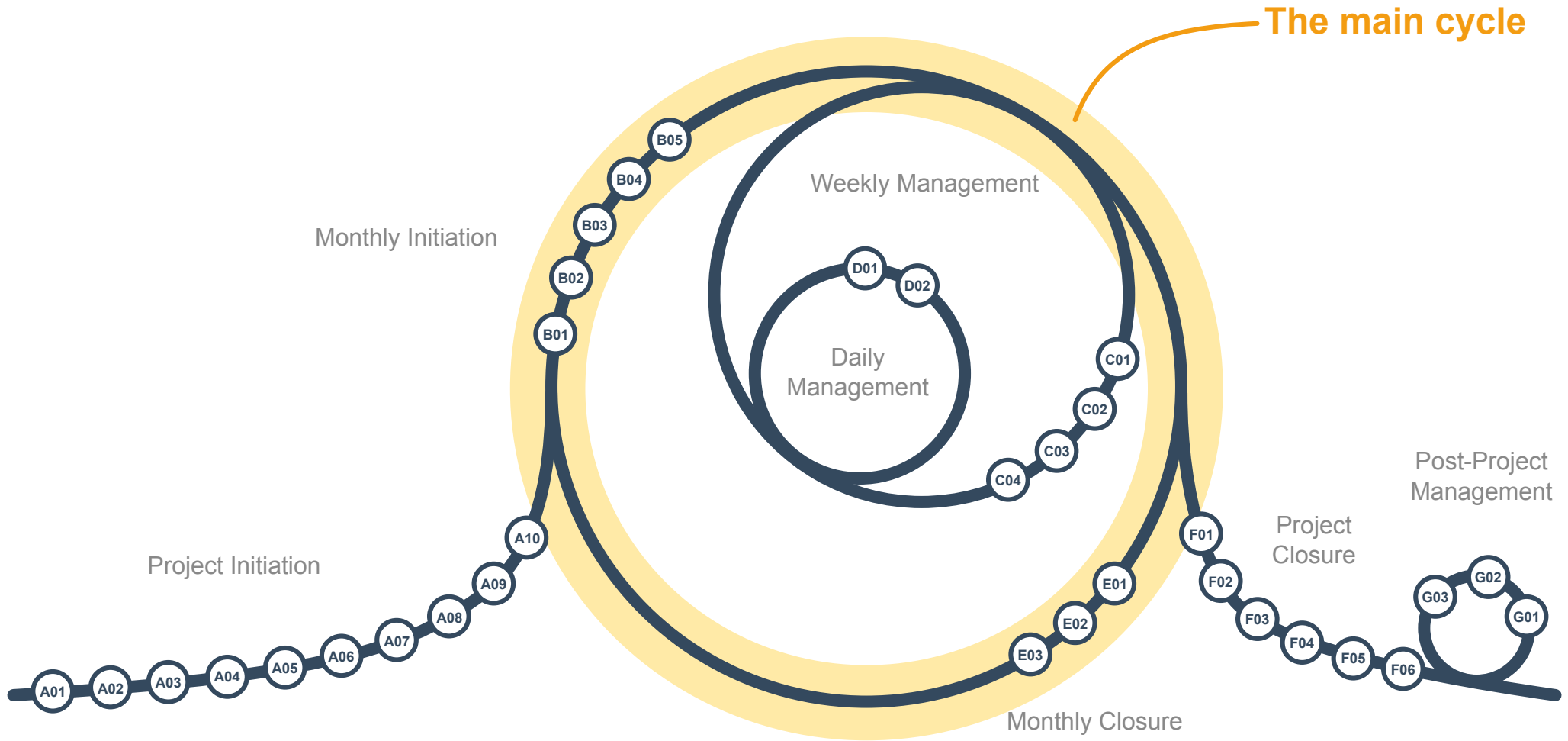
Hand over the product

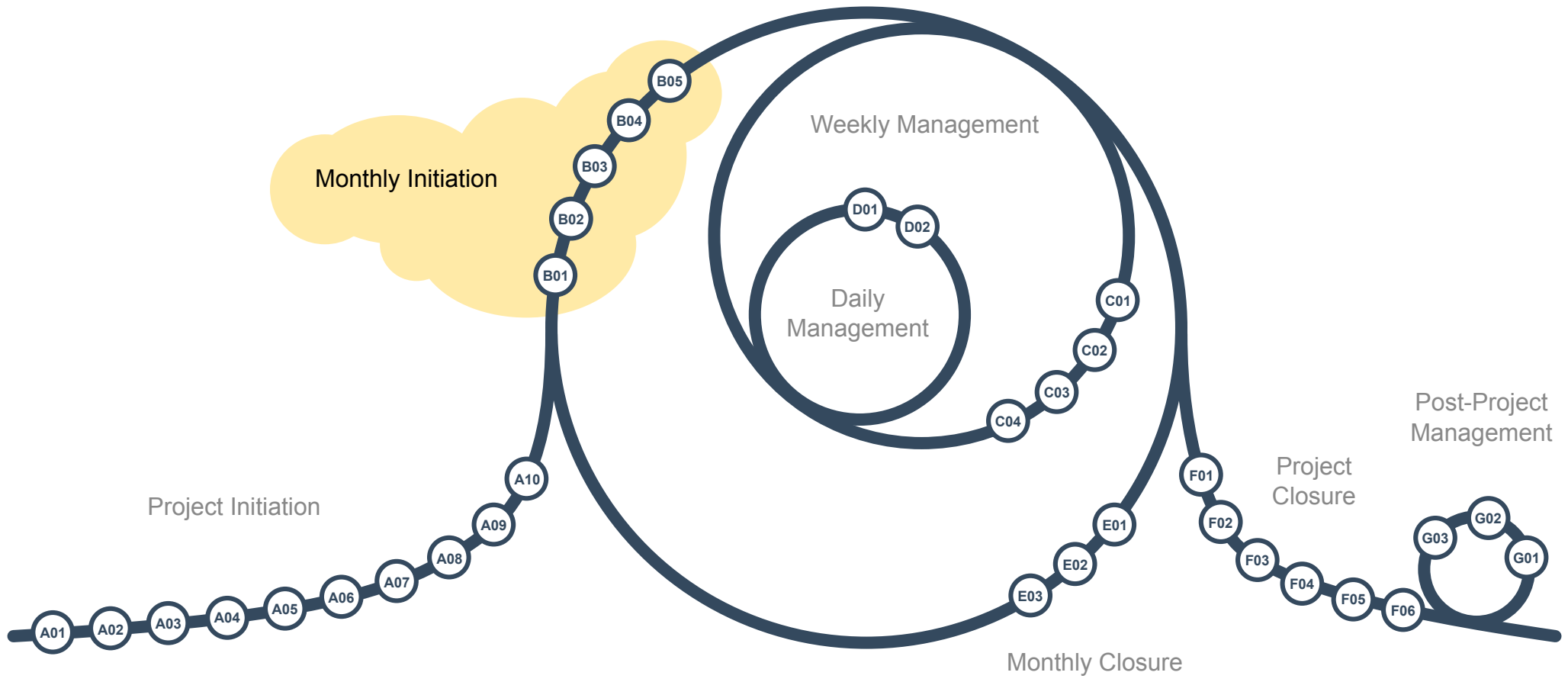
Project Closure

Post-Project Management









Project Initiation

Monthly Initiation

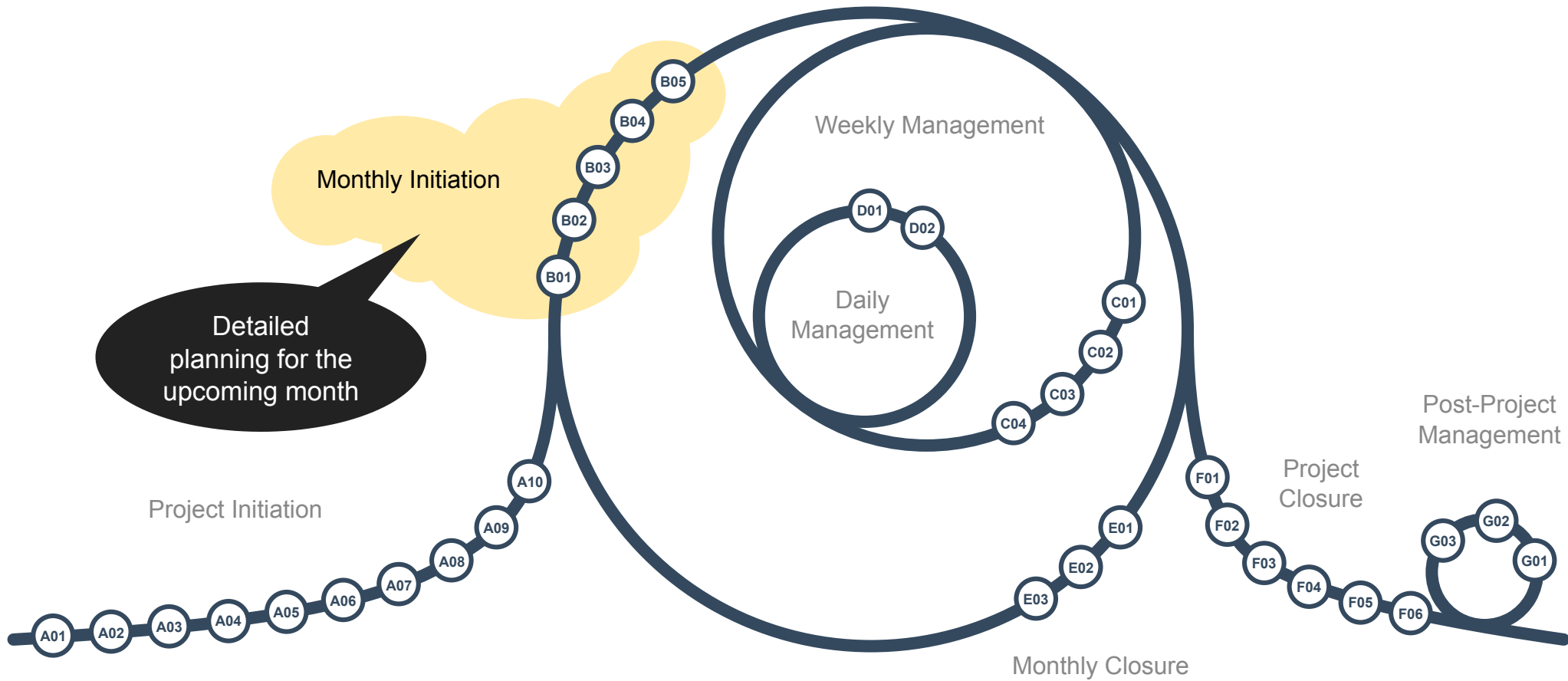
Weekly Management

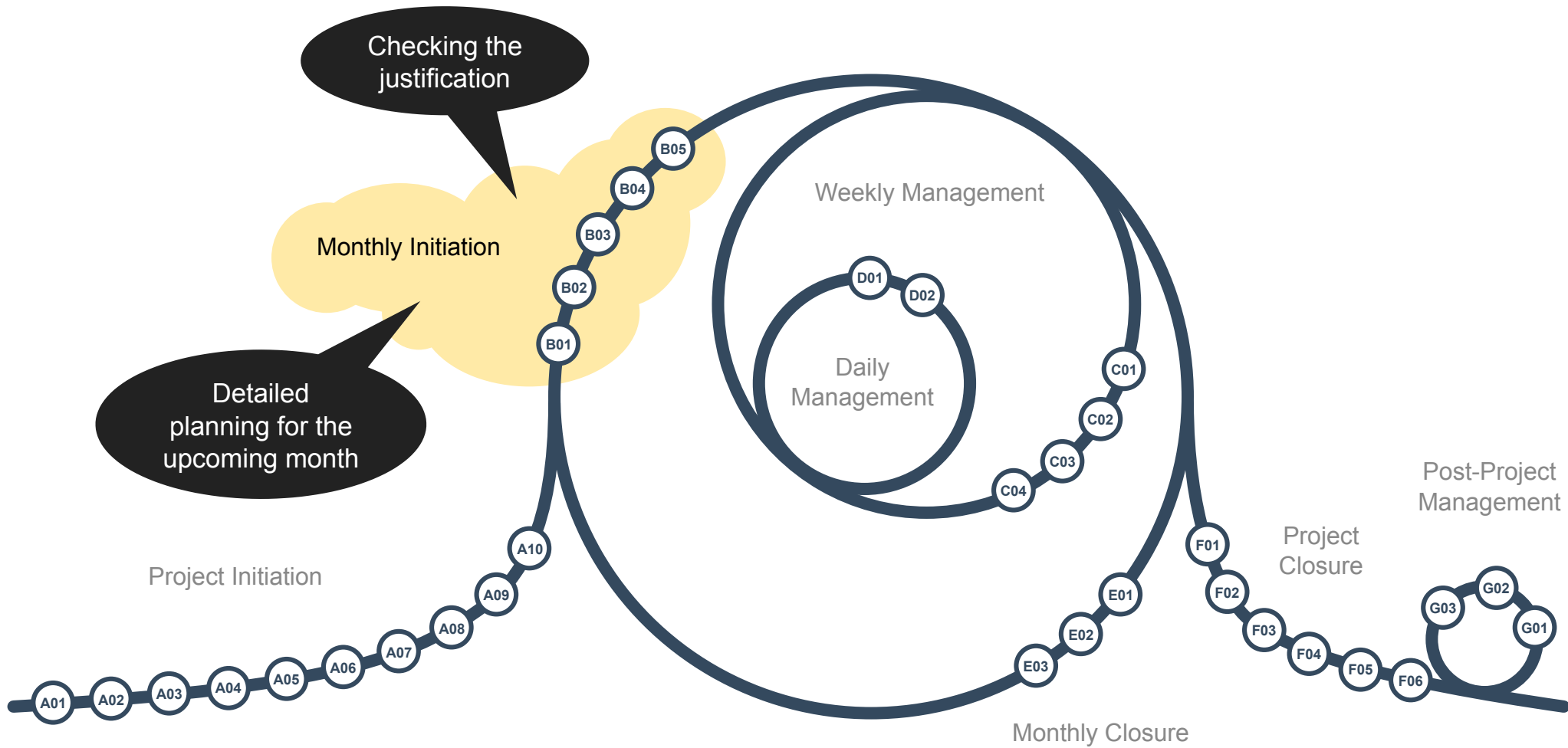
Daily Management

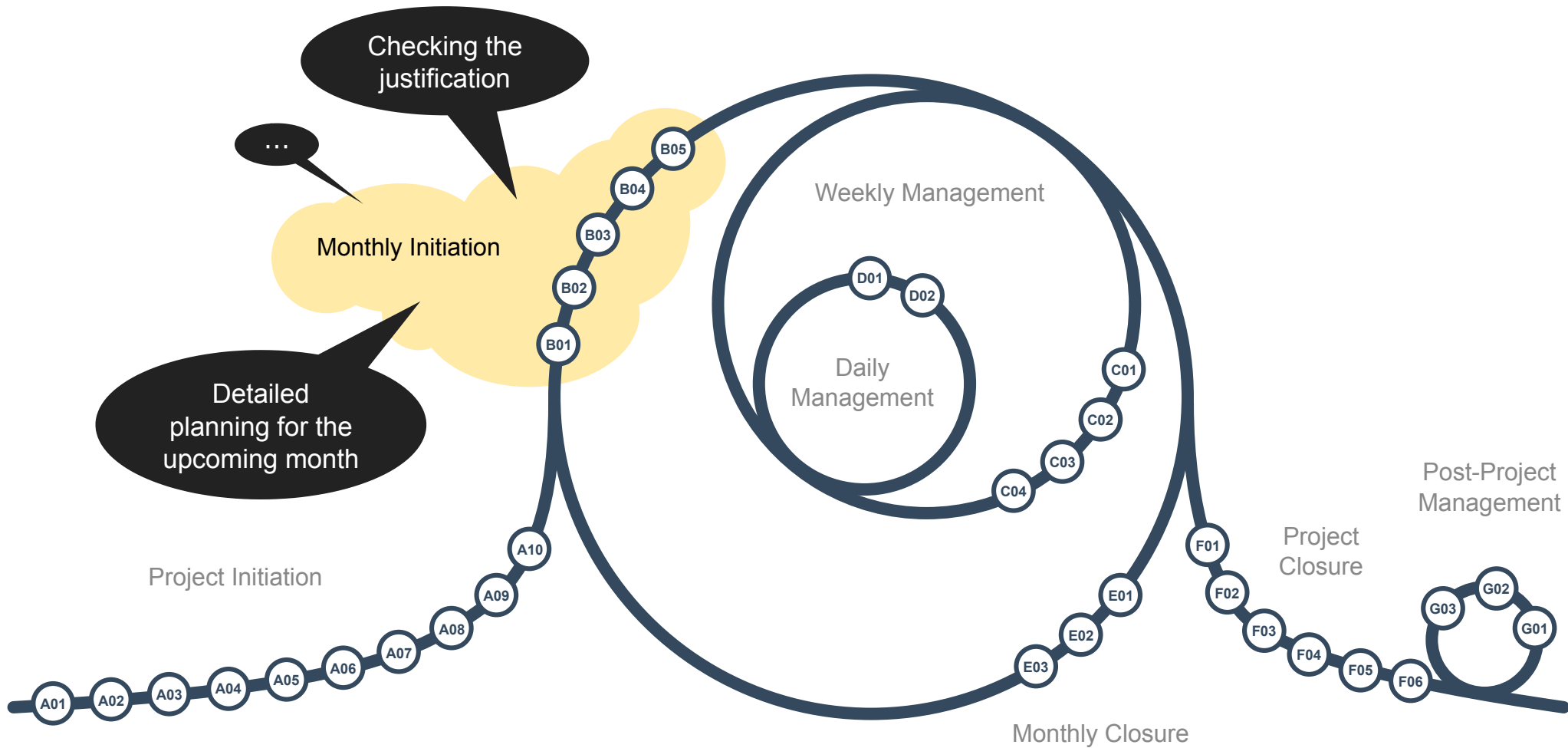
Monthly Closure

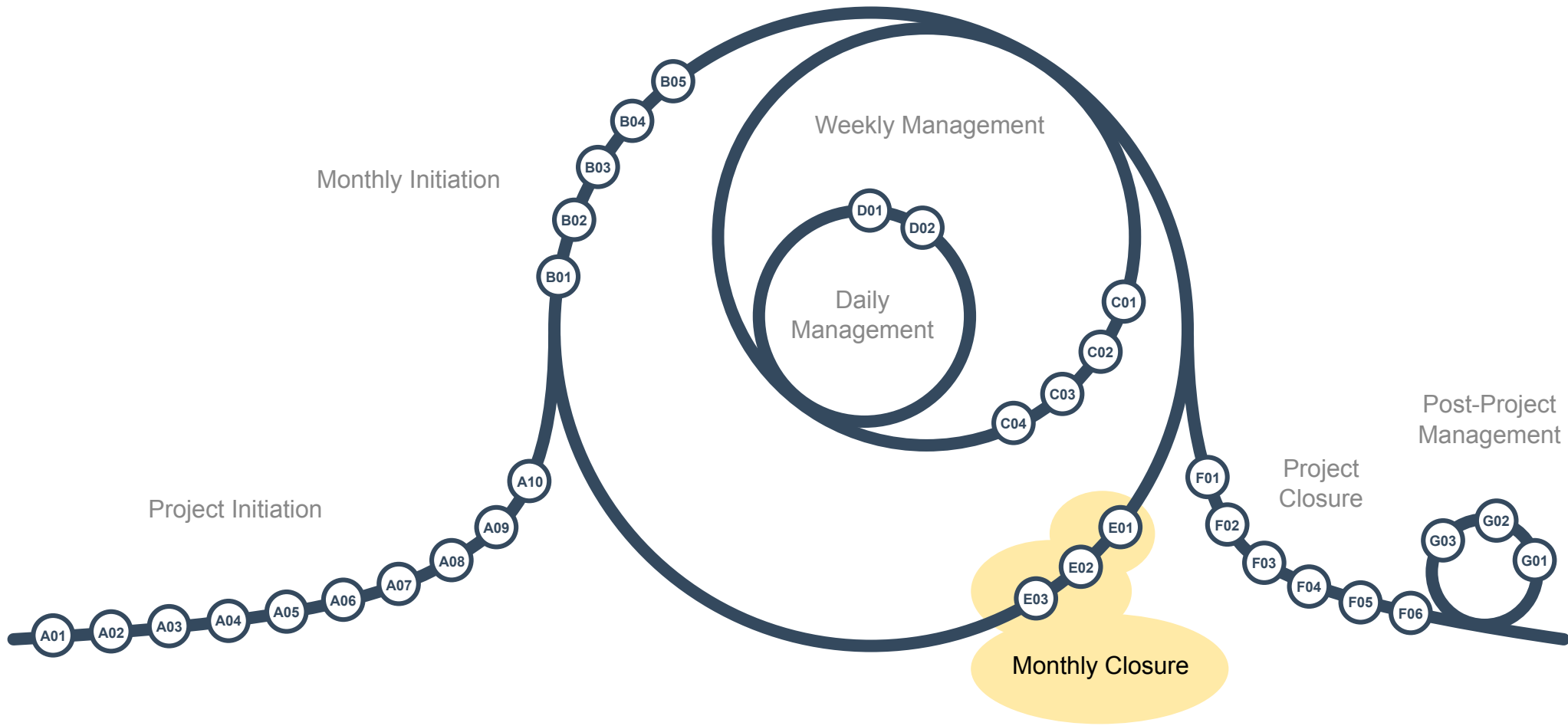
Project Closure

Post-Project Management









Project Initiation

Monthly Initiation

Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management

A01

A02

A03

A04

A05

A06

A07

A08

A09

A10

B01

B02

B03

B04

B05

D01

D02

C04

C03

C02

C01

E03

E02

E01

F01

F02

F03

F04

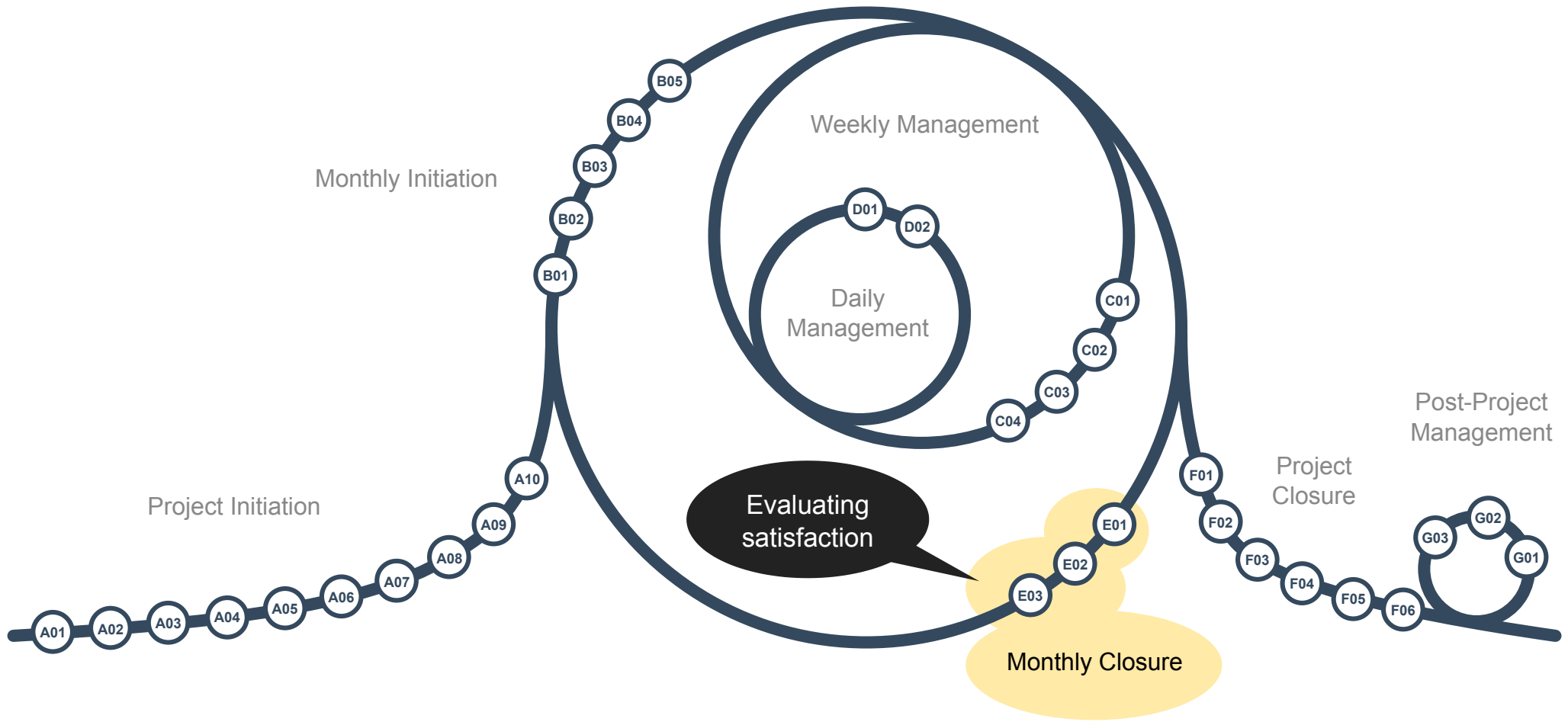
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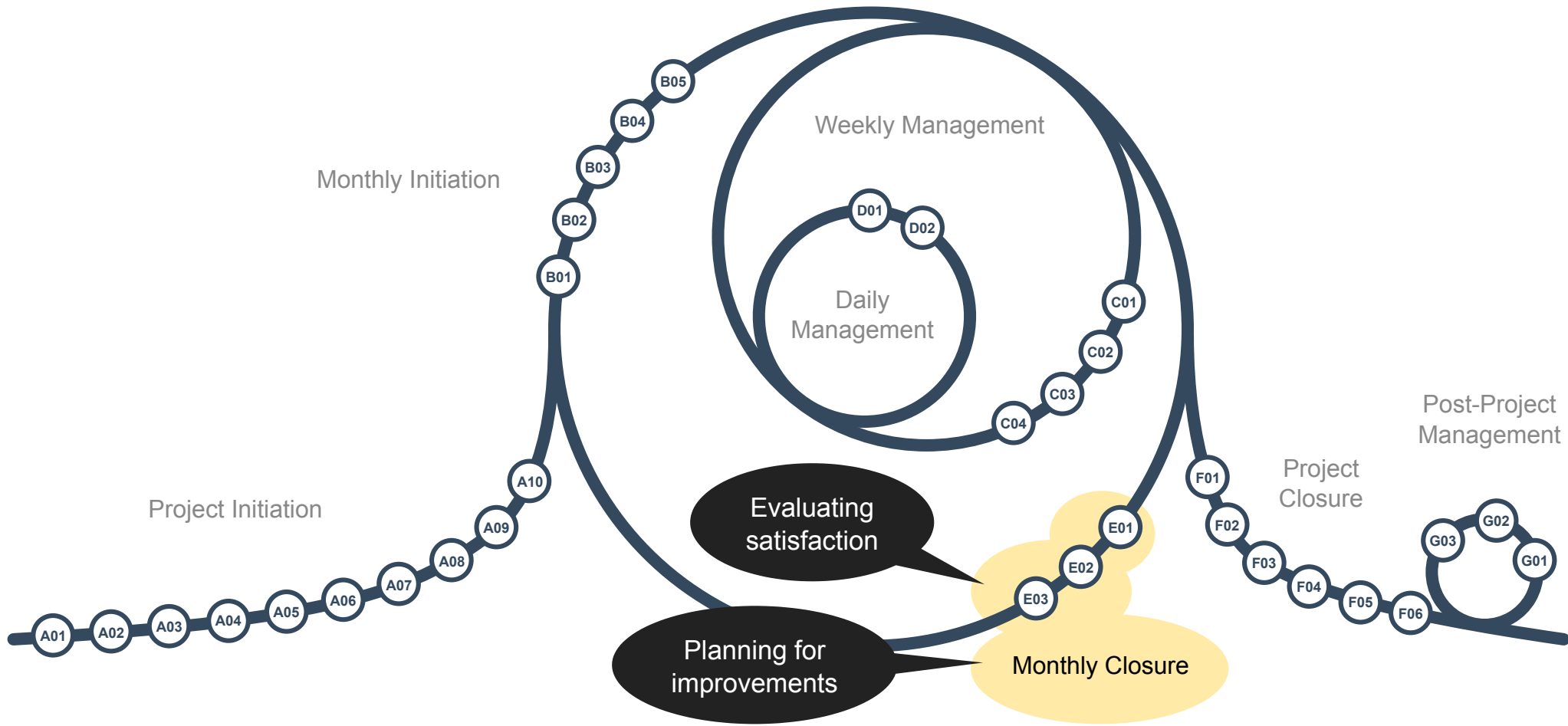
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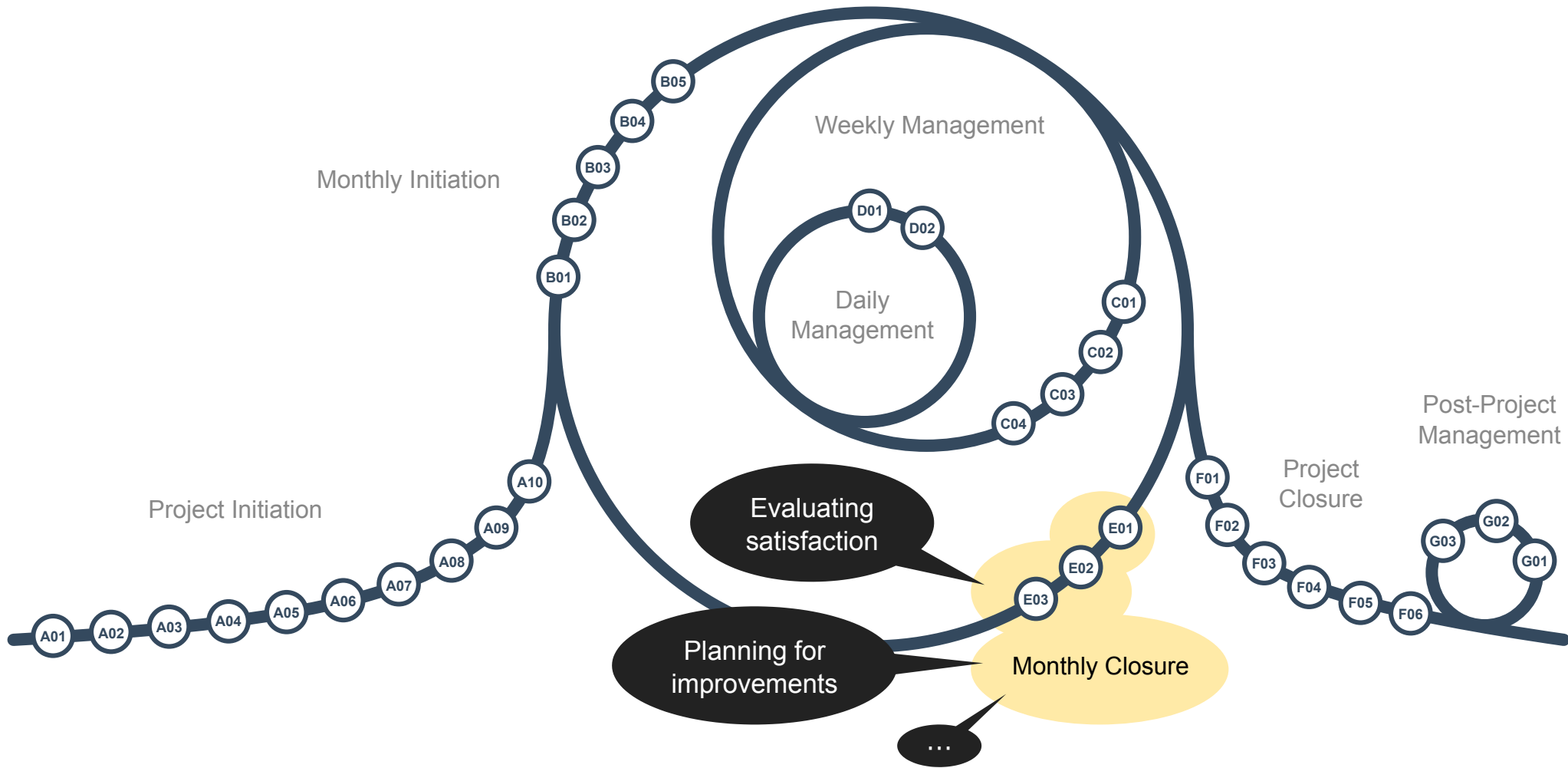
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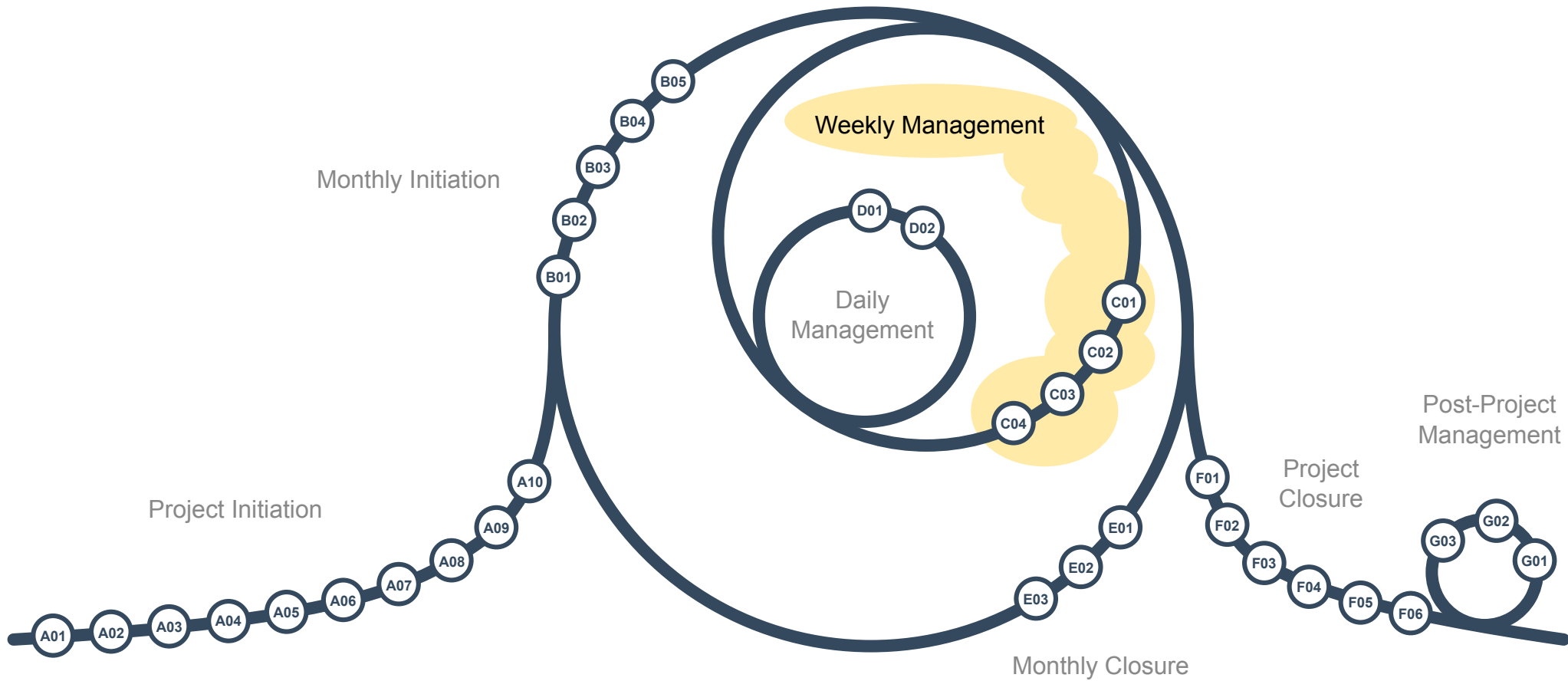
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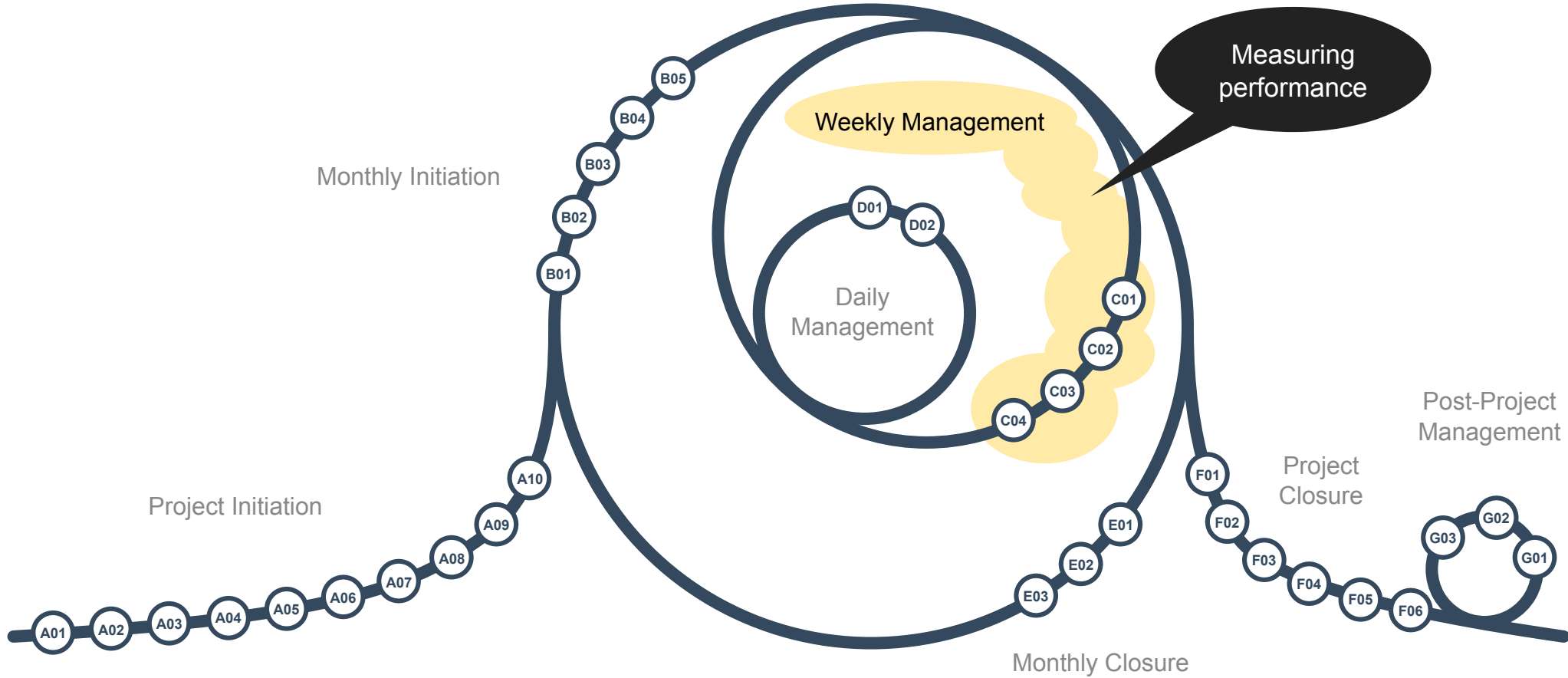
G01

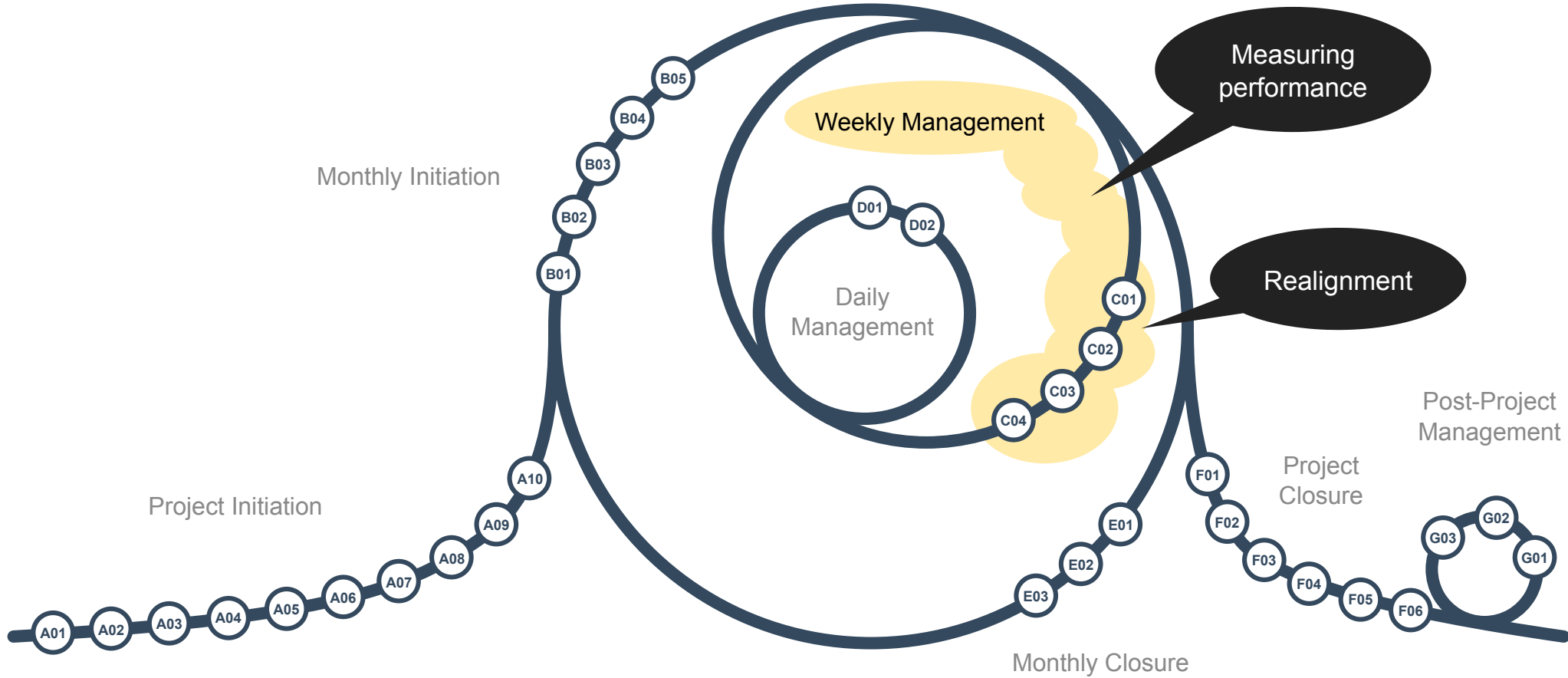


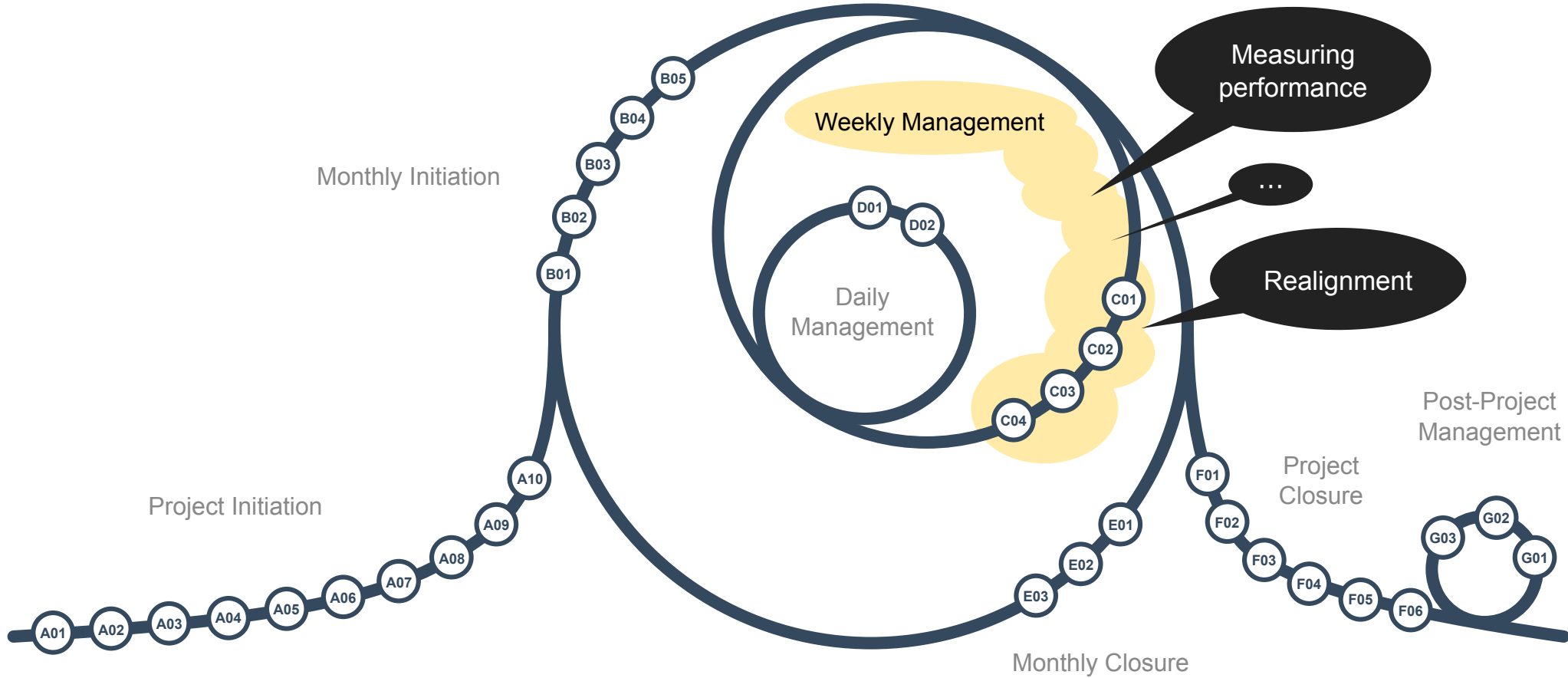


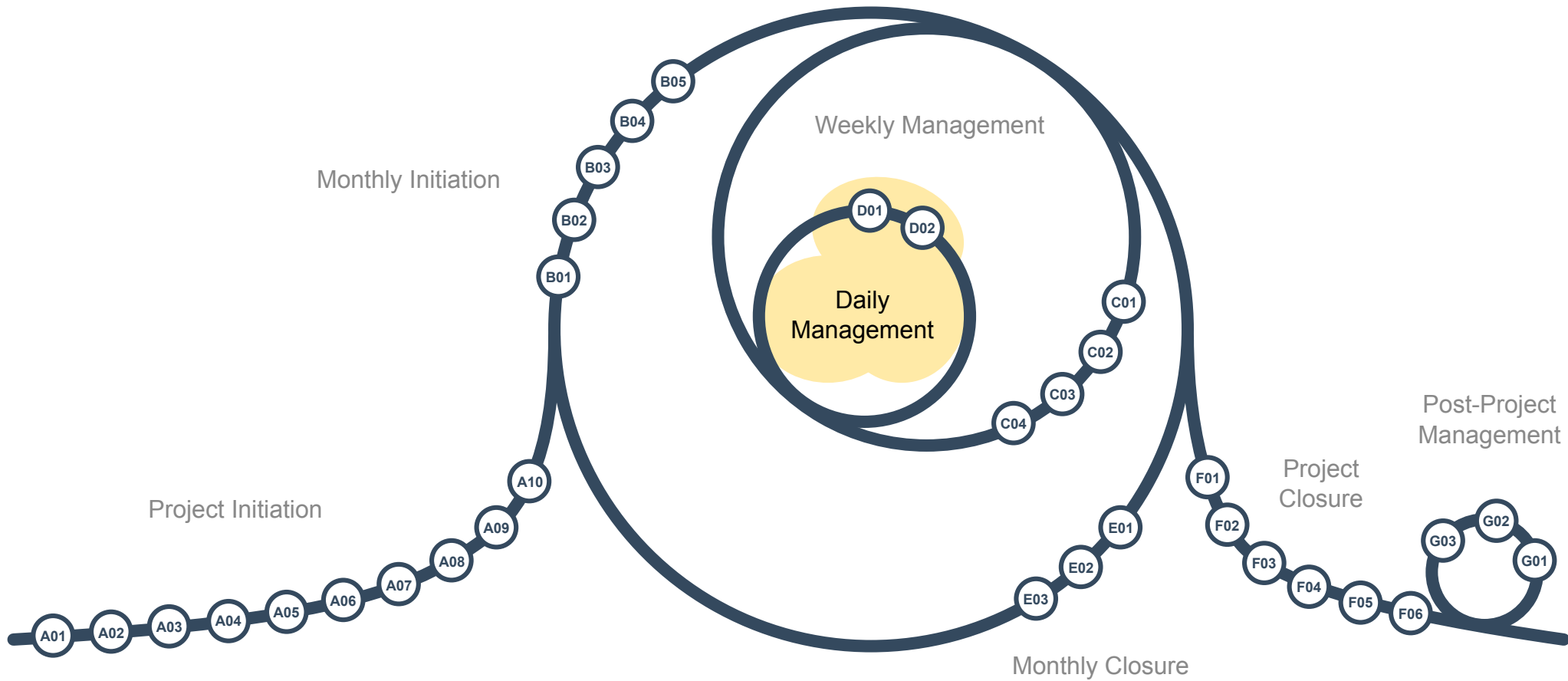


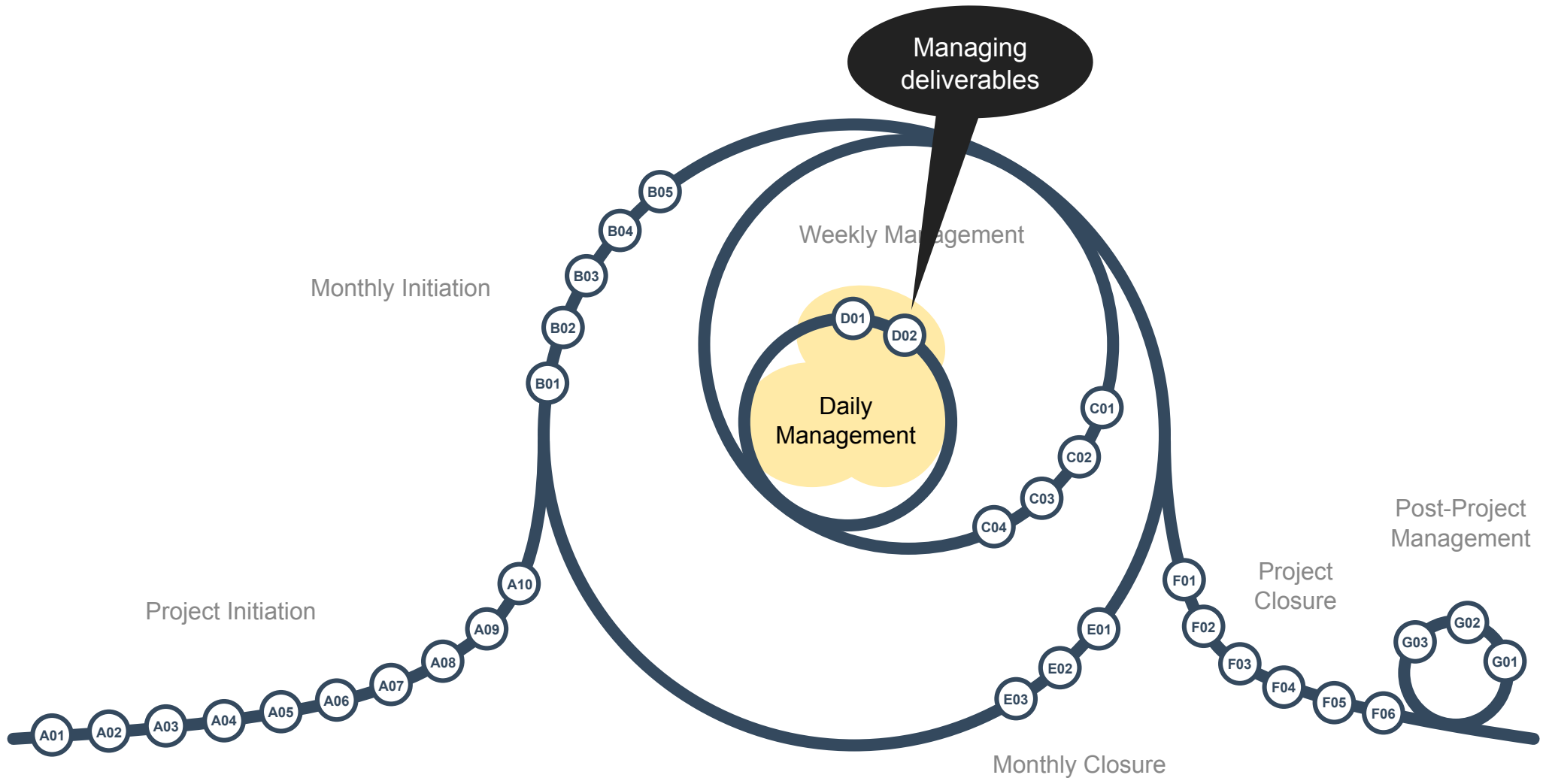












Managing deliverables

Weekly Management

Monthly Initiation

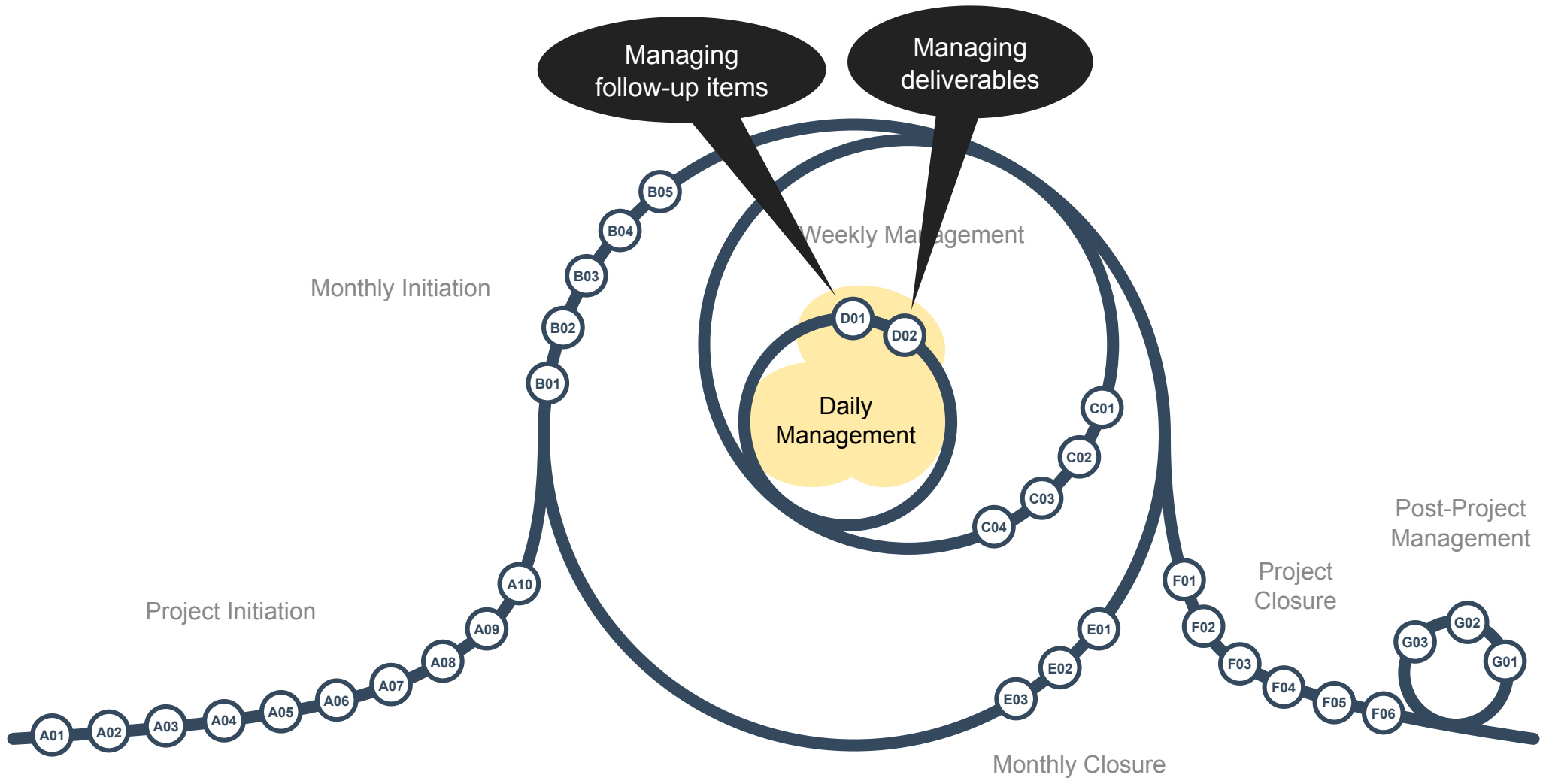
Daily Management

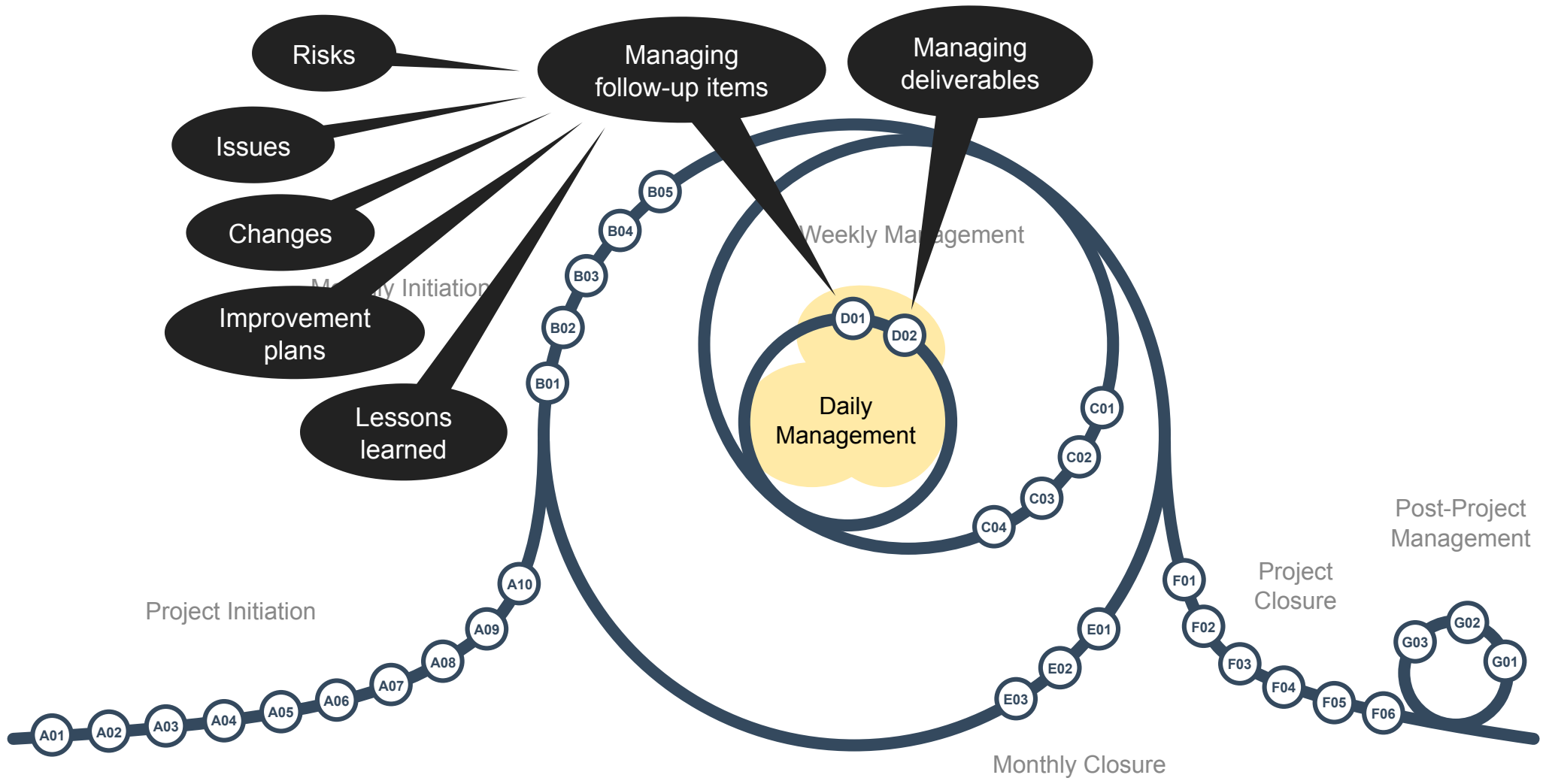
Project Initiation

Post-Project Management

Project Closure

Monthly Closure





Risks

Issues

Changes

Improvement plans

Lessons learned

Managing follow-up items

Managing deliverables

Weekly Management

Daily Management

Project Initiation

Monthly Closure

Project Closure

Post-Project Management

A01

A02

A03

A04

A05

A06

A07

A08

A09

A10

B01

B02

B03

B04

B05

D01

D02

C04

C03

C02

C01

E03

E02

E01

F01

F02

F03

F04

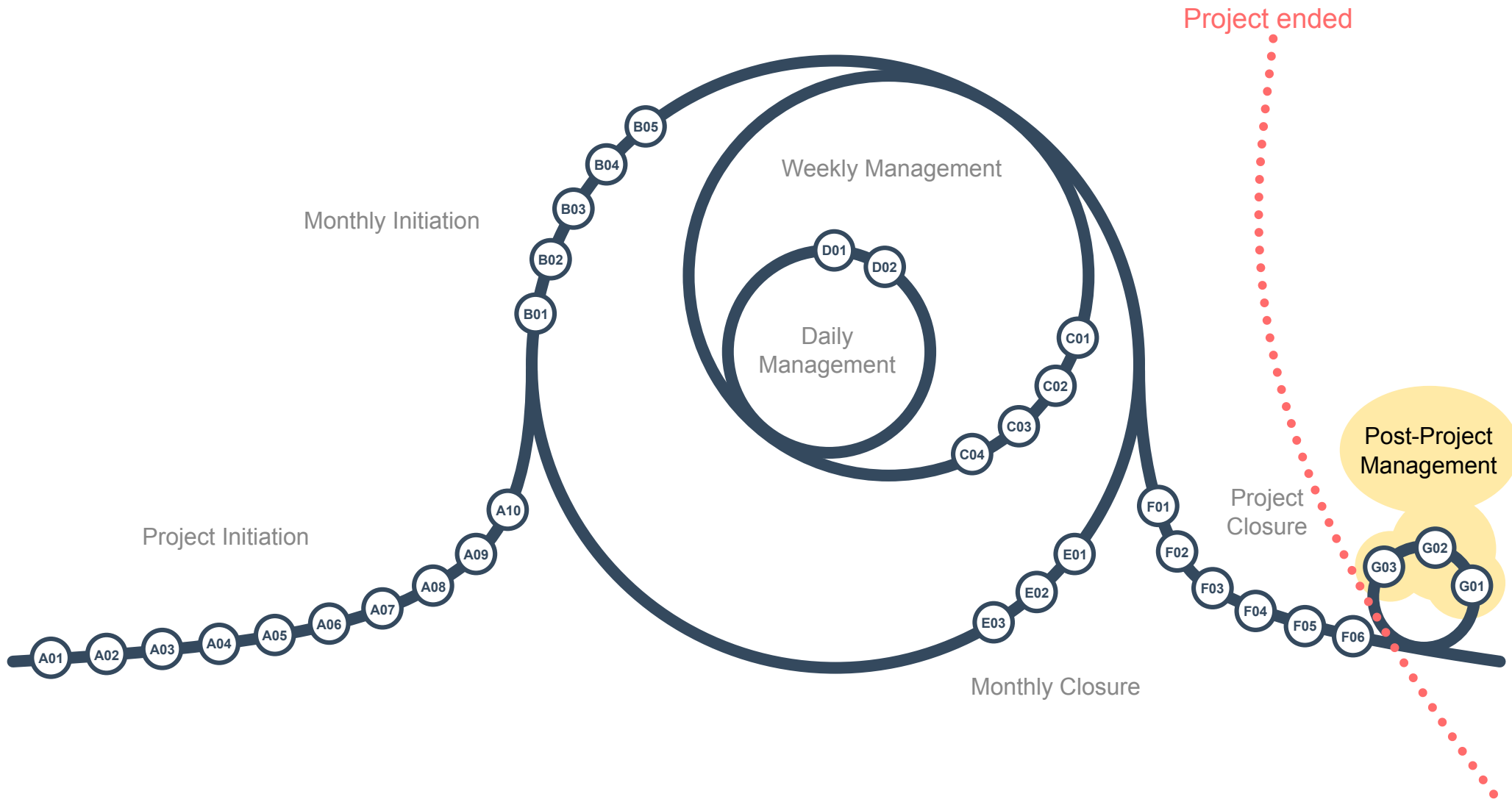
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F06

G03

G02

G01



Project Initiation

Monthly Initiation

Weekly Management

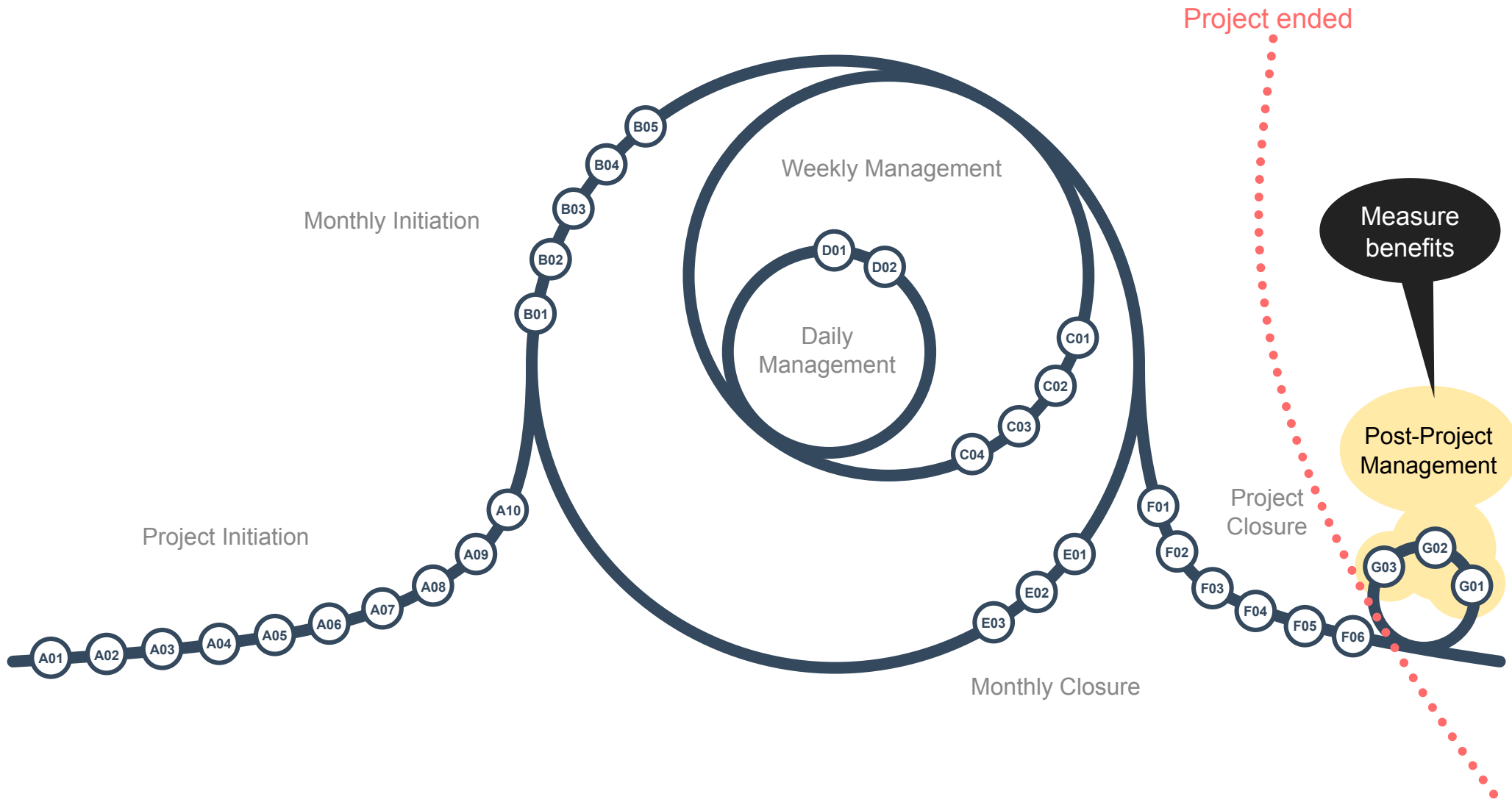
Daily Management

Monthly Closure

Project Closure

Post-Project Management

Project ended



Project ended

Monthly Initiation

Weekly Management

Daily Management

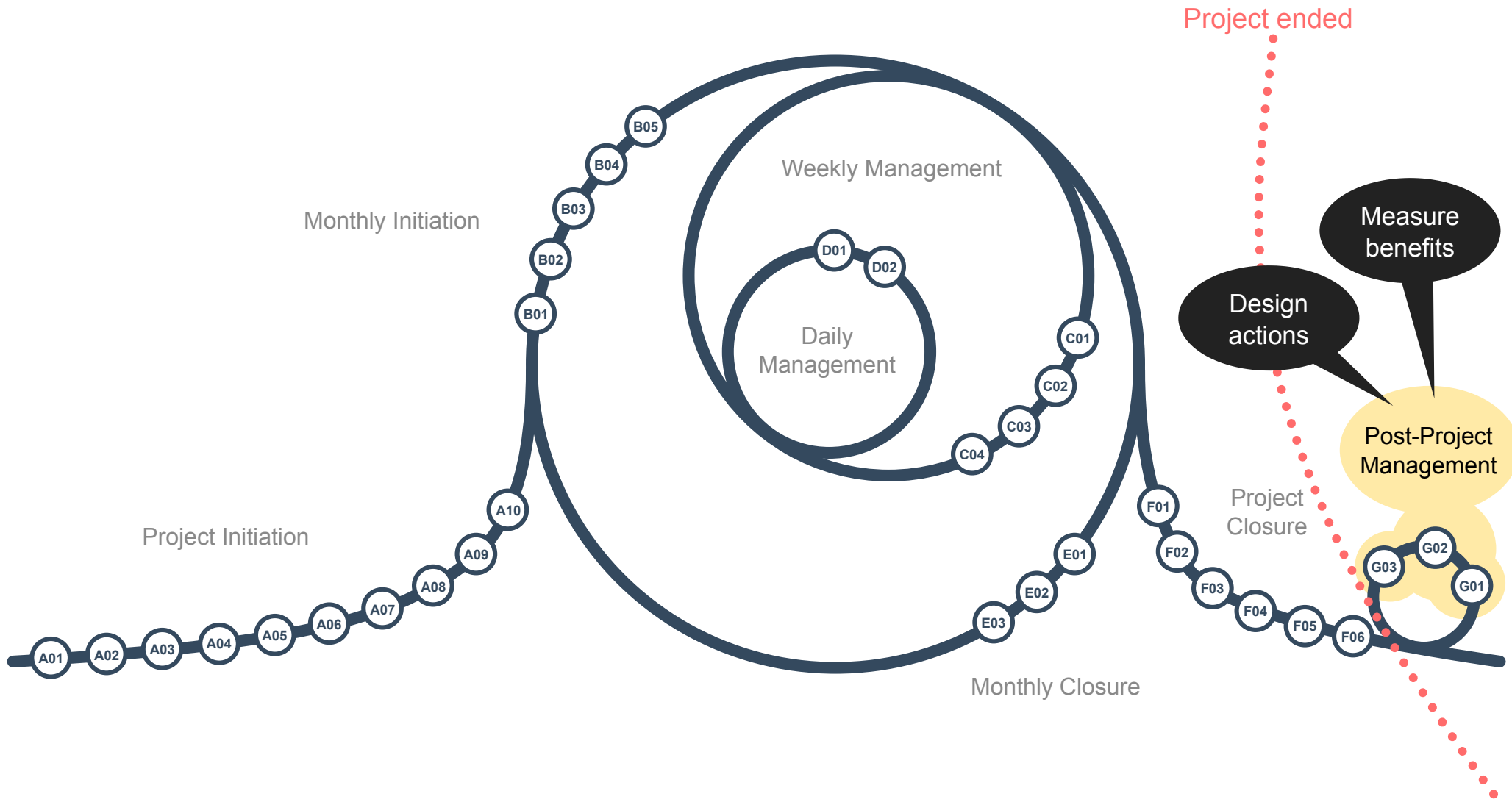
Project Initiation

Monthly Closure

Project Closure

Measure benefits

Post-Project Management



Project ended

Monthly Initiation

Weekly Management

Daily Management

Project Initiation

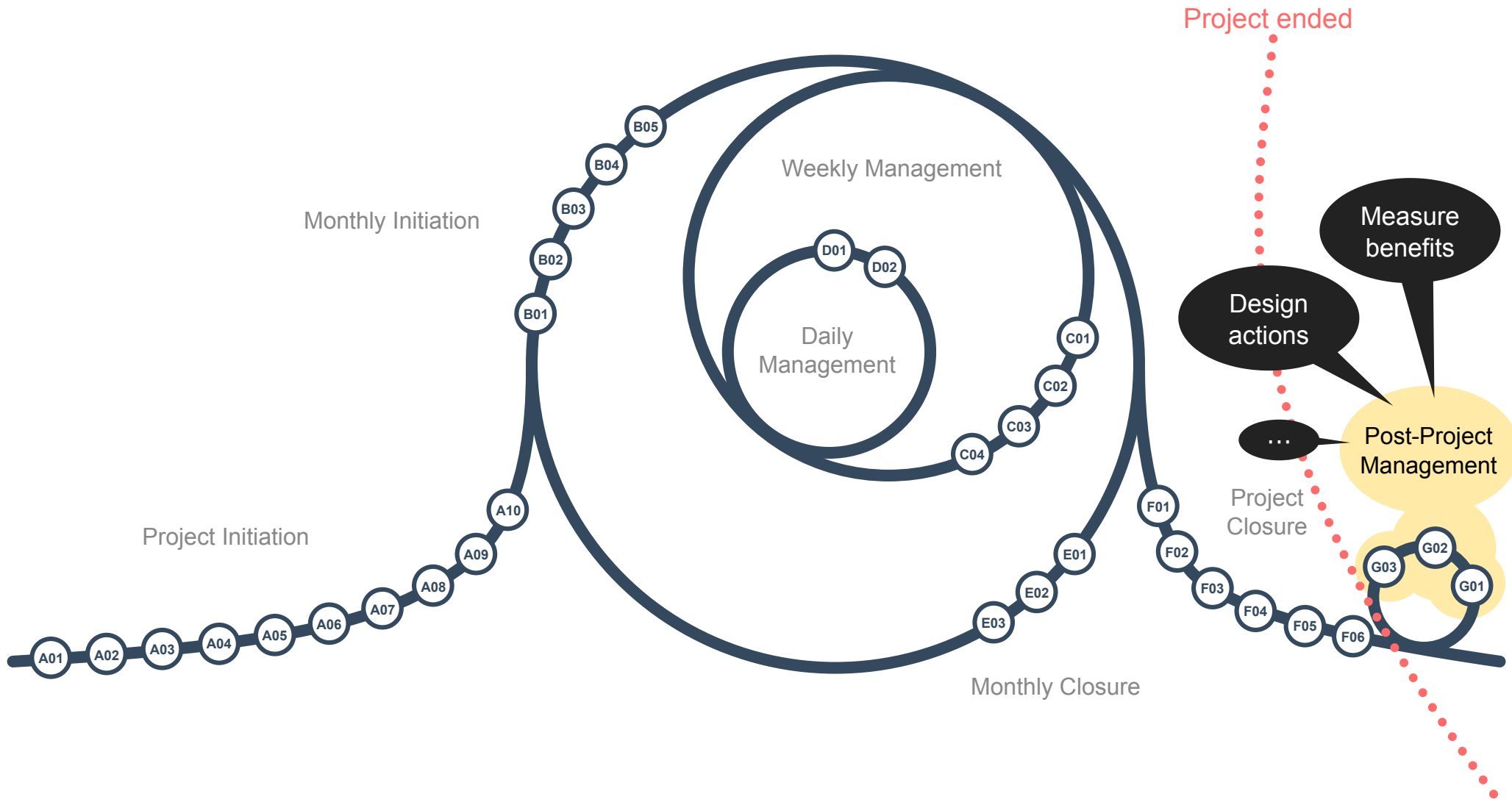
Monthly Closure

Project Closure

Post-Project Management

Design actions

Measure benefits



① High-level overview

② Full review



- Ⓐ Project Initiation
- Ⓑ Monthly Initiation
- Ⓒ Weekly Management
- Ⓓ Daily Management
- Ⓔ Monthly Closure
- Ⓕ Project Closure
- Ⓖ Post-Project Management

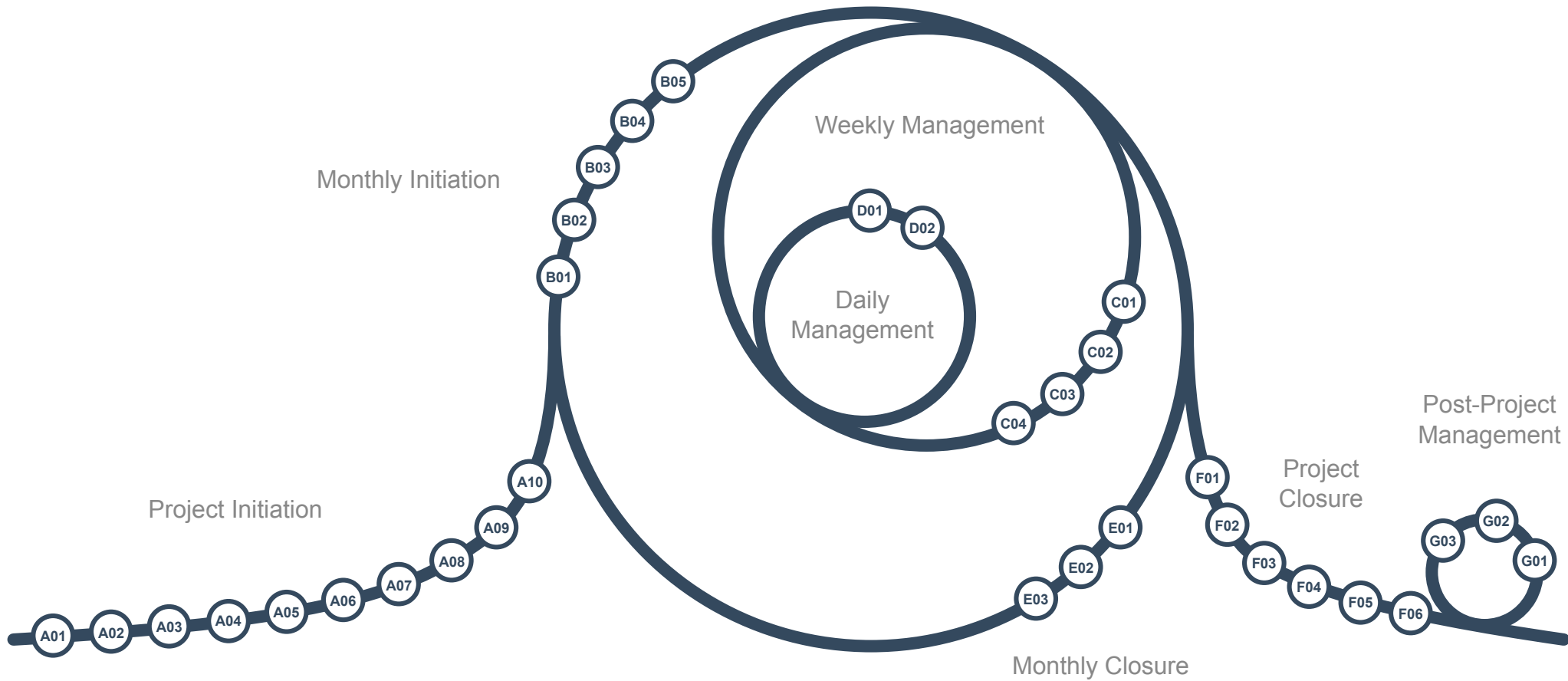
③ NUPP

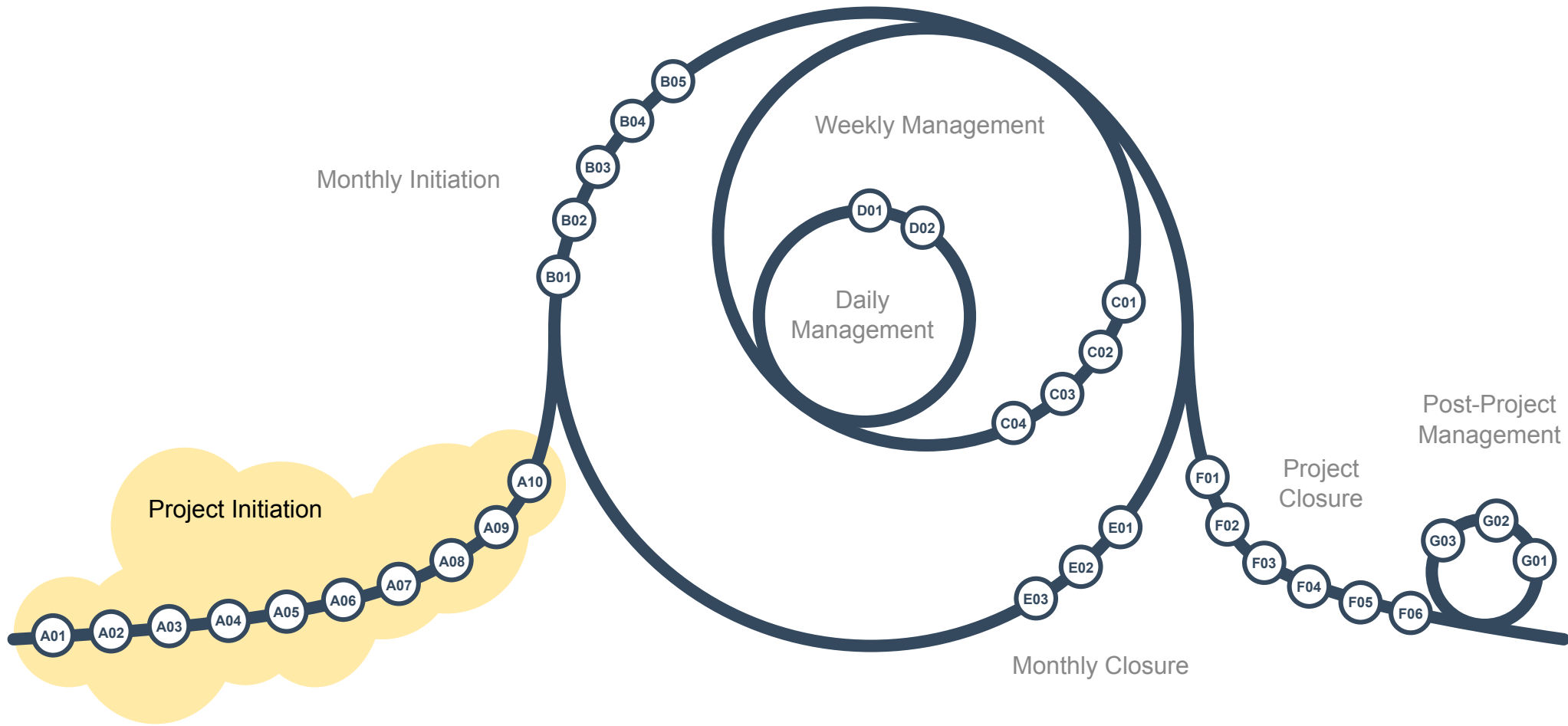
④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program





Appoint the sponsor

Project Initiation

Monthly Initiation

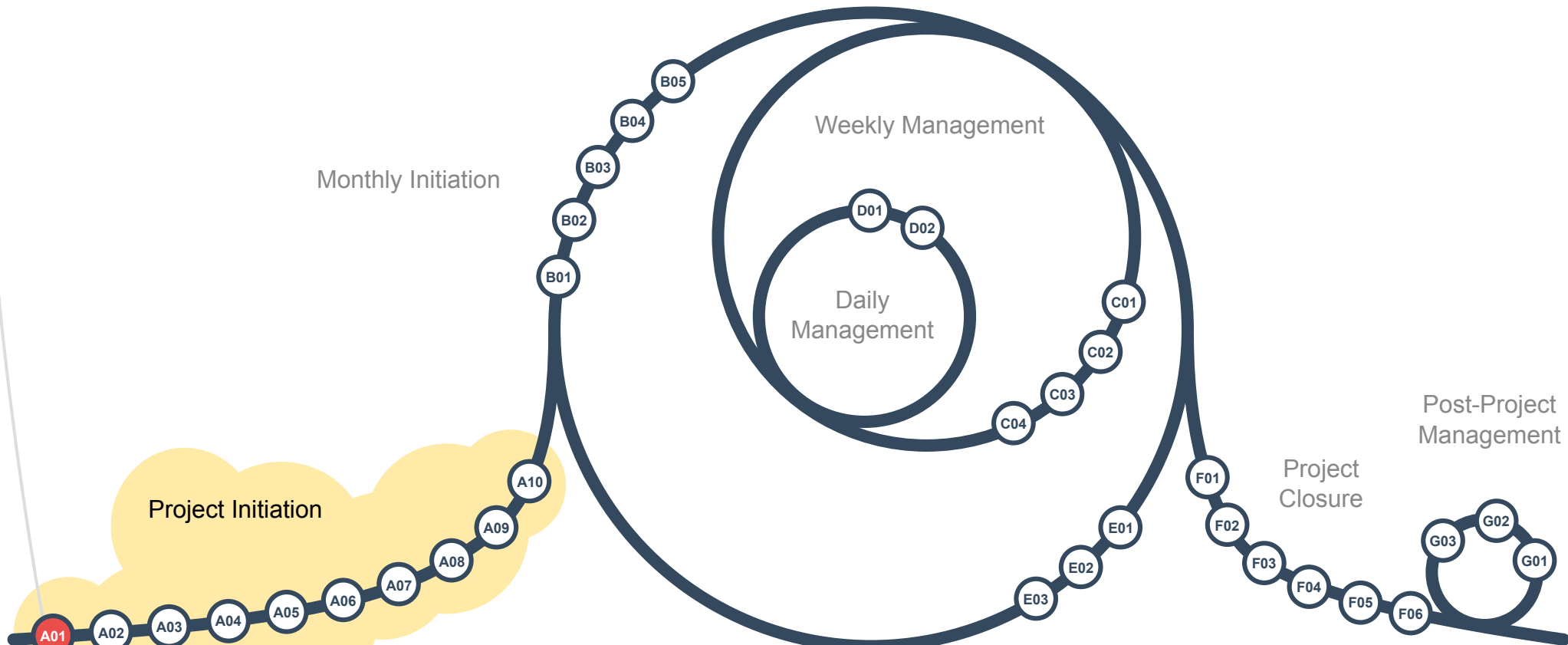
Weekly Management

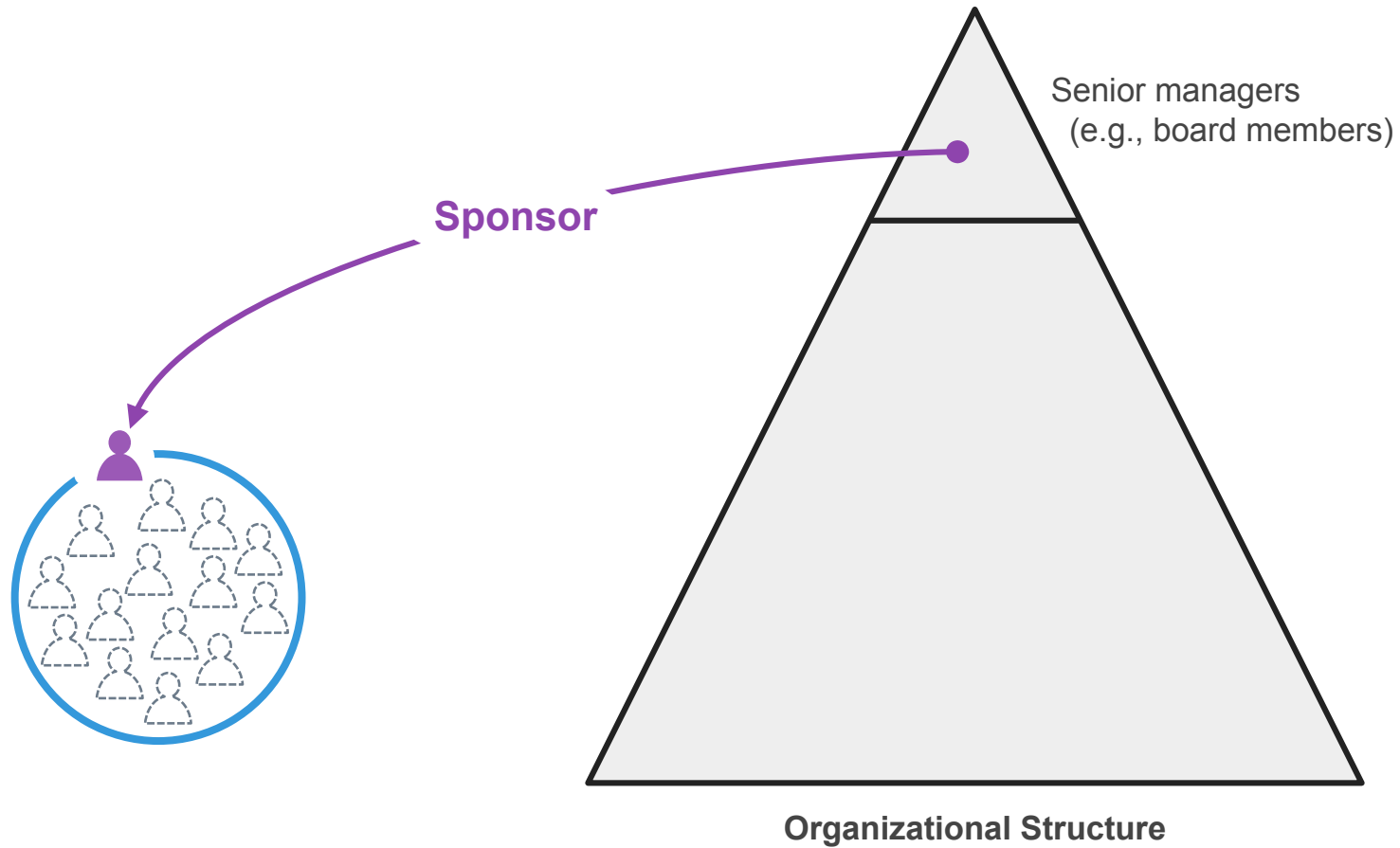
Daily Management

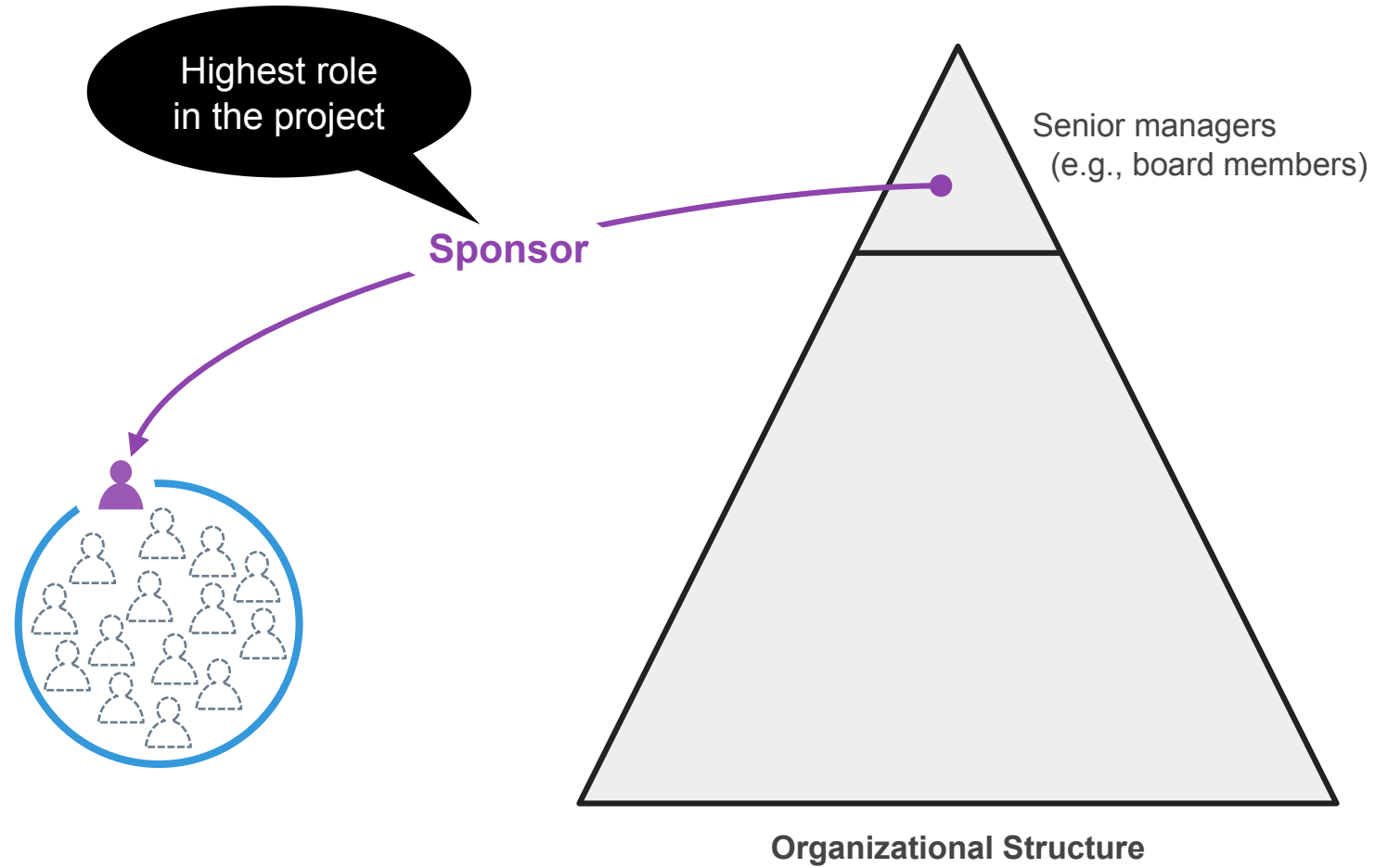
Monthly Closure

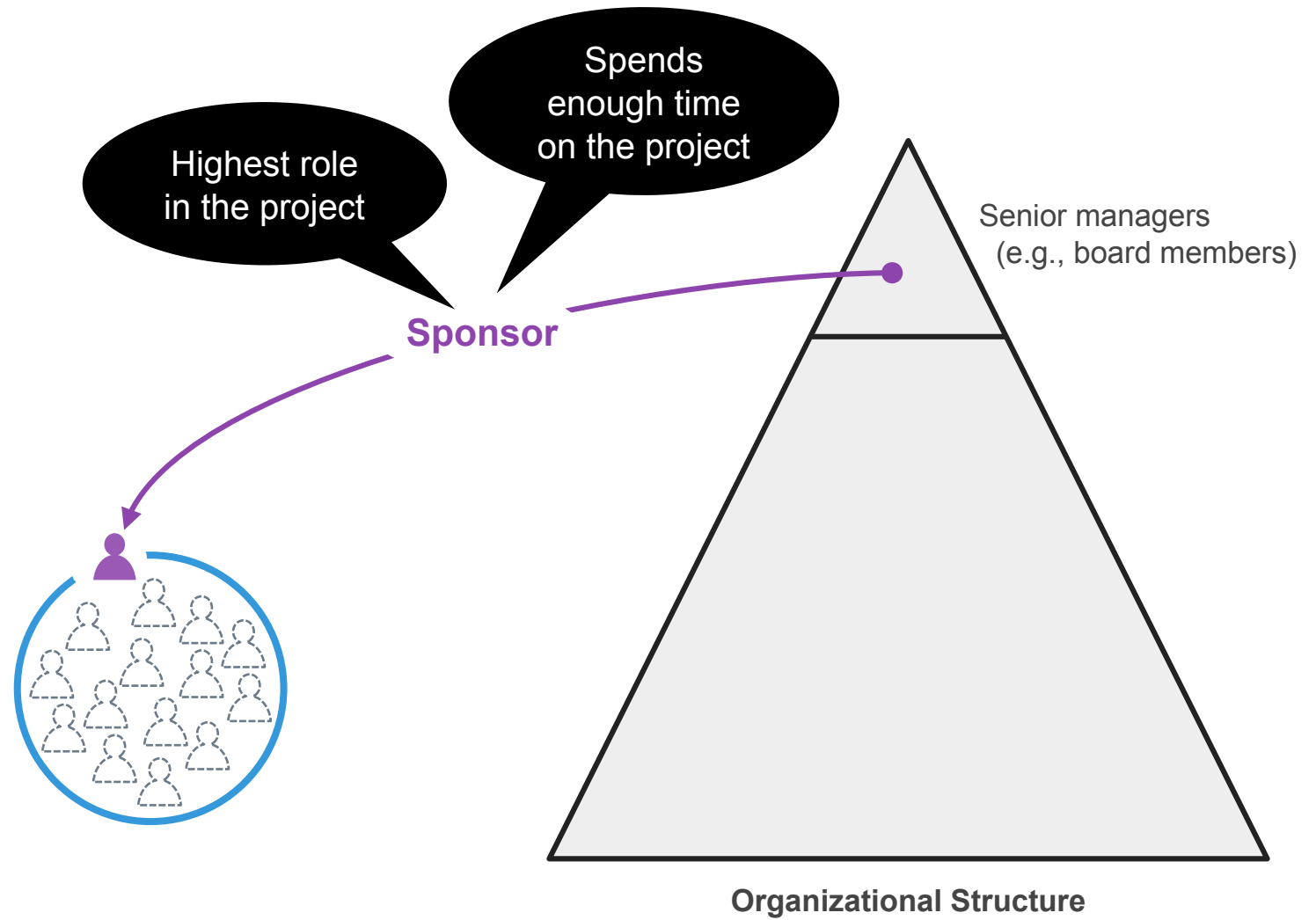
Project Closure

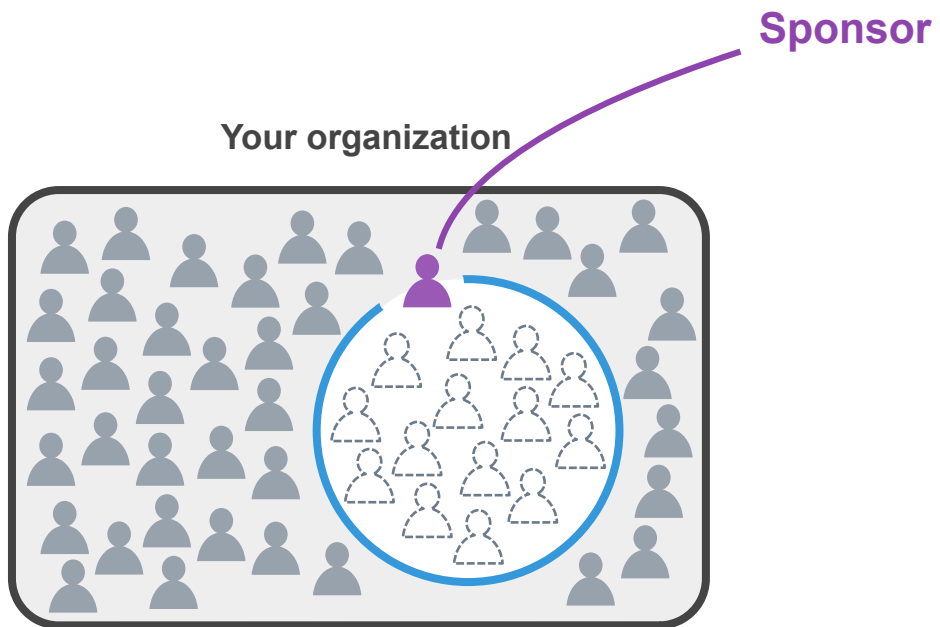
Post-Project Management

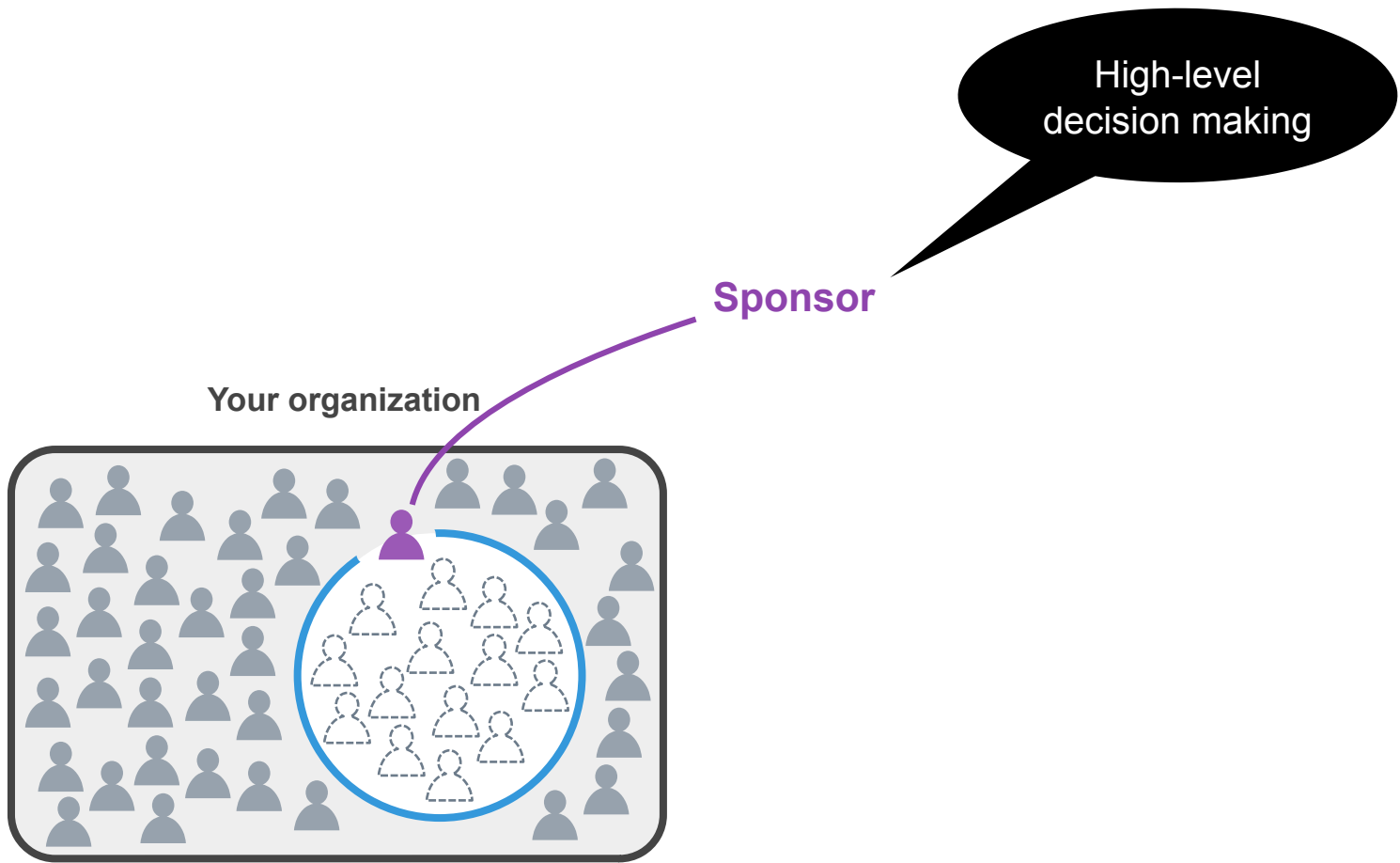


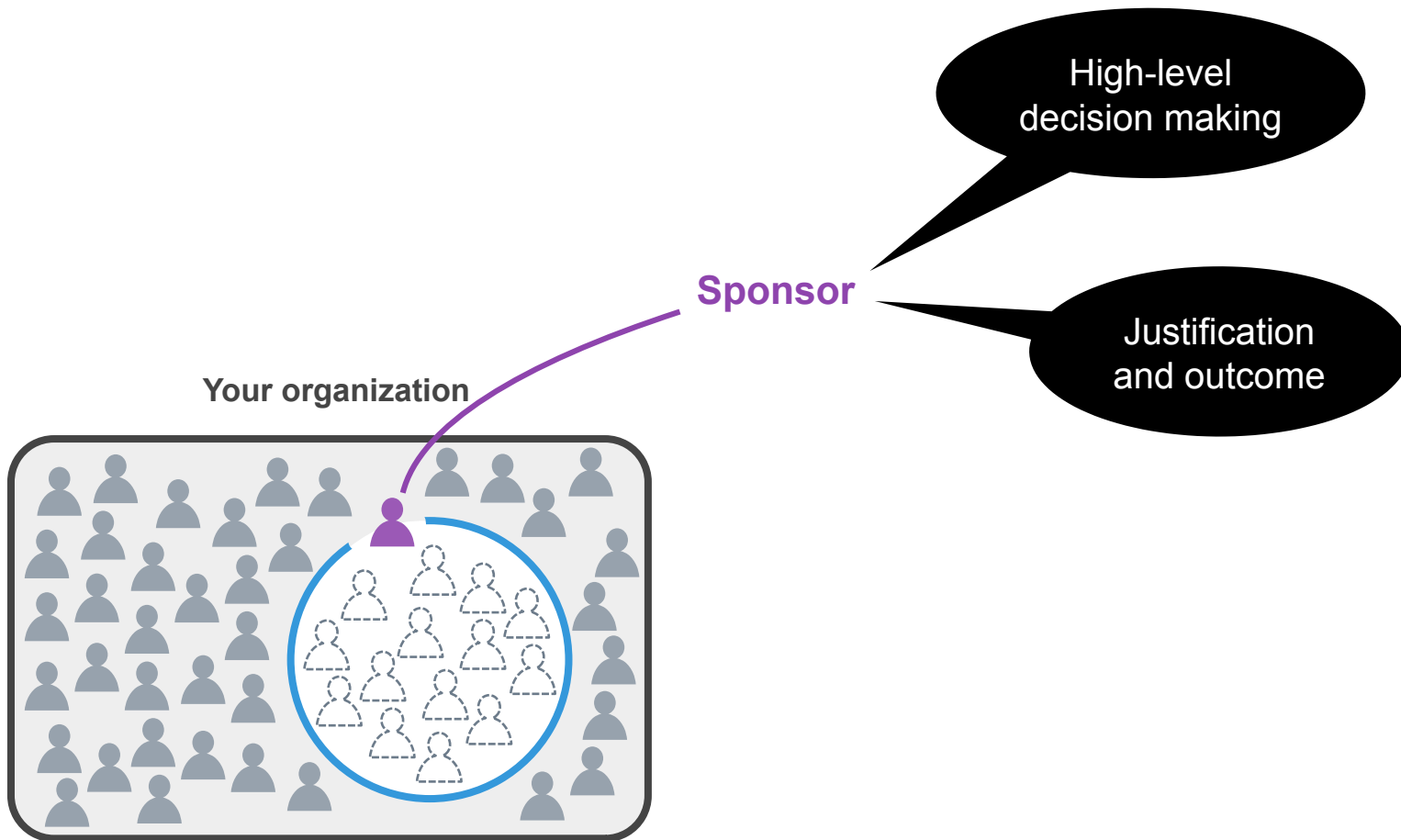


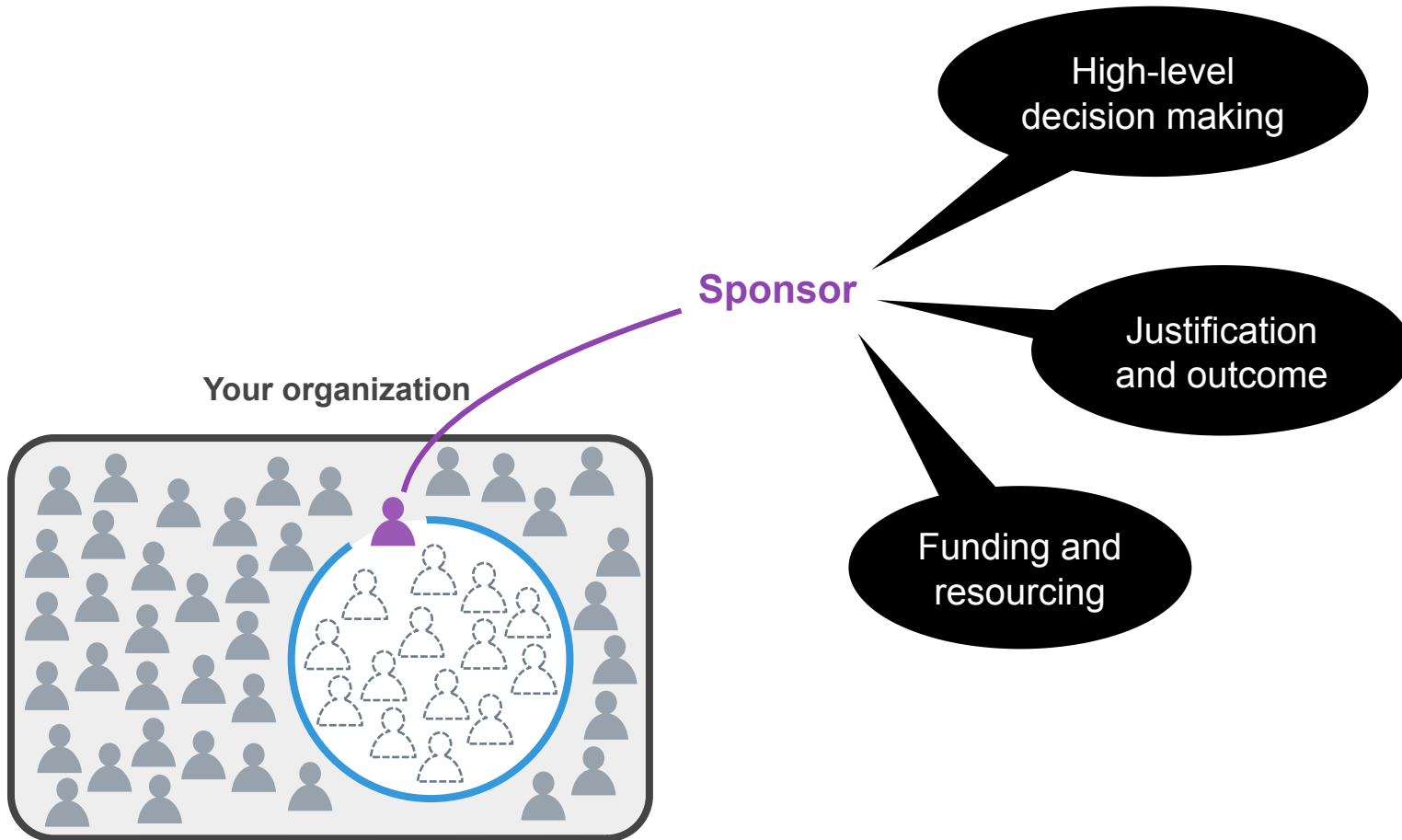


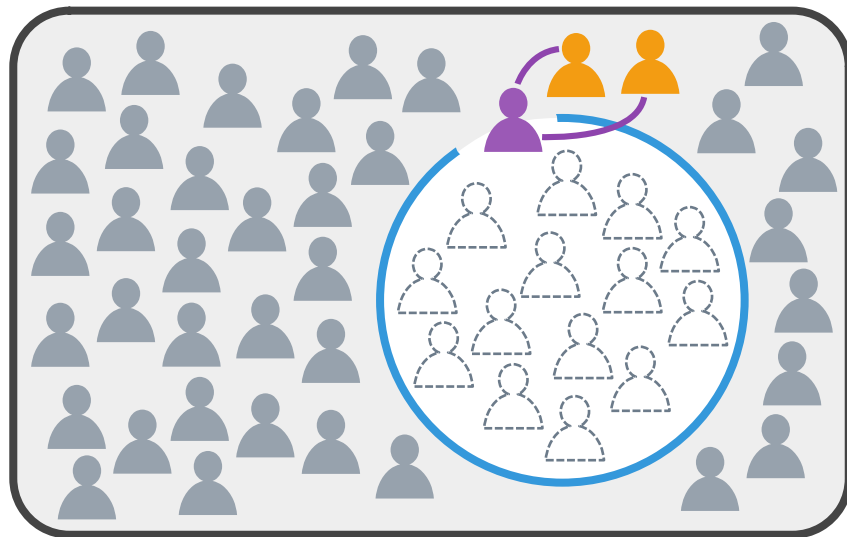
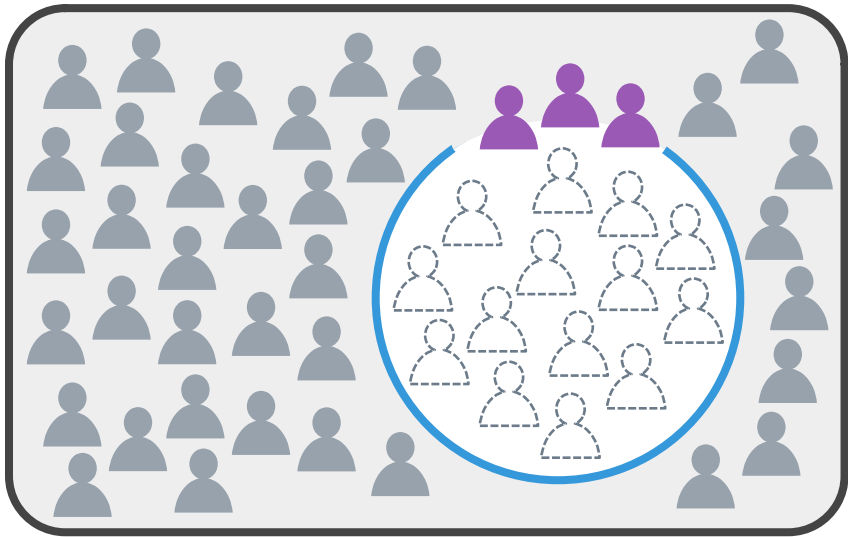




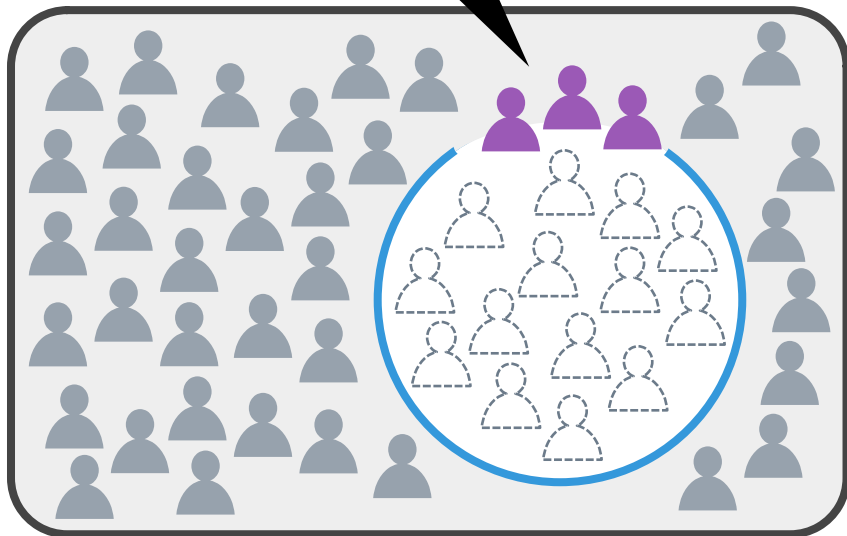






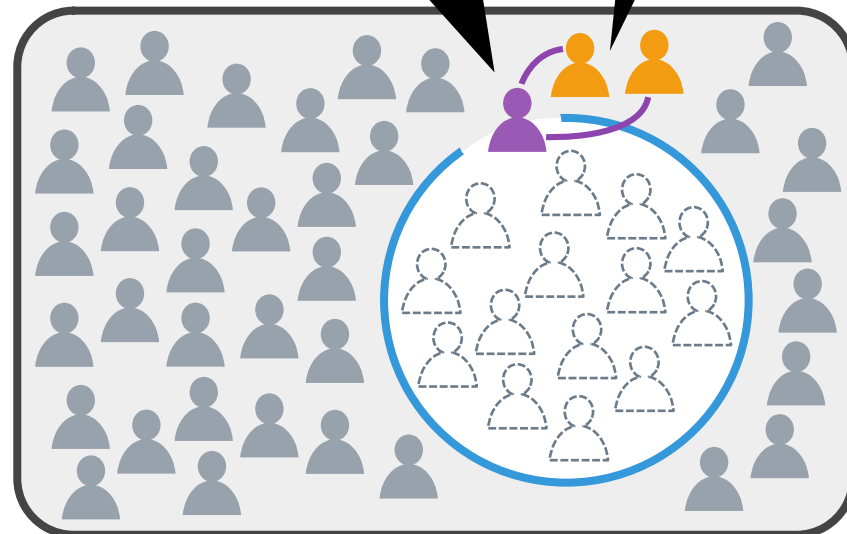


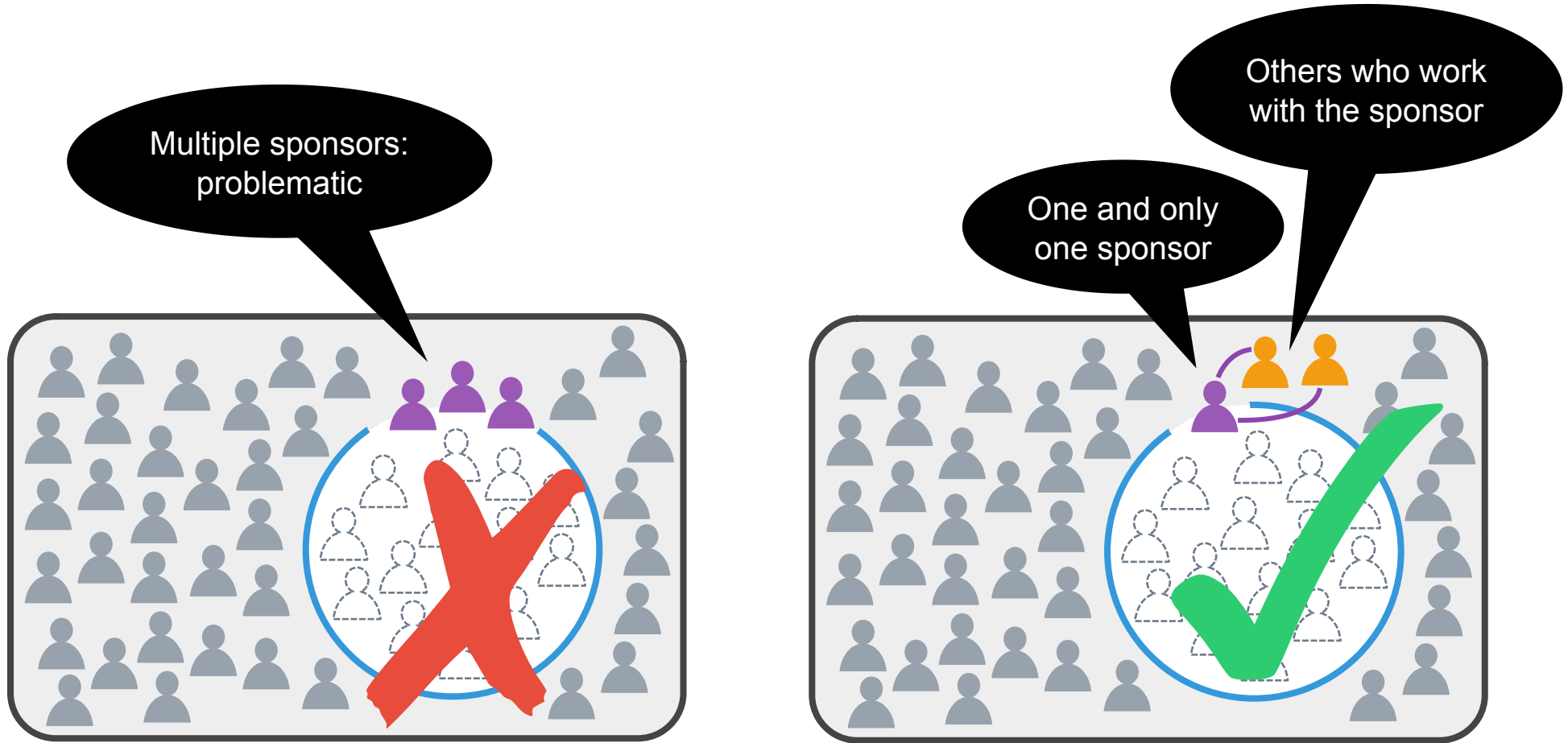
Multiple sponsors:
problematic



One and only
one sponsor

Others who work
with the sponsor





The sponsor is the single point of contact with decision-makers in the organization.

Why do you think we need to have a sponsor in addition to the project manager?



Appoint the sponsor

Appoint the project manager

Project Initiation

Monthly Initiation

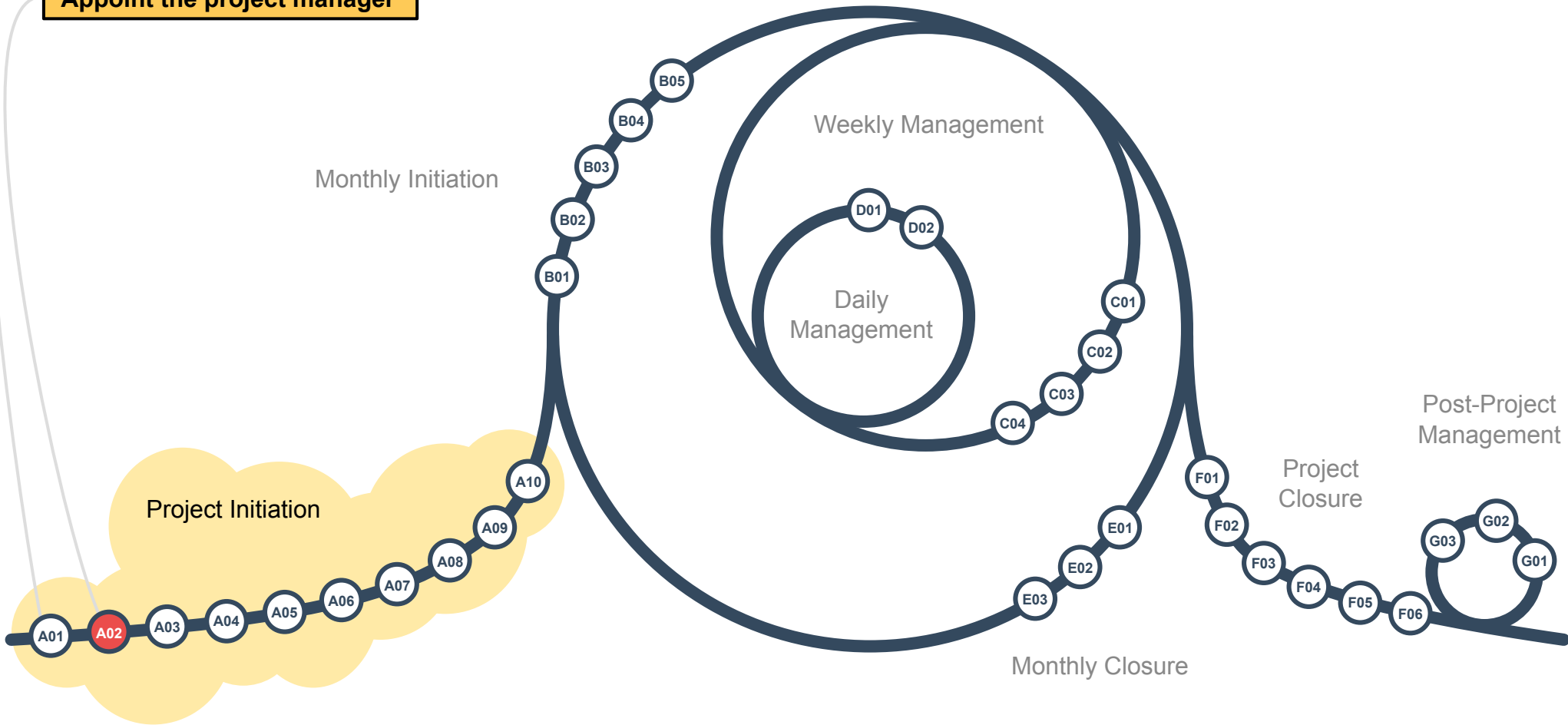
Weekly Management

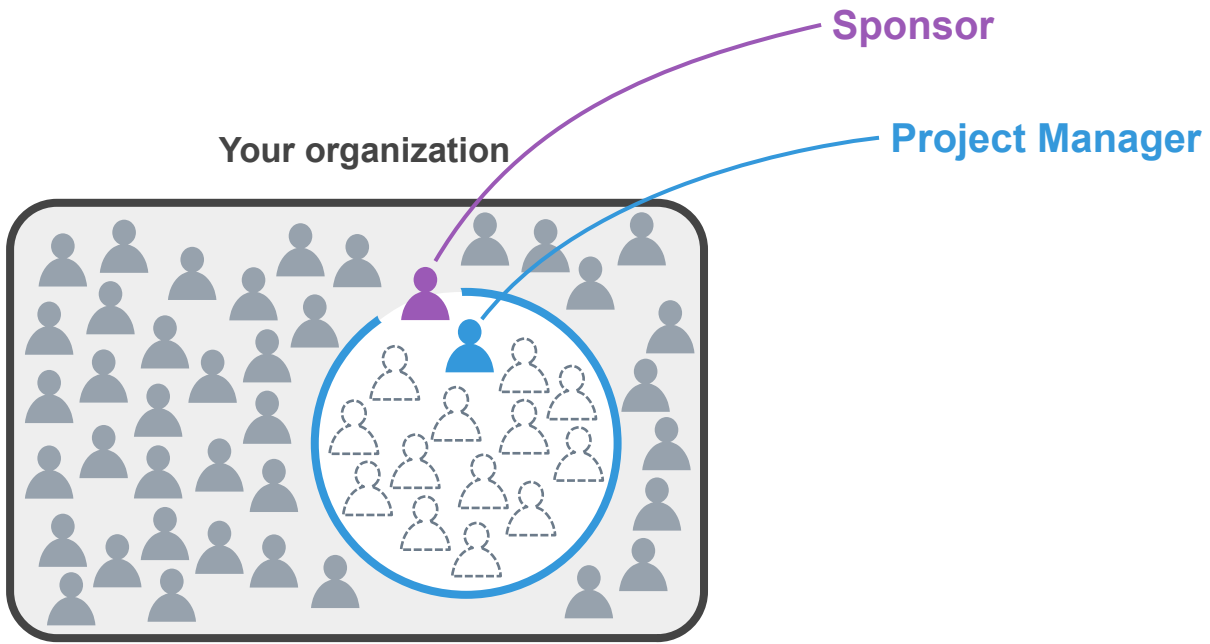
Daily Management

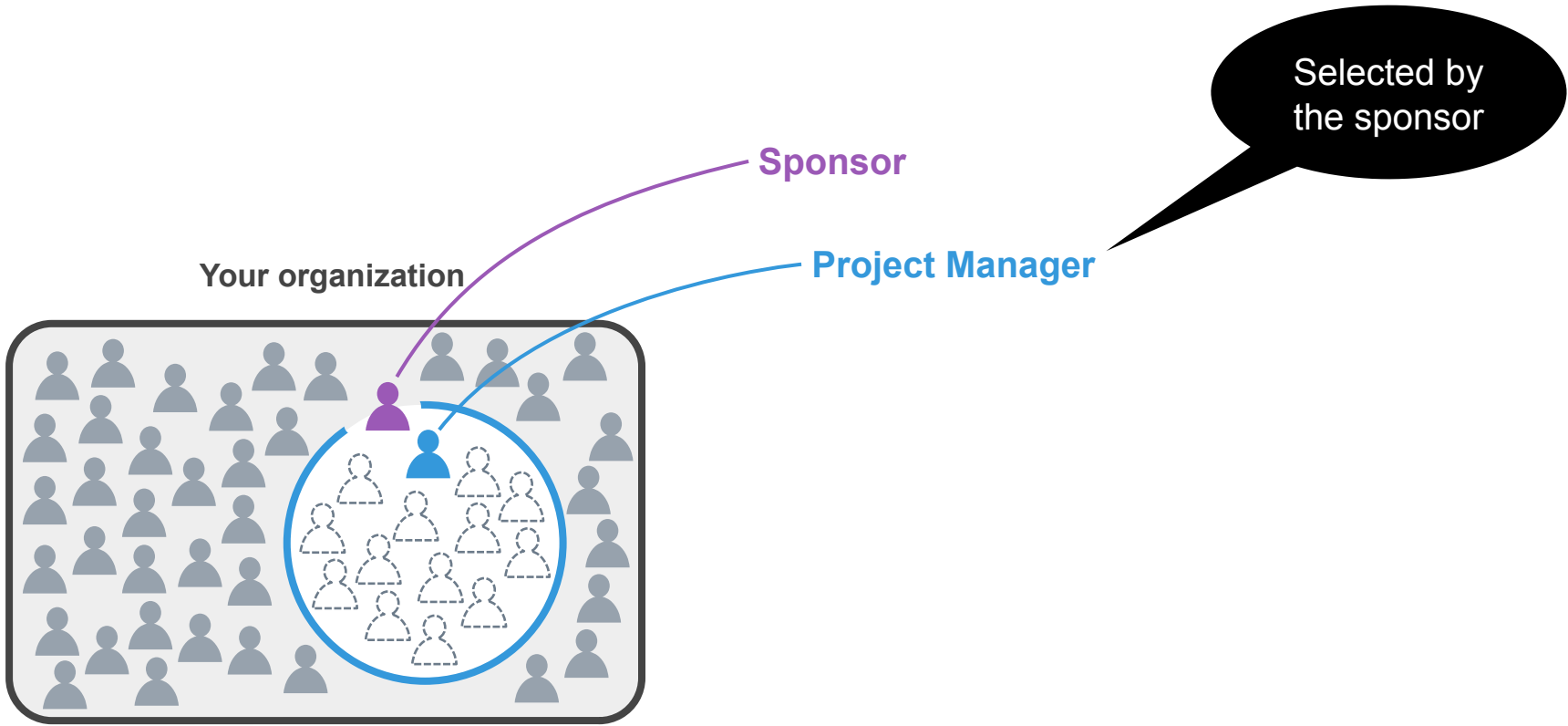
Monthly Closure

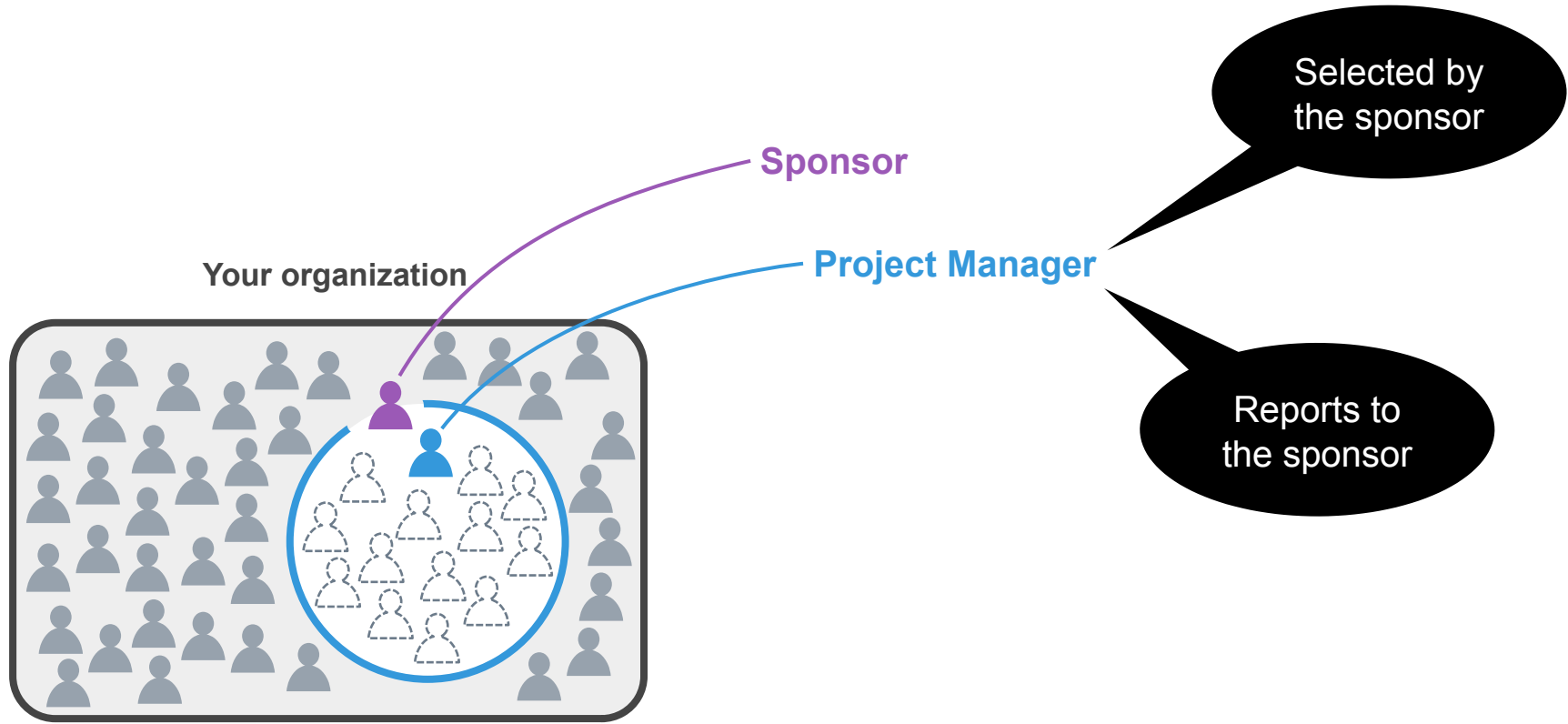
Project Closure

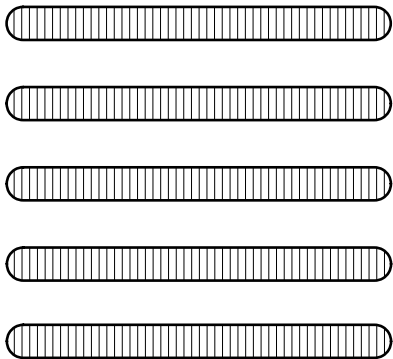
Post-Project Management



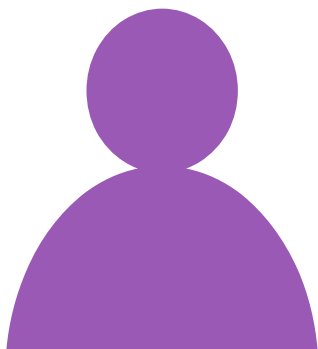
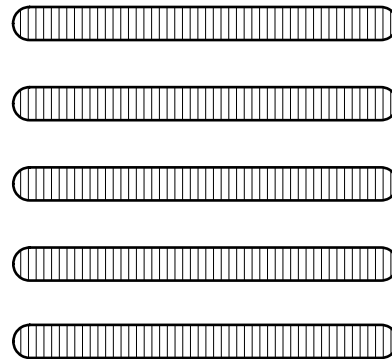








Organizational power
Time needed for the project
Strategic mindset
Soft skills
Micro-management



Sponsor



Project Manager



Sponsor

Organizational power

Time needed for the project

Strategic mindset

Soft skills

Micro-management



Project Manager



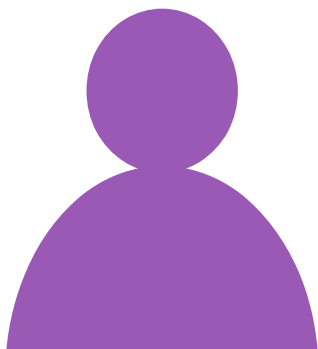
Organizational power

Time needed for the project

Strategic mindset

Soft skills

Micro-management



Sponsor



Project Manager



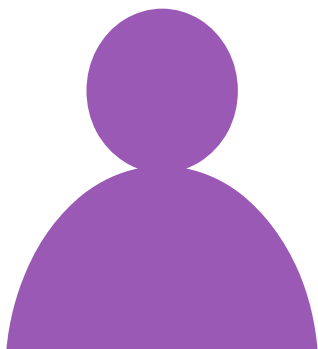
Organizational power

Time needed for the project

Strategic mindset

Soft skills

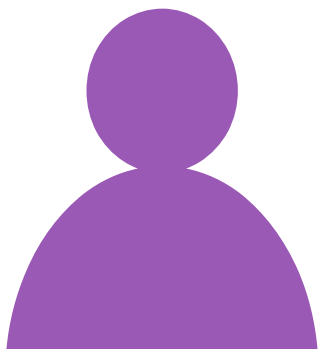
Micro-management



Sponsor



Project Manager

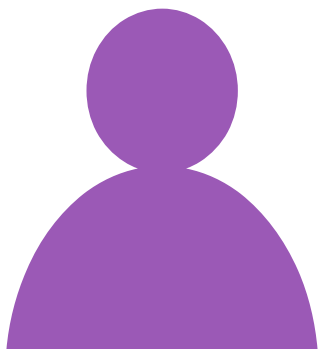


Sponsor

Organizational power
Time needed for the project
Strategic mindset
Soft skills
Micro-management

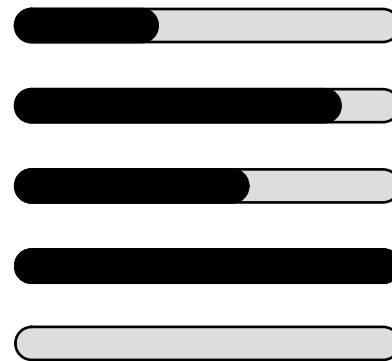


Project Manager



Sponsor

Organizational power
Time needed for the project
Strategic mindset
Soft skills
Micro-management



Project Manager



I'M THE BOSS!



Project Manager



Coordination

Problem Solving

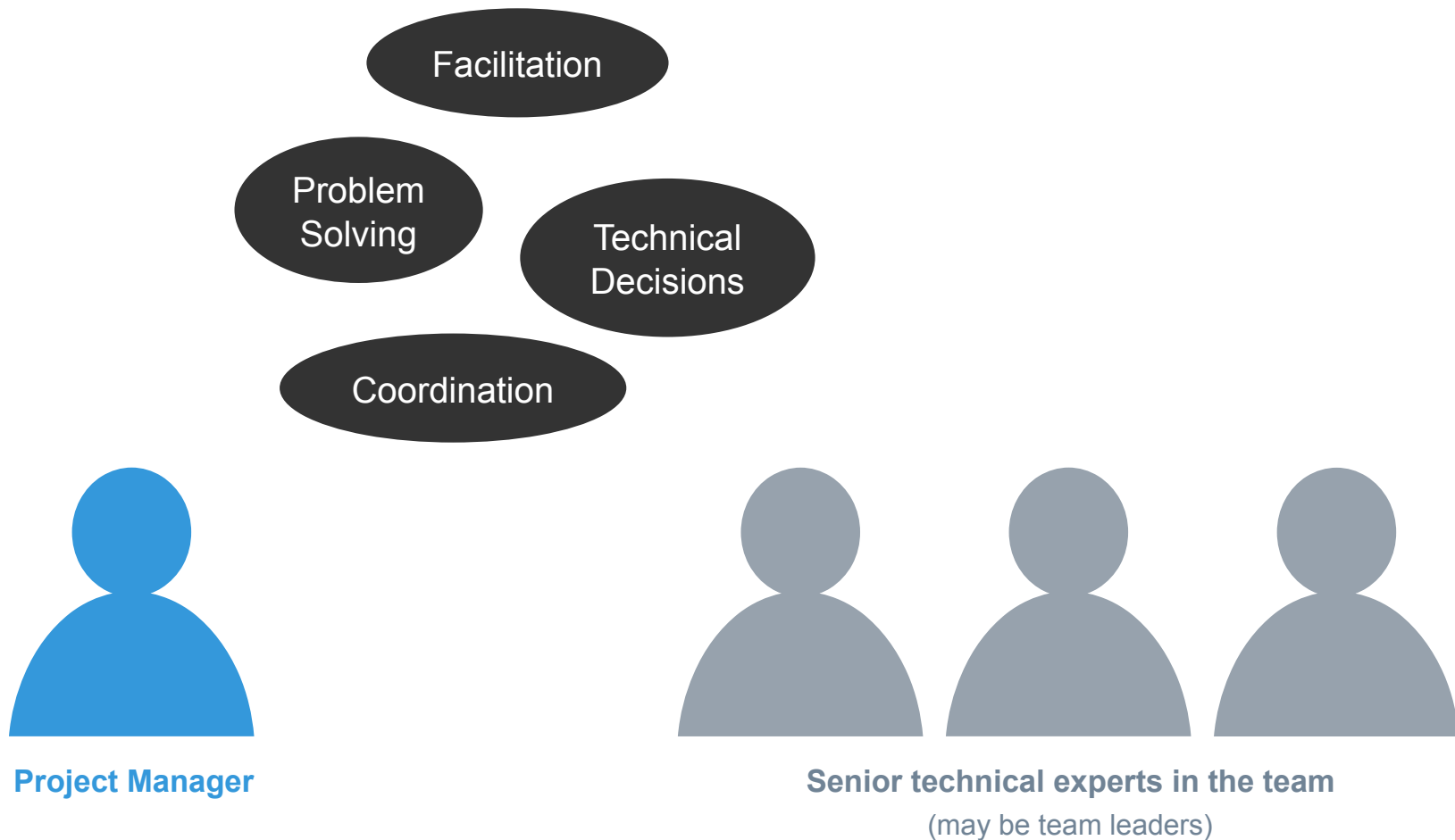
Facilitation

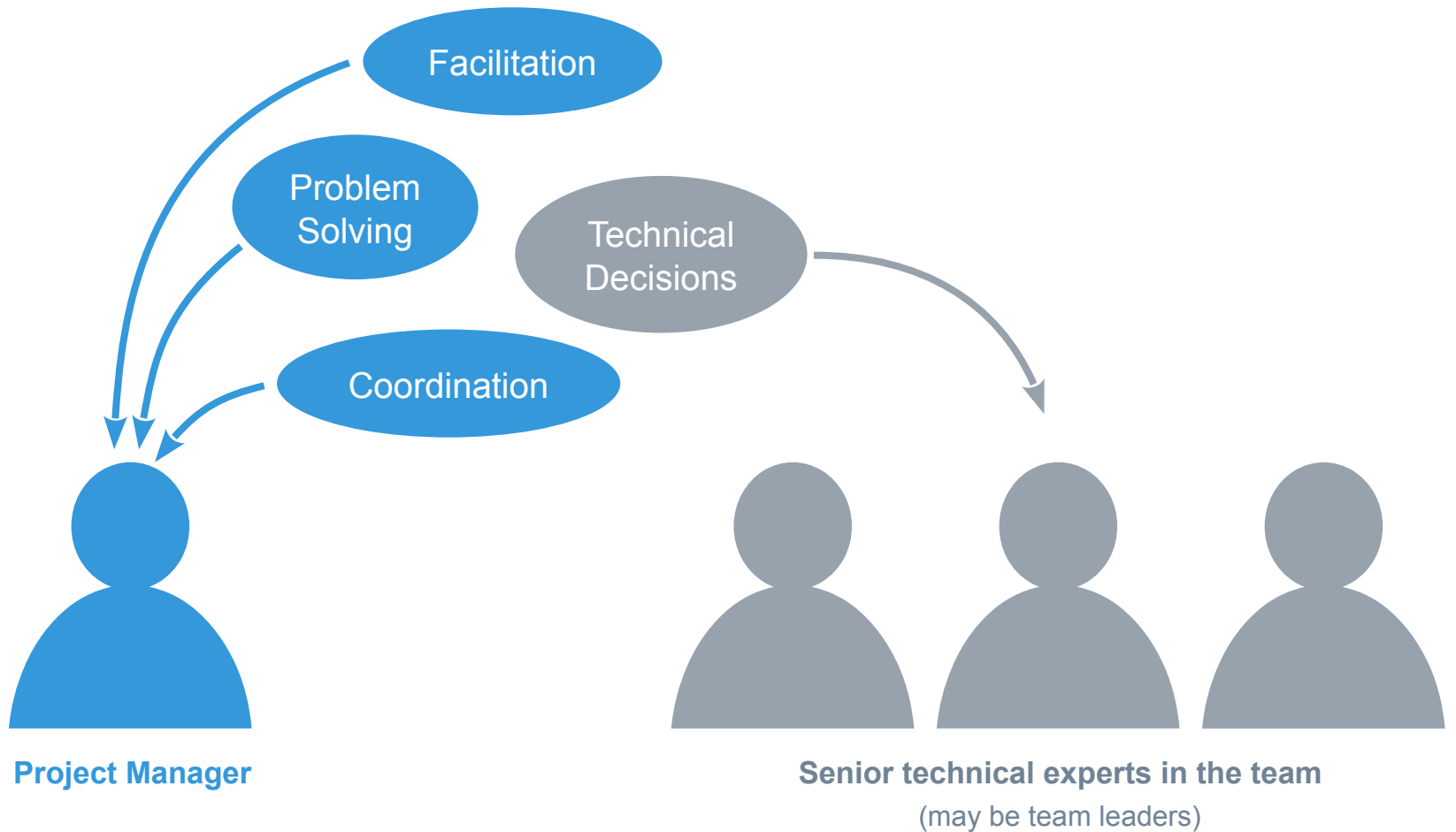
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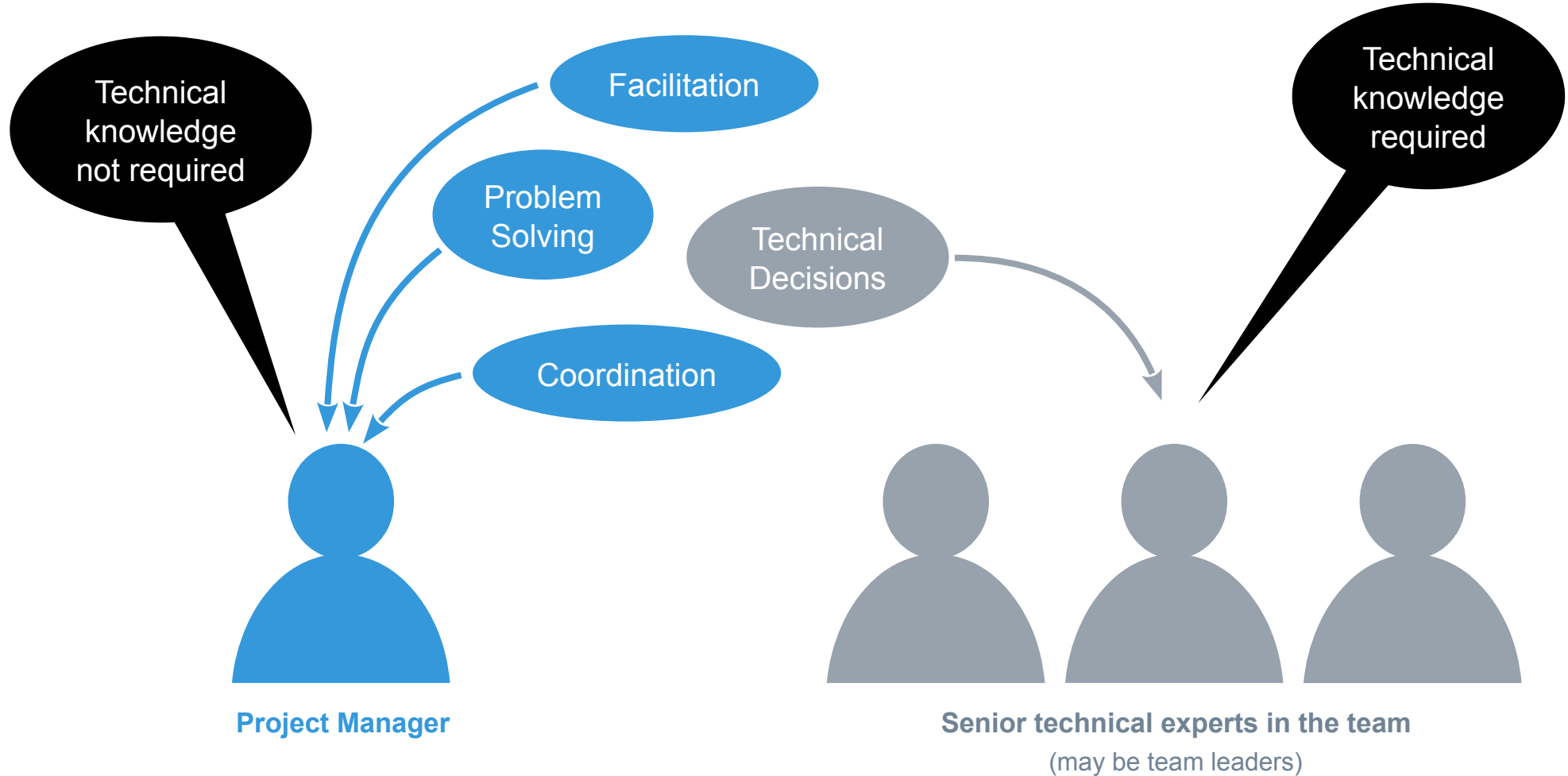


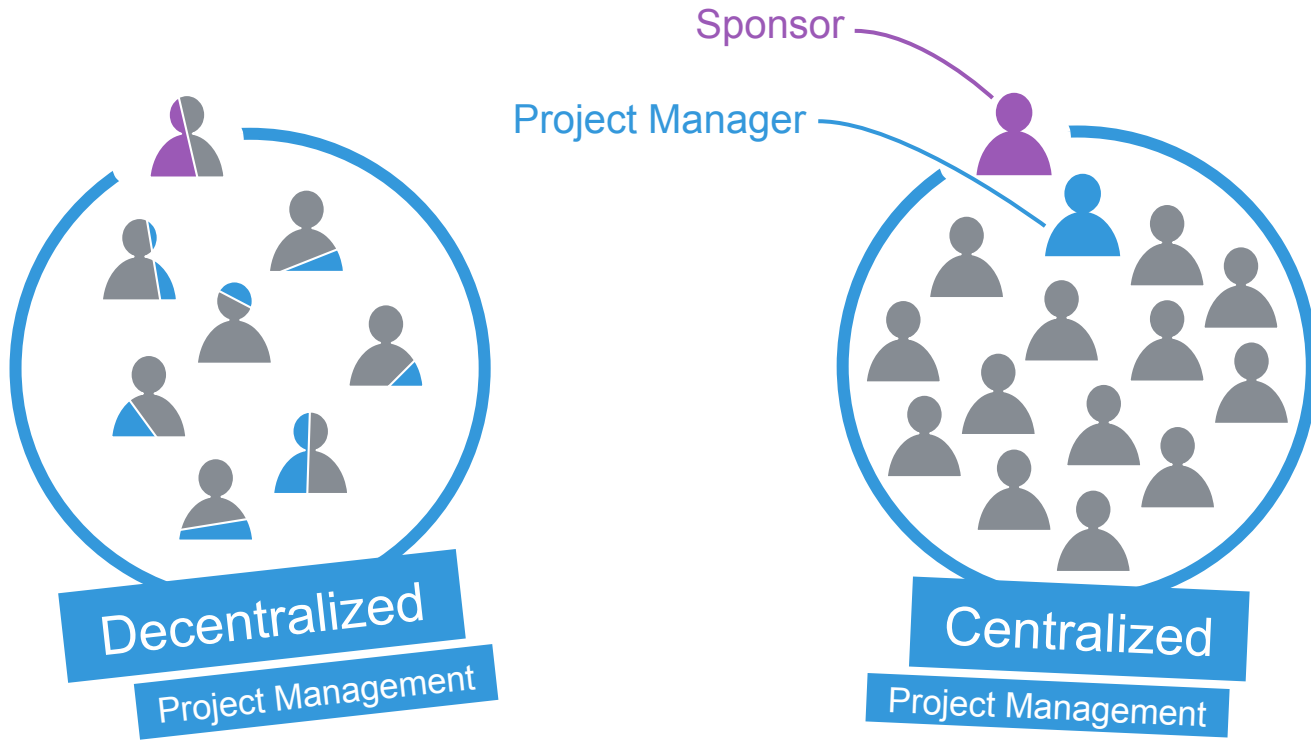
Project Manager

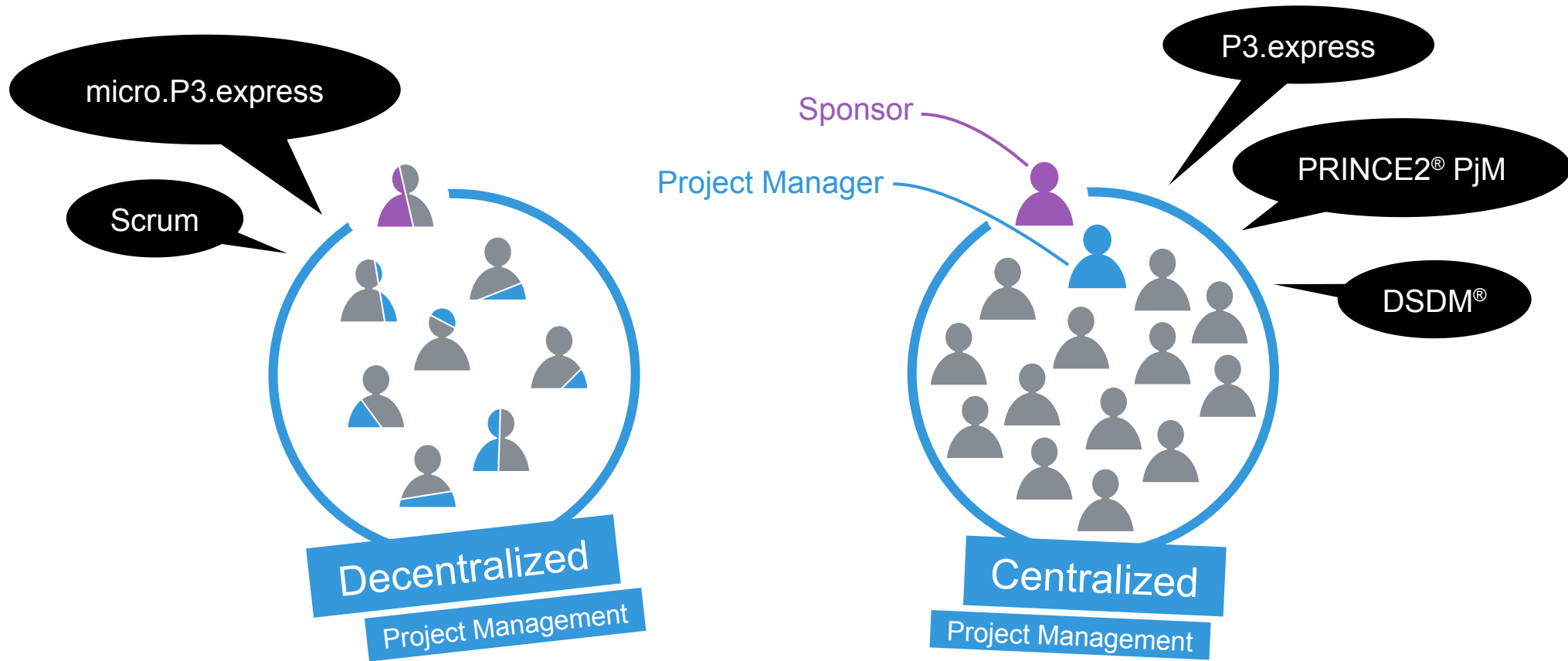




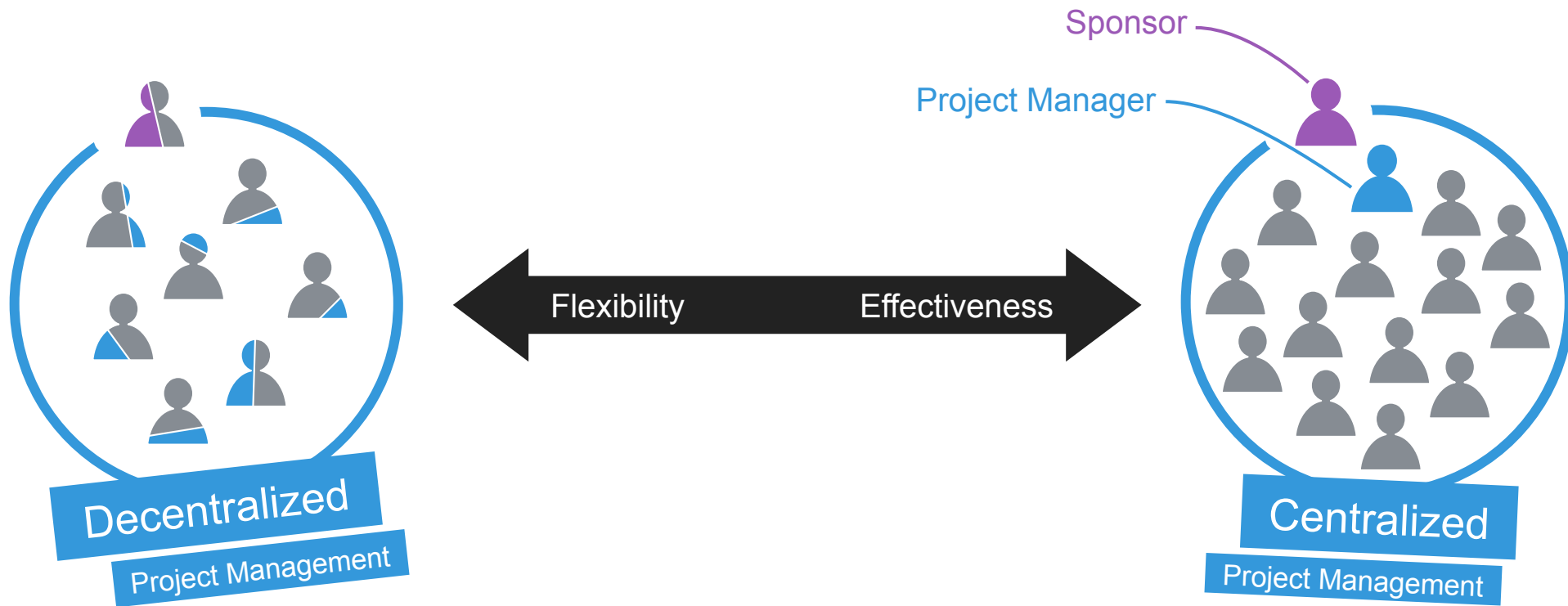


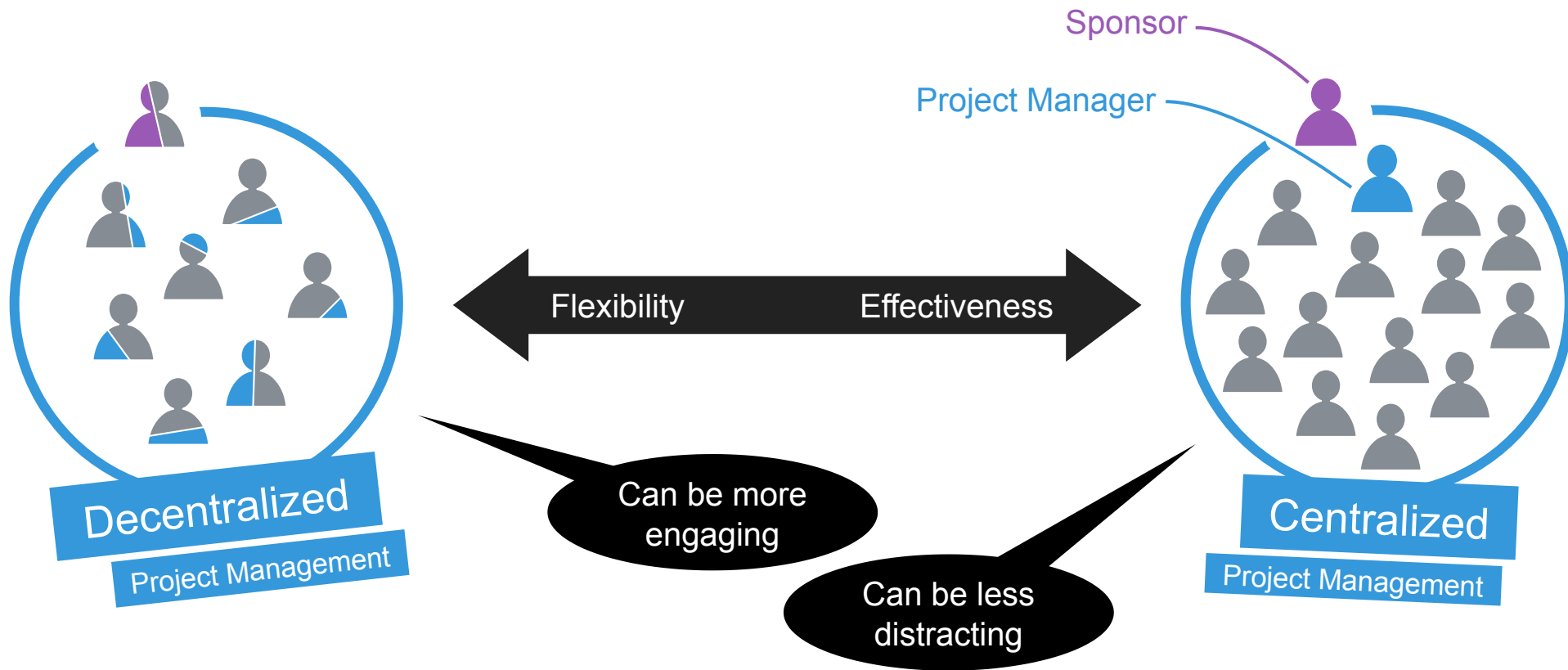


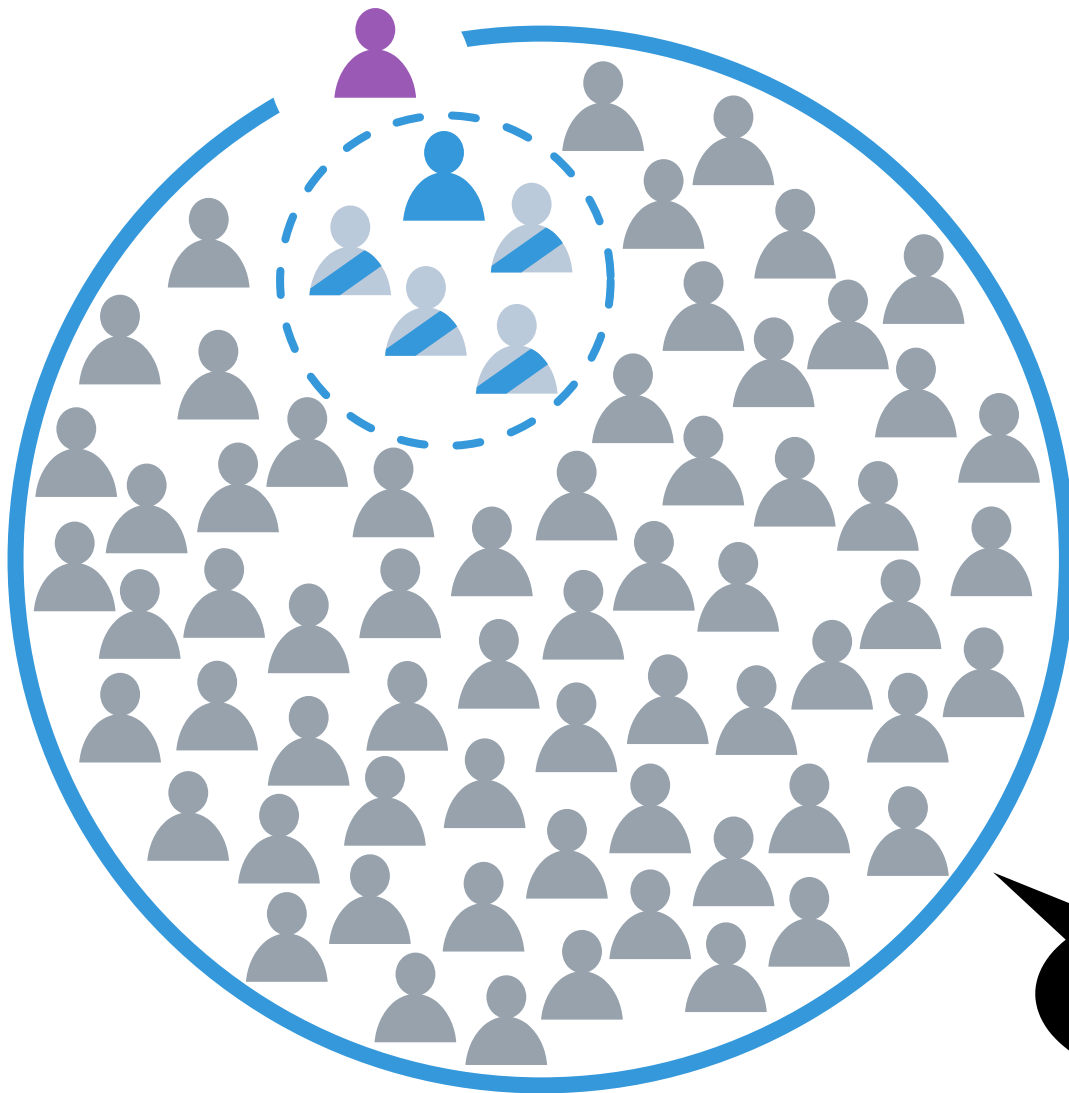




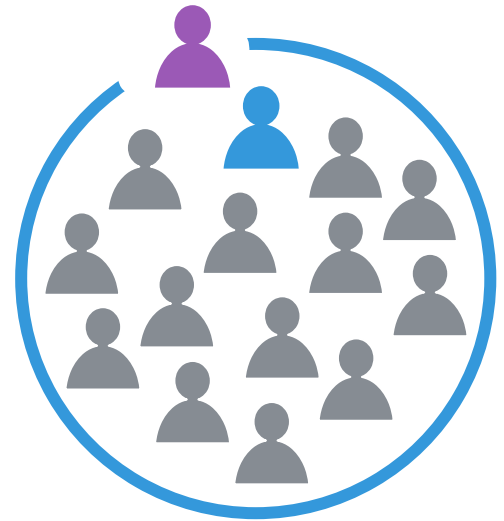
Only usable in micro-projects



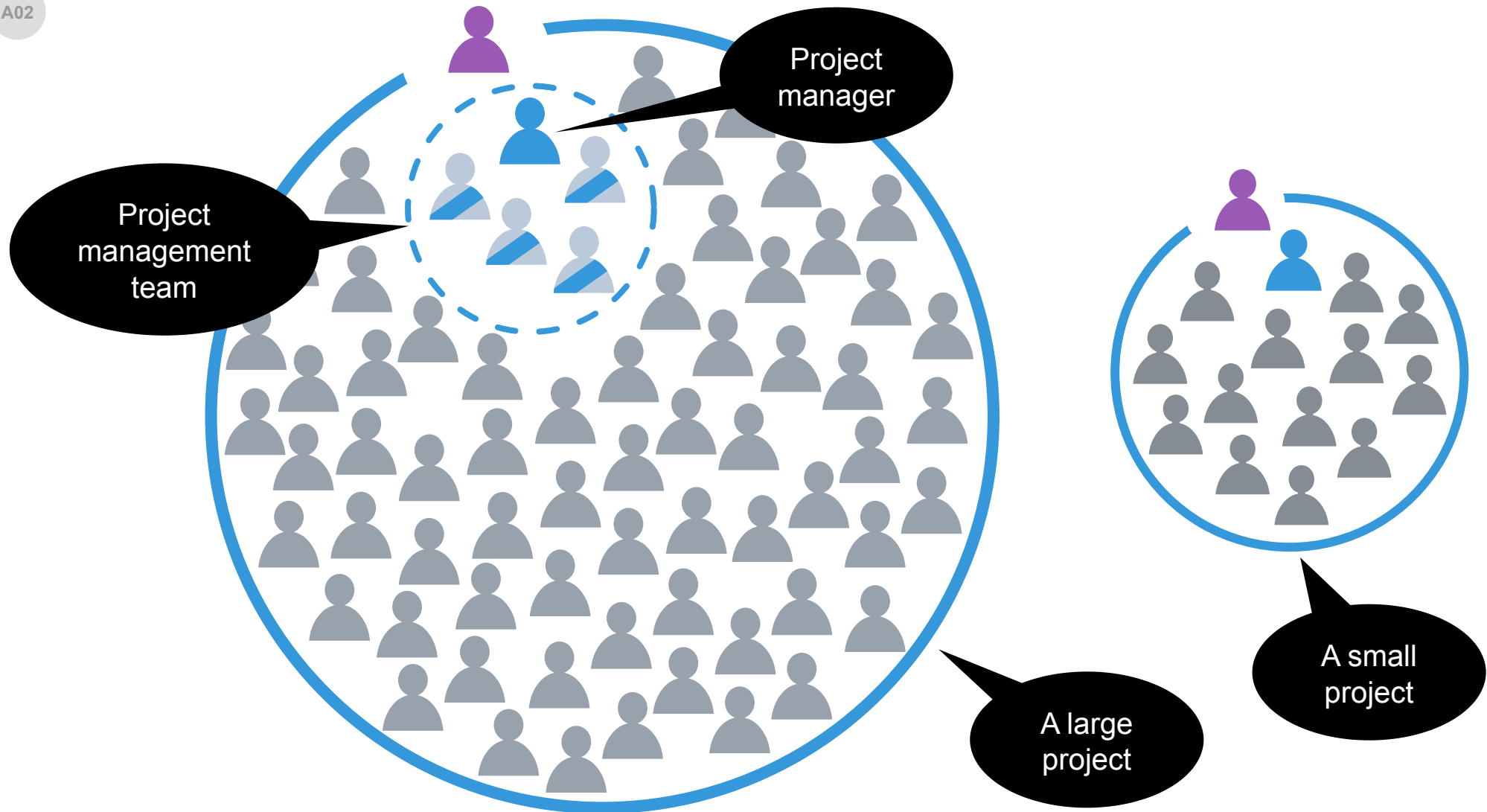




A large project



A small project



Project management team

Project manager

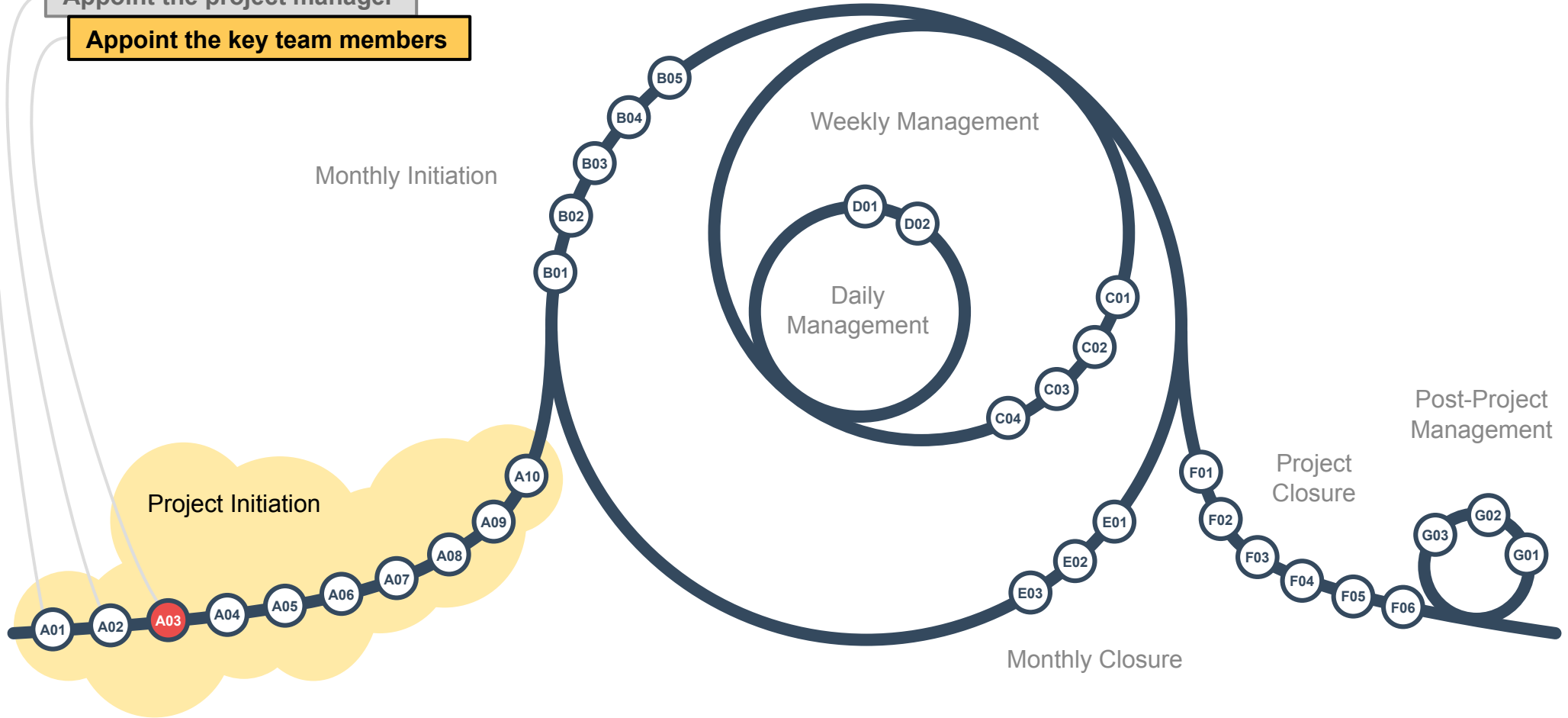
A large project

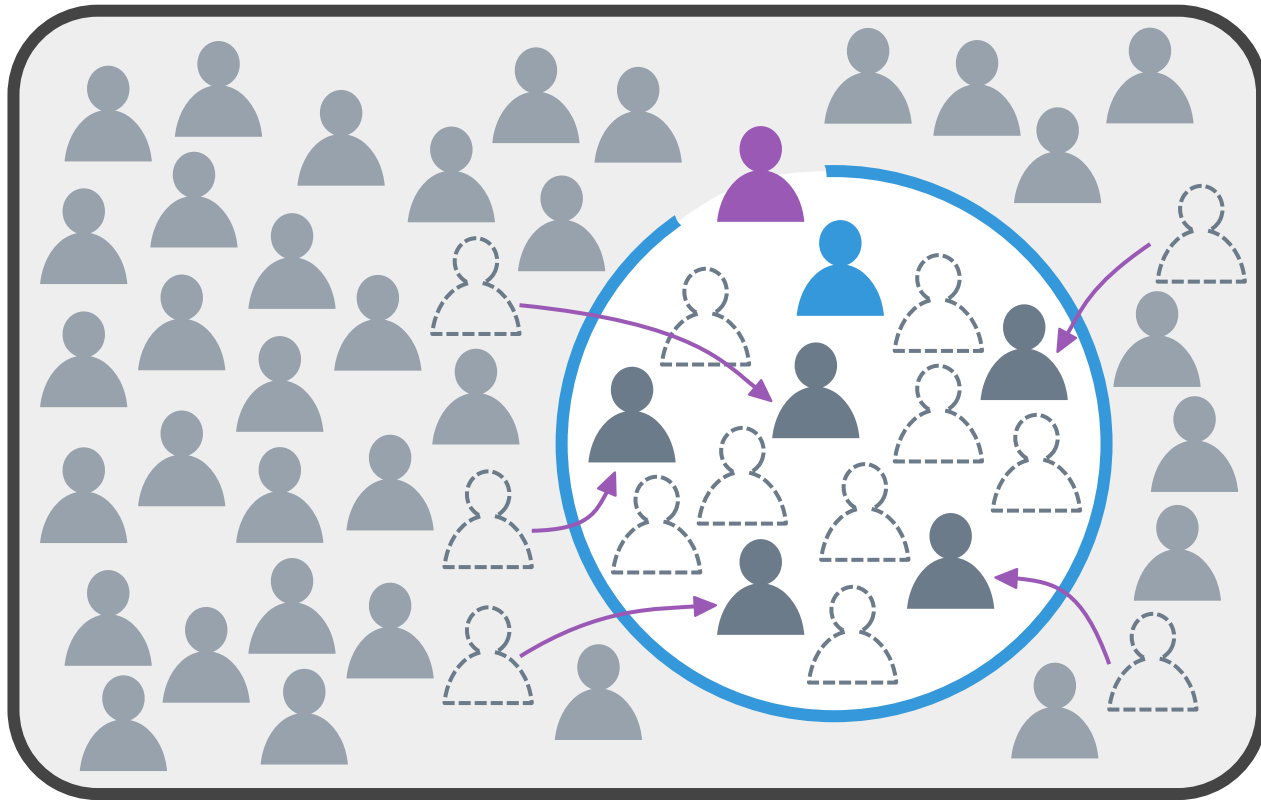
A small project

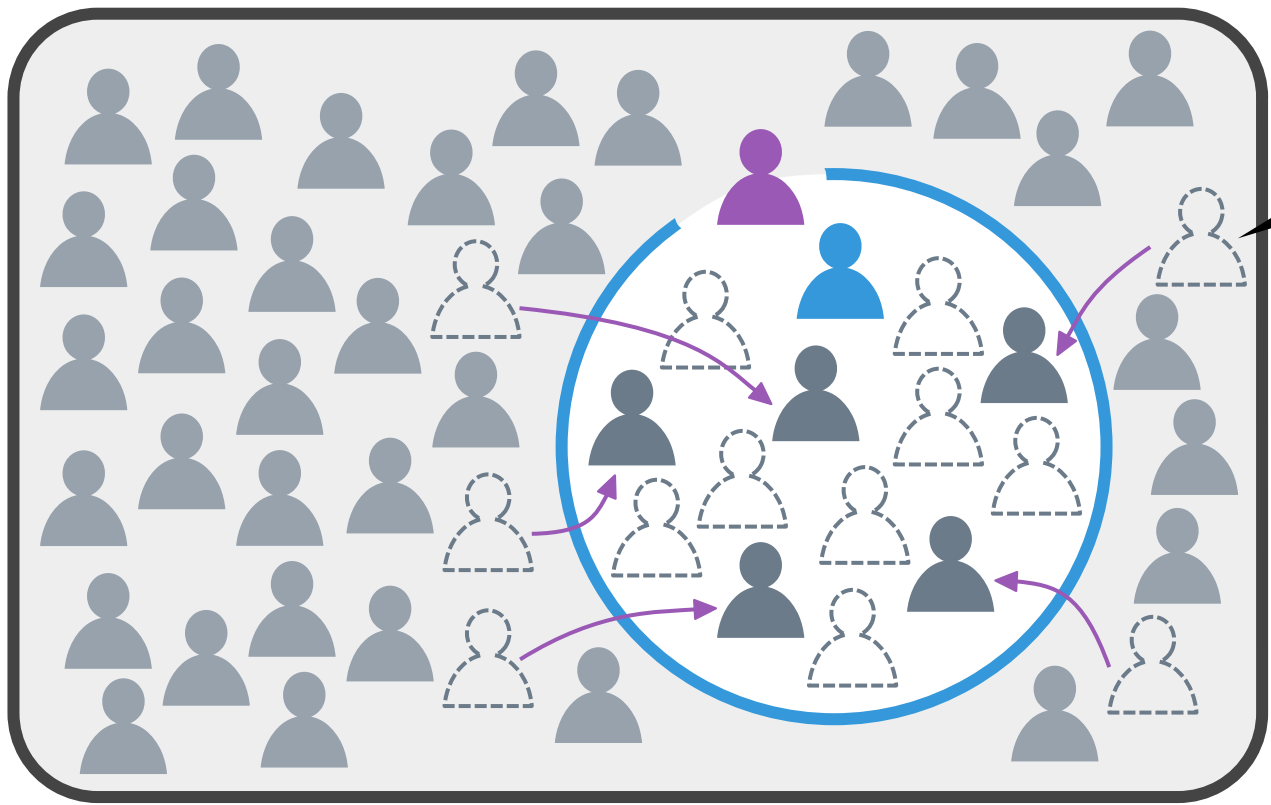
Appoint the sponsor

Appoint the project manager

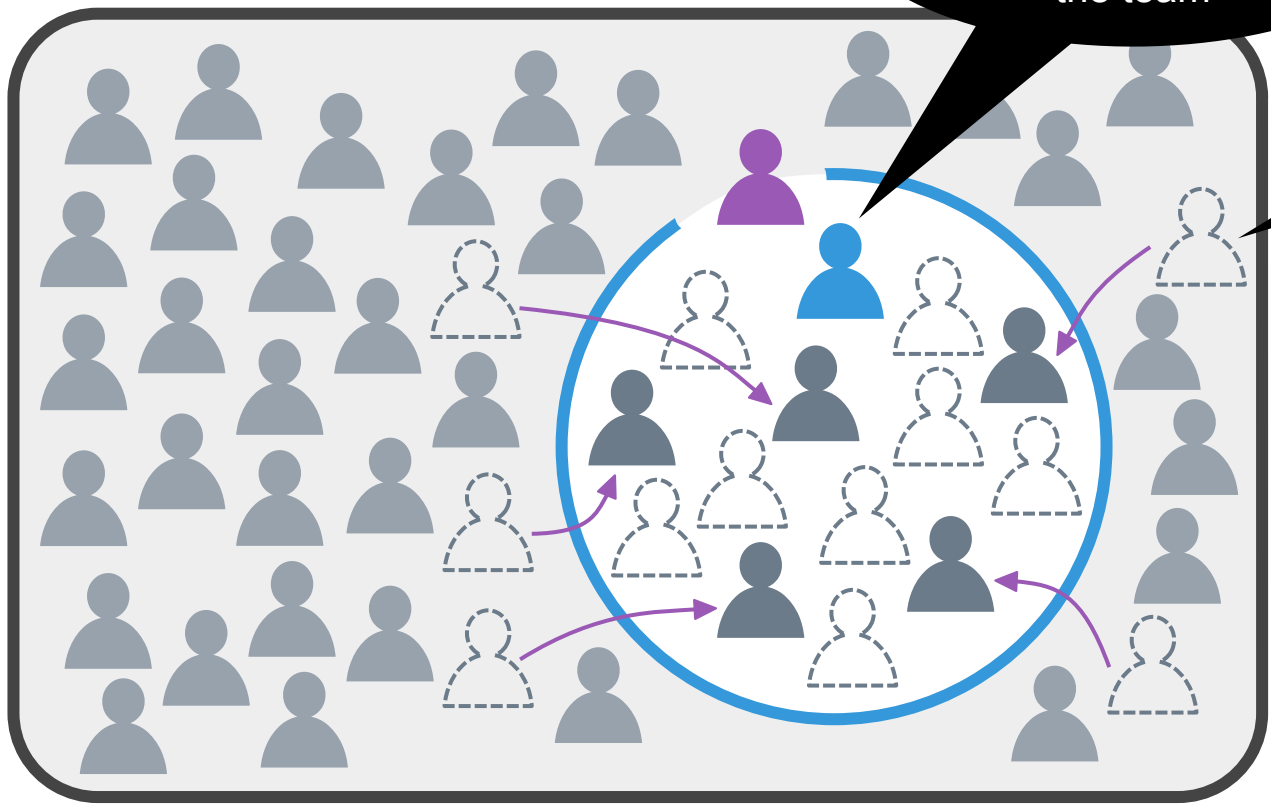
Appoint the key team members





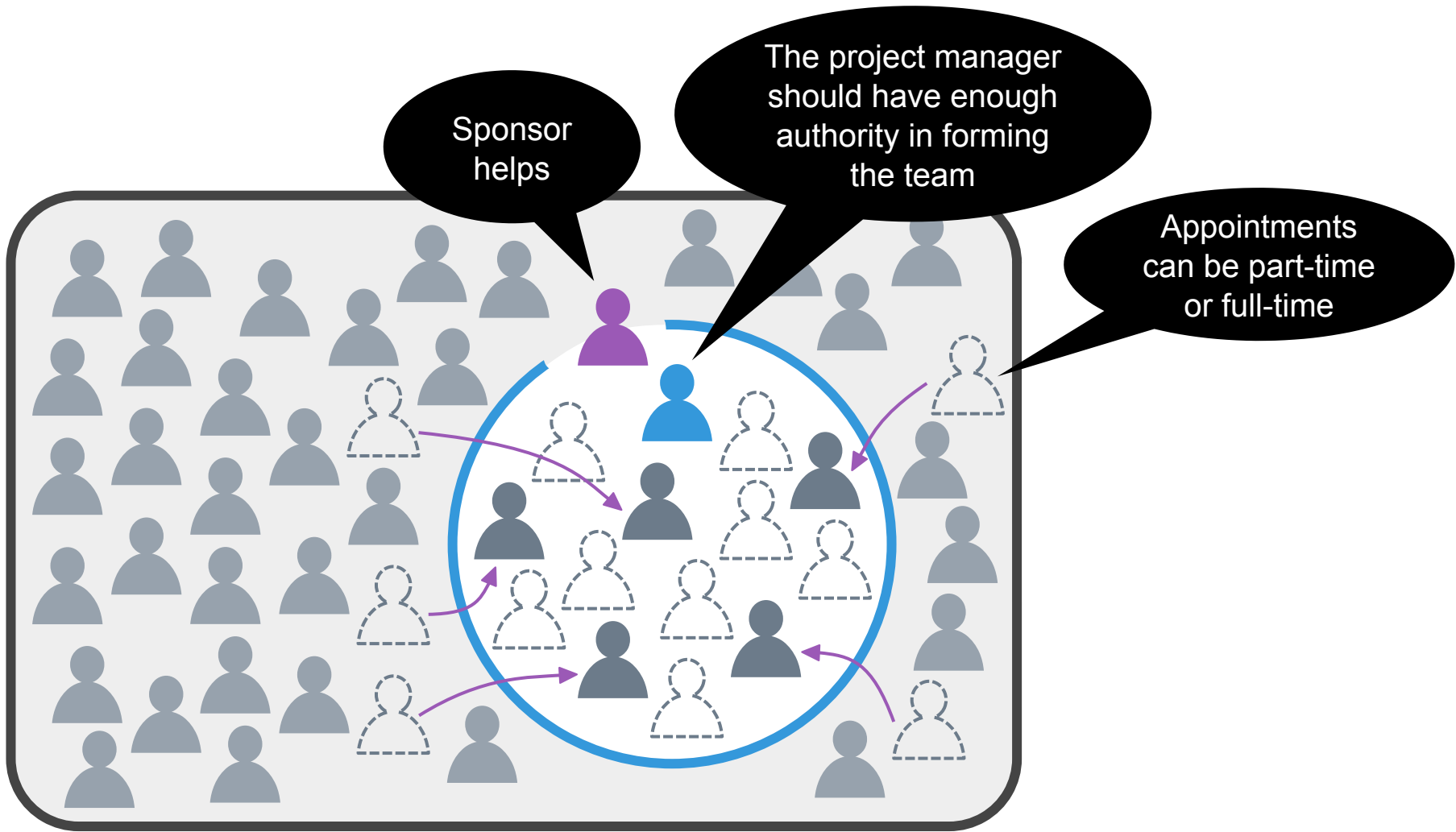


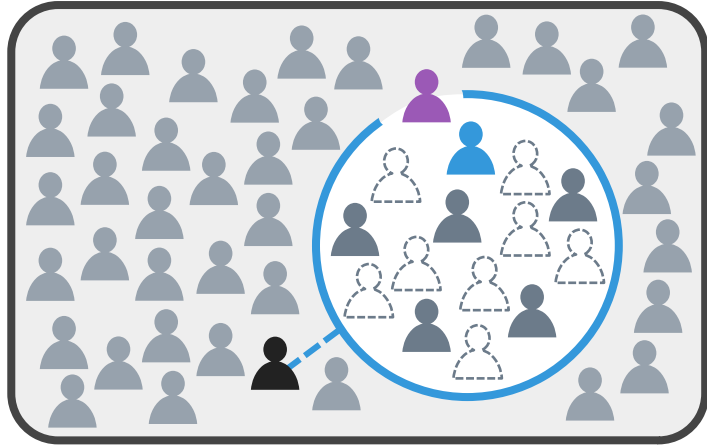
Appointments can be part-time or full-time



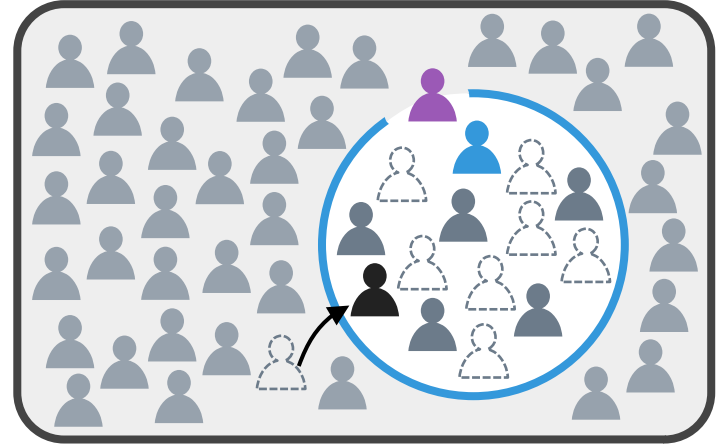
The project manager should have enough authority in forming the team

Appointments can be part-time or full-time

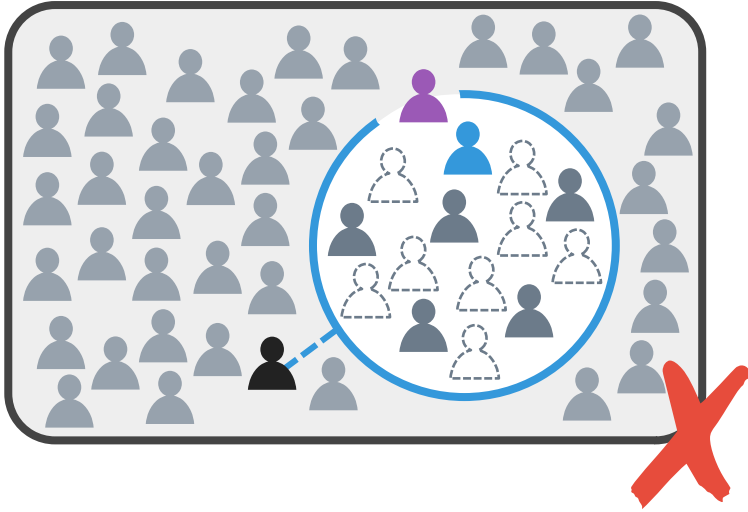




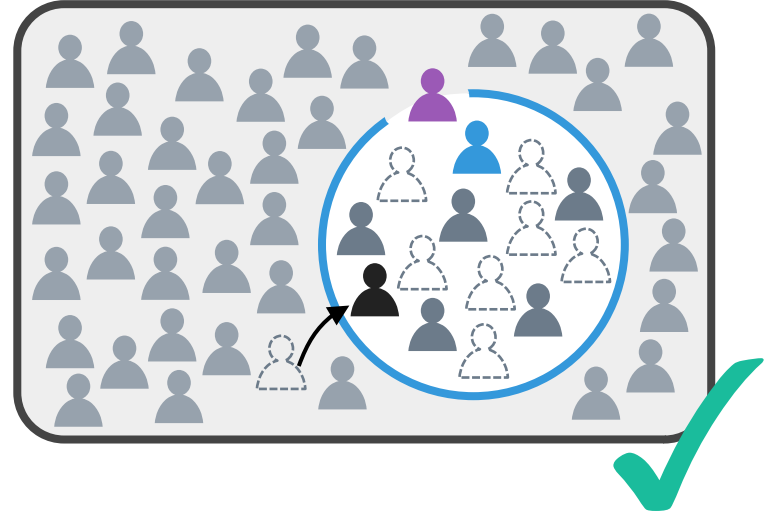
Assigning project work to random people from the organization's departments



Officially appoint people to the project (even though it's not approved yet)

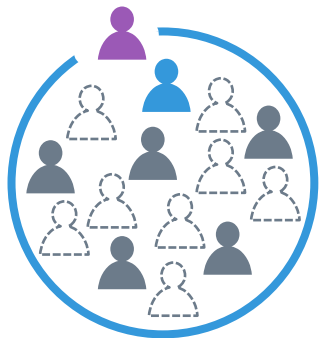


Assigning project work to random people from the organization's departments

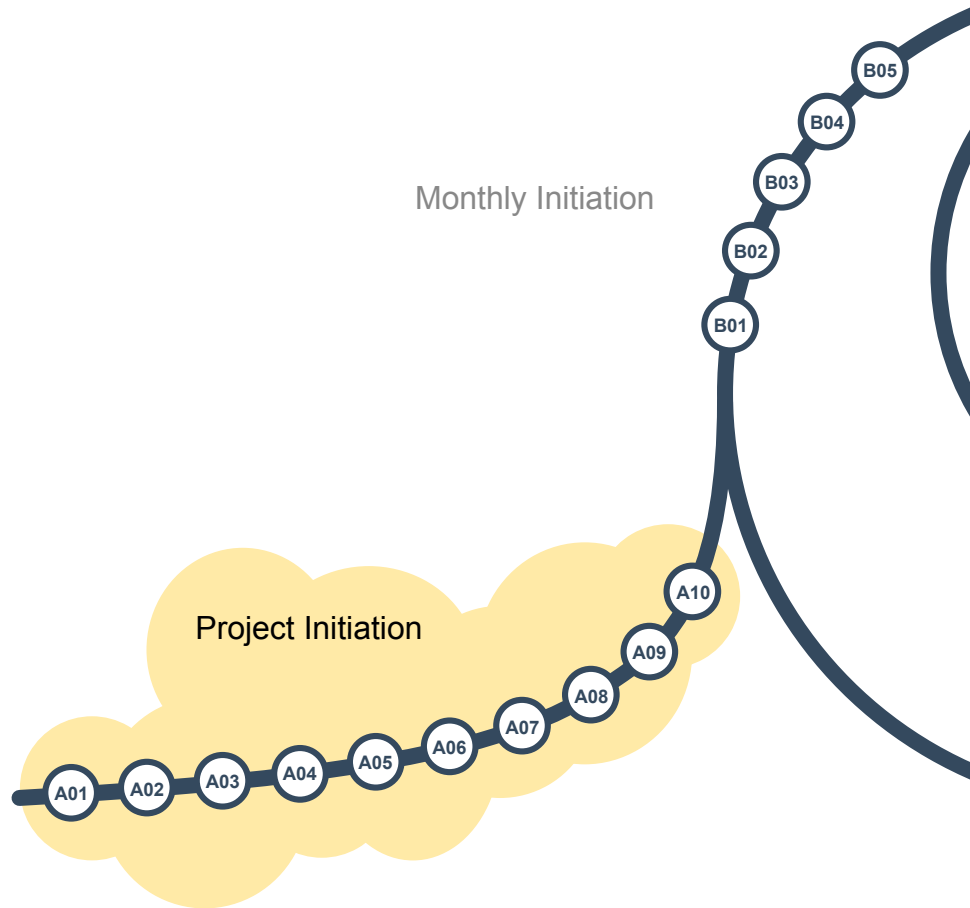


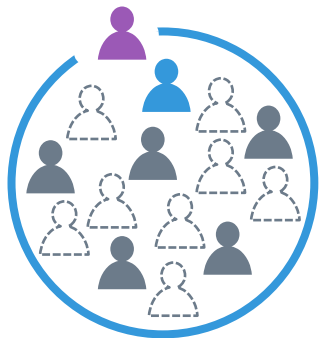
Officially appoint people to the project (even though it's not approved yet)

Realistic initiation

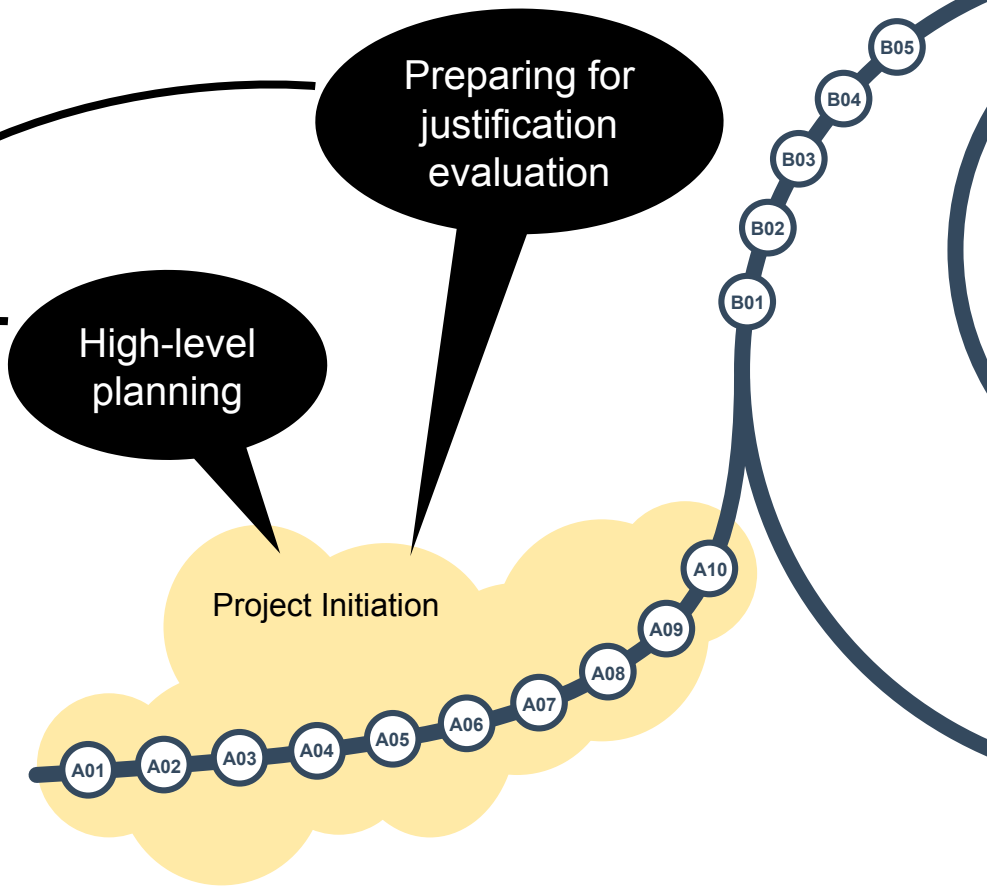


Key team members





Key team members



High-level
planning

Preparing for
justification
evaluation

Project Initiation

A01

A02

A03

A04

A05

A06

A07

A08

A09

A10

B01

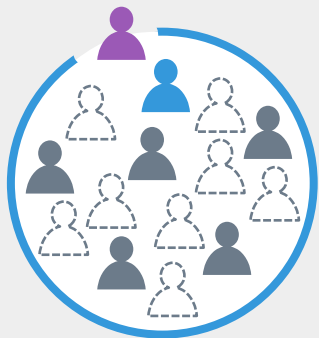
B02

B03

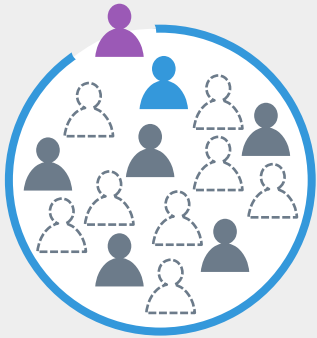
B04

B05

Project Initiation



Project Initiation

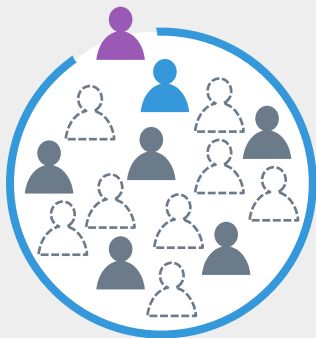


Project execution in monthly cycles



The same people who will do the project should initiate it rather than a separate team.

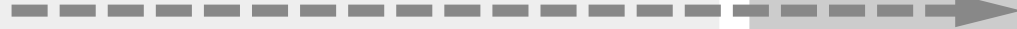
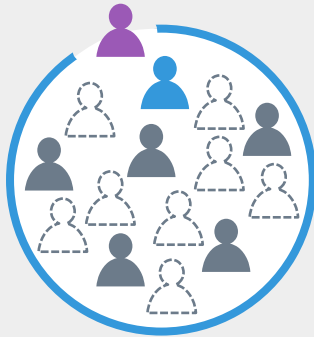
Project Initiation



Project Initiation

NO!!

We should initiate the project in my department to ensure contractual aspects are considered properly!

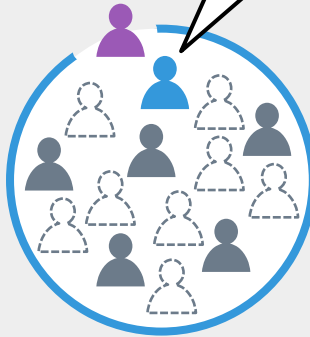


Project Initiation

NO!!

We should initiate the project in my department to ensure contractual aspects are considered properly!

Appoint one of your experts to our project to help us with those aspects.



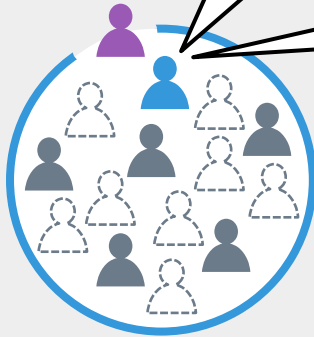
Project Initiation

NO!!

We should initiate the project in my department to ensure contractual aspects are considered properly!

Appoint one of your experts to our project to help us with those aspects.

That way, we can address those concerns throughout the project as well.



Appoint the sponsor

Appoint the project manager

Appoint the key team members

Describe the project

Monthly Initiation

Project Initiation

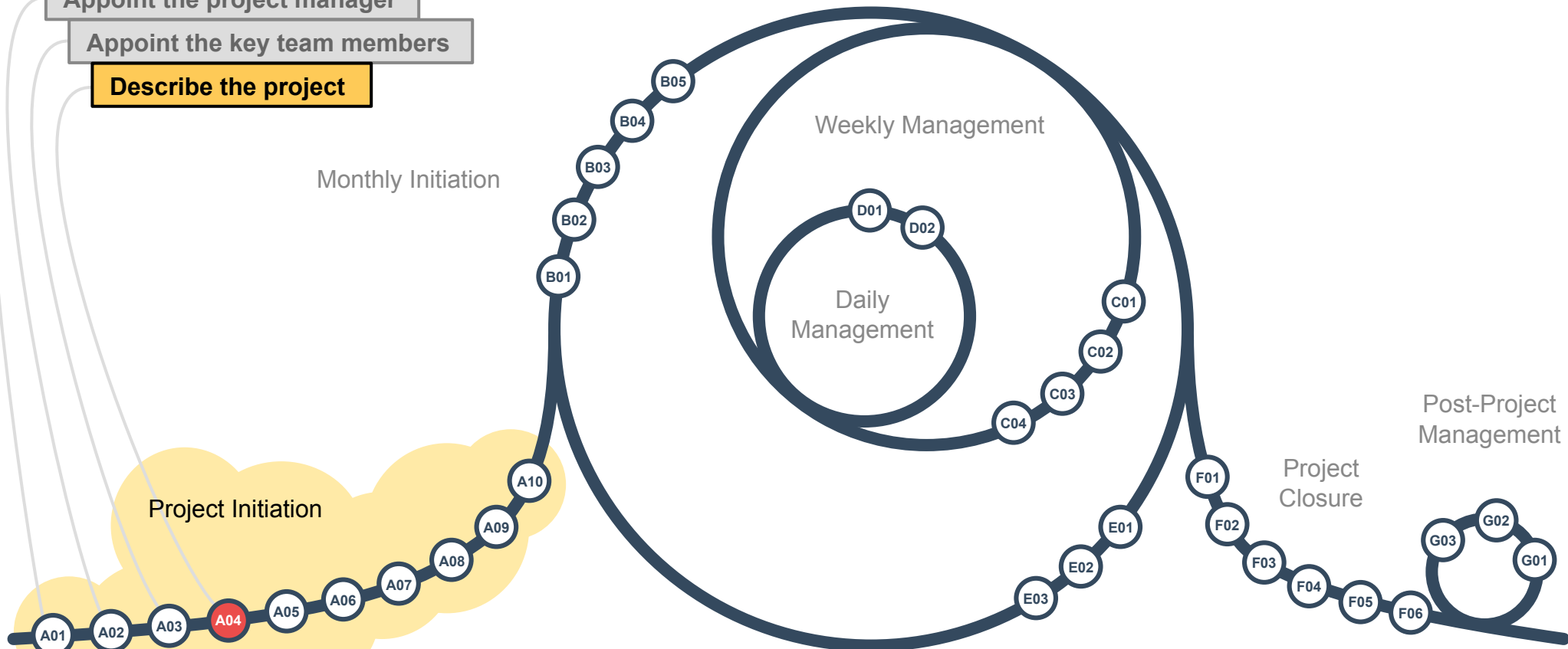
Weekly Management

Daily Management

Monthly Closure

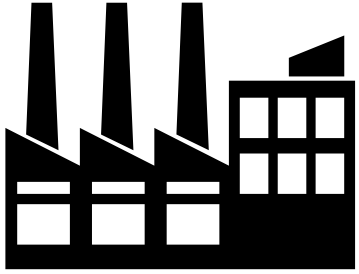
Project Closure

Post-Project Management



What information would you gather to create a high-level description of a project?





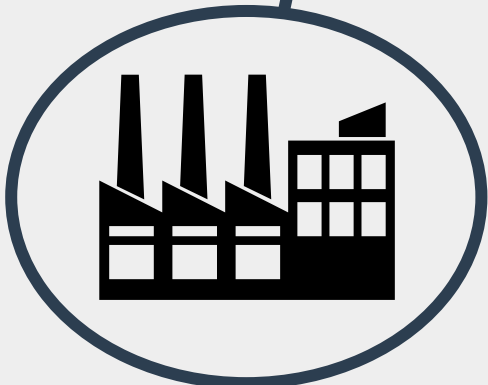
Describe the project!



- ① ##### ##### ##### #####
- ② ##### ### #####
- ③ ##### ##### #####
- ④ ##### ##### ##### ##### #####
- ⑤ ##### ## #####

World #41

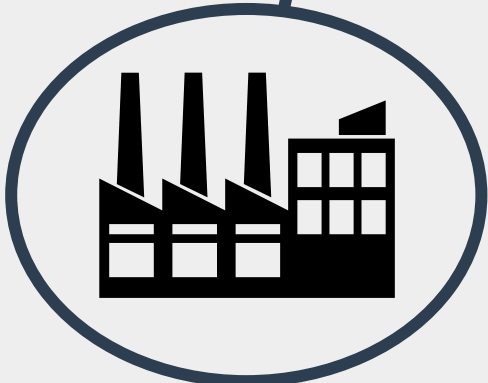
World #42



World #41

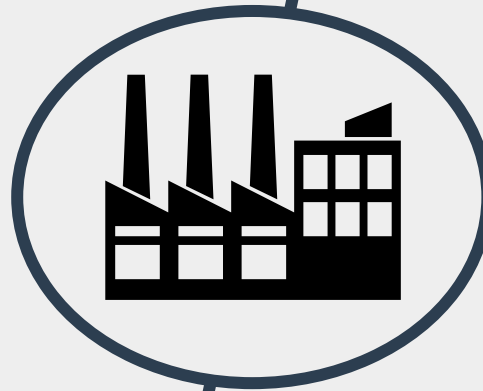
World #42

We're doing this project mainly to earn money.



World #41

World #42



We're doing this project mainly to earn money.

Then it's OK to reduce quality to the minimum acceptable level to recover from a delay.



World #41

We're doing this project mainly to earn money.

Then it's OK to reduce quality to the minimum acceptable level to recover from a delay.

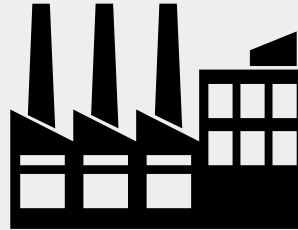
World #42

We're doing this project mainly to enter a new market.



World #41

World #42



We're doing this project mainly to earn money.

We're doing this project mainly to enter a new market.

Then it's OK to reduce quality to the minimum acceptable level to recover from a delay.

Then it would defeat the purpose if we reduce quality to recover from a delay!





Describe



1 Purpose and expected benefits

2 ##### ### #####

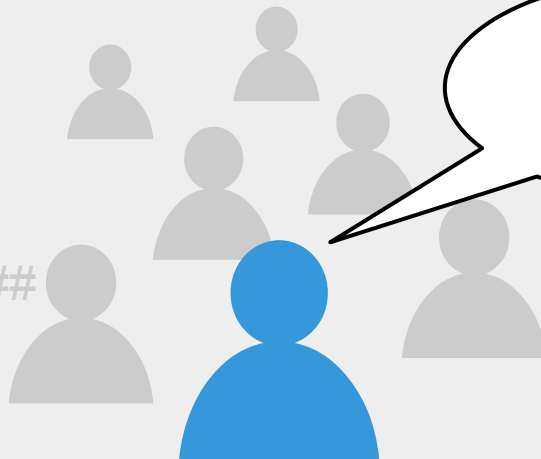
3 ##### ##### #####

4 ##### ##### #####

5 ##### ## #####

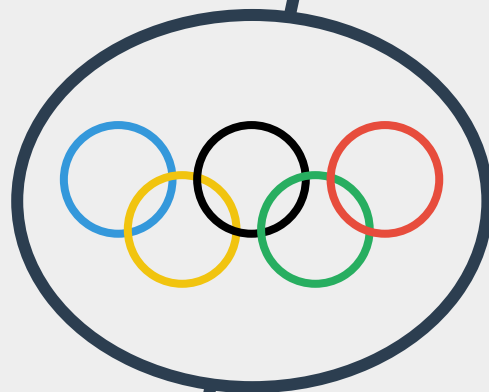
Otherwise similar projects with different purposes may have to be run differently

To ensure we can satisfy the purpose.



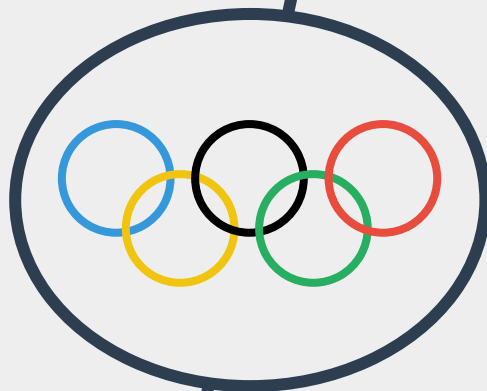
World #35

World #36



World #35

It must be finished in 18 months, otherwise it would be a disaster!



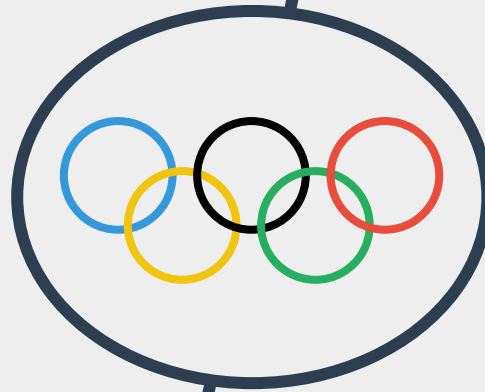
World #36



World #35

It must be finished in 18 months, otherwise it would be a disaster!

Then we should reduce quality to the minimum acceptable level to recover from a delay.



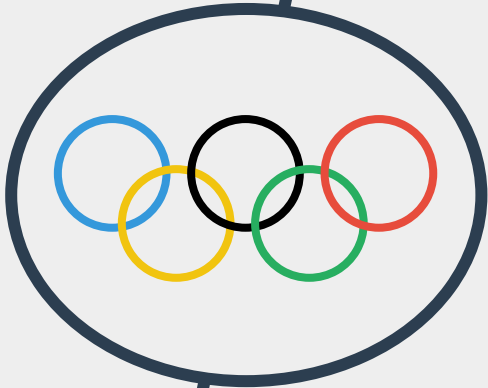
World #36



World #35

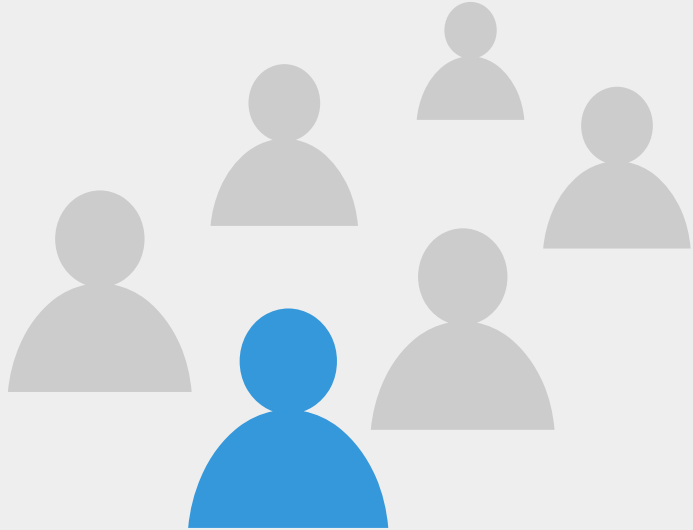
It must be finished in 18 months, otherwise it would be a disaster!

Then we should reduce quality to the minimum acceptable level to recover from a delay.



World #36

Let's see if we can finish it in 18 months.



World #35

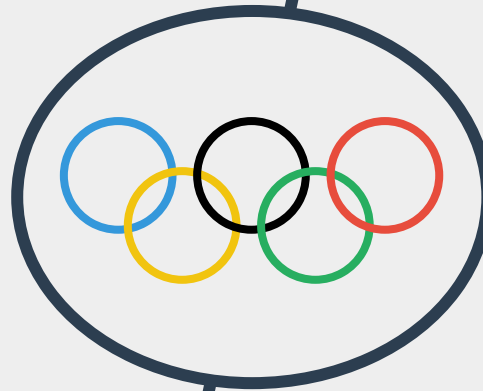
It must be finished in 18 months, otherwise it would be a disaster!

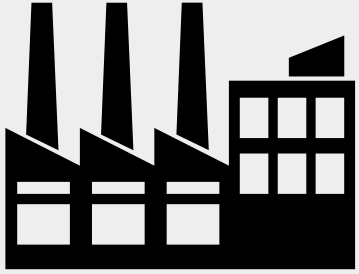
Then we should reduce quality to the minimum acceptable level to recover from a delay.

World #36

Let's see if we can finish it in 18 months.

Then a little delay would be fine and we don't have to make any sacrifices.





Describe the project!



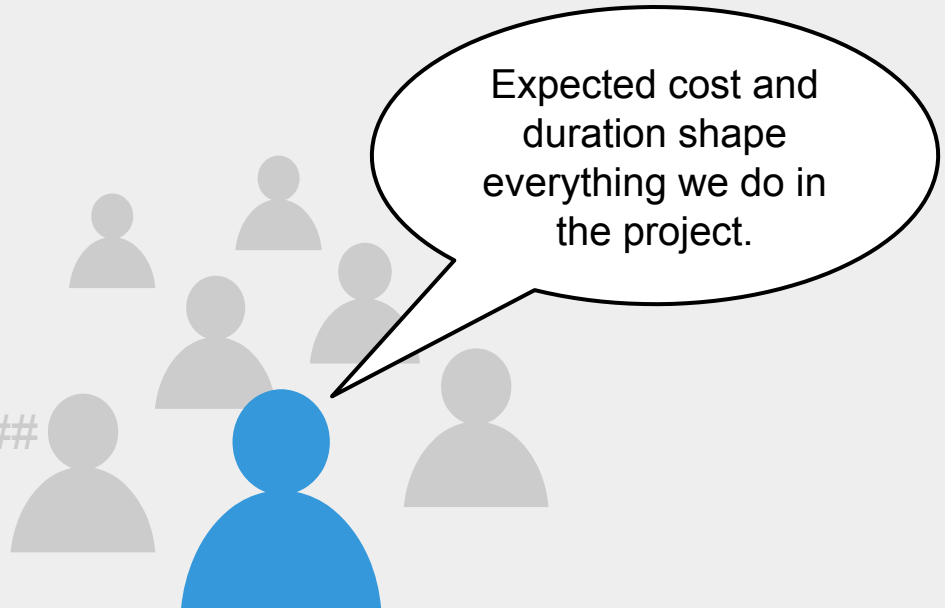
① Purpose and expected benefits

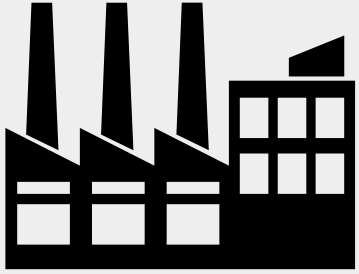
② Expected cost and duration

③ ##### ##### ##### #####

④ ##### ##### ##### ##### #####

⑤ ##### ## #####



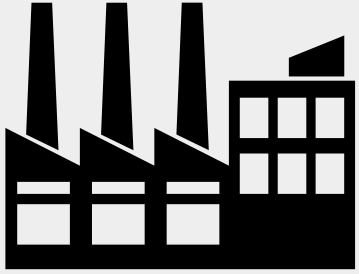


Describe the project!



- 1 Purpose and expected benefits
- 2 Expected cost and duration
- 3 Requirements and quality expectations
- 4 #####
- 5 #####

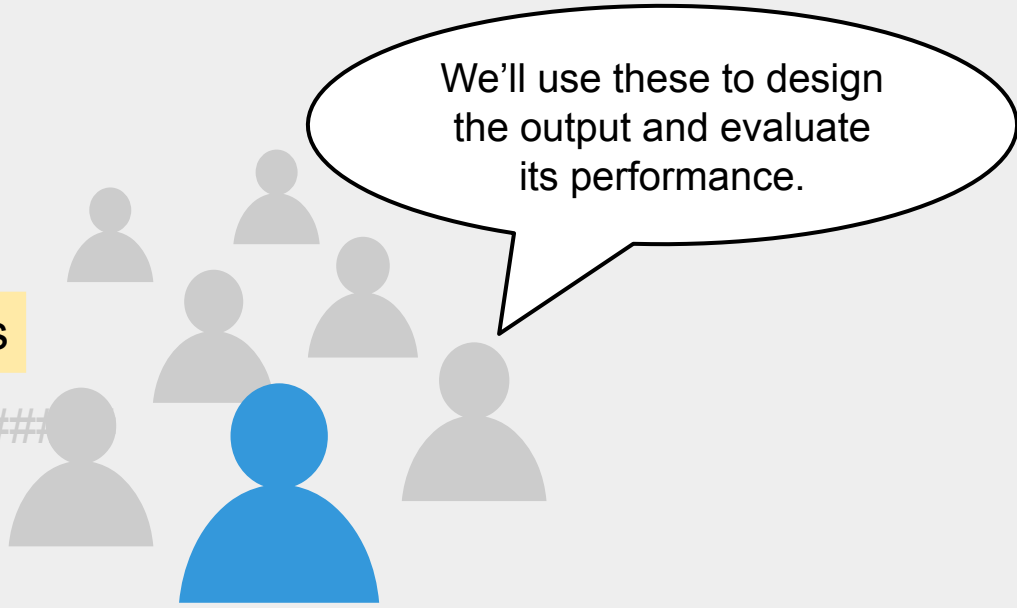




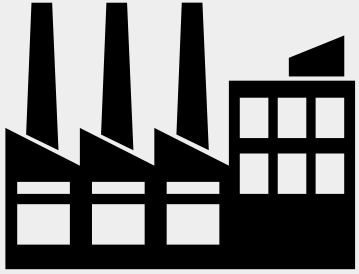
Describe the project!



- 1 Purpose and expected benefits
- 2 Expected cost and duration
- 3 Requirements and quality expectations
- 4 #####
- 5 #####



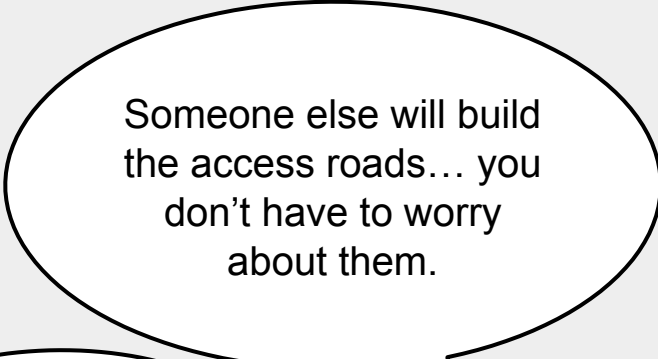
We'll use these to design the output and evaluate its performance.



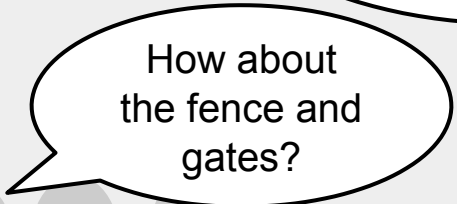
Describe th



- 1 Purpose and expected benefits
- 2 Expected cost and duration
- 3 Requirements and quality expectations
- 4 In-scope and out-of-scope elements (high-level)
- 5 ##### ## #####



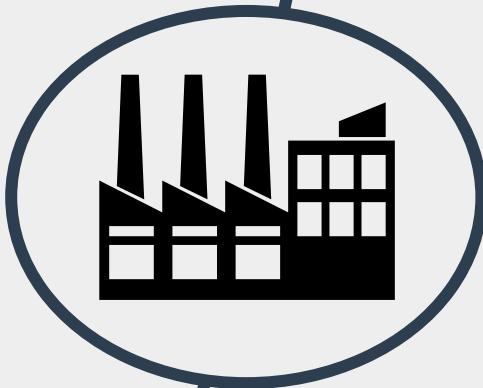
Someone else will build the access roads... you don't have to worry about them.



How about the fence and gates?

World #66

World #67



World #66

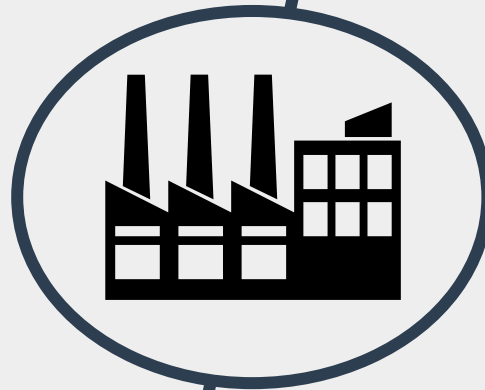
World #67

I don't have time
for this! Talk to
someone else.



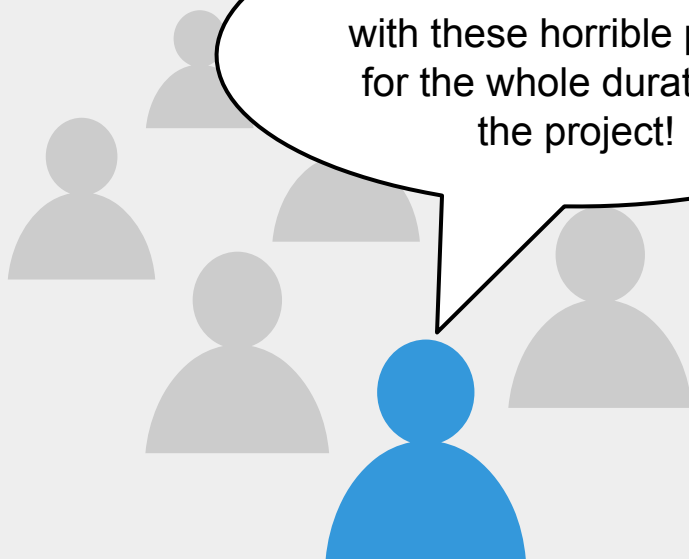
World #66

World #67



I don't have time
for this! Talk to
someone else.

Oh... we have to deal
with these horrible people
for the whole duration of
the project!



World #66

I don't have time for this! Talk to someone else.

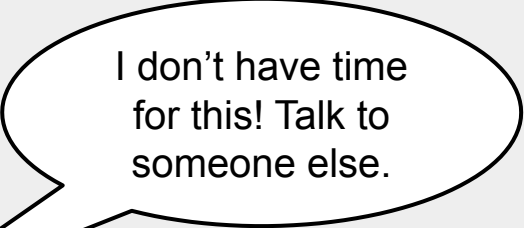
Oh... we have to deal with these horrible people for the whole duration of the project!



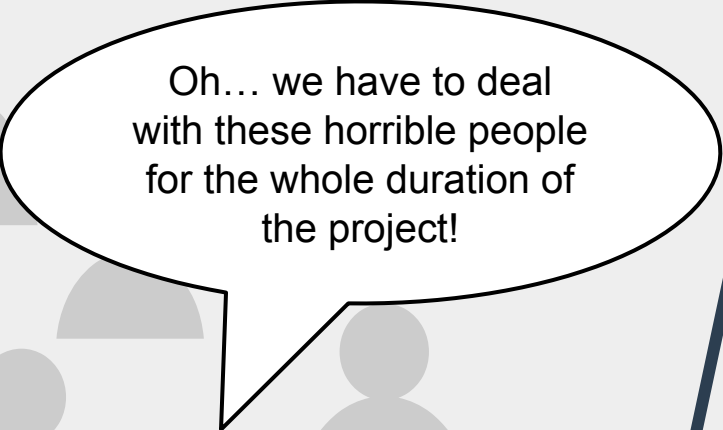
World #67

Sure... let me elaborate on what I meant.

World #66

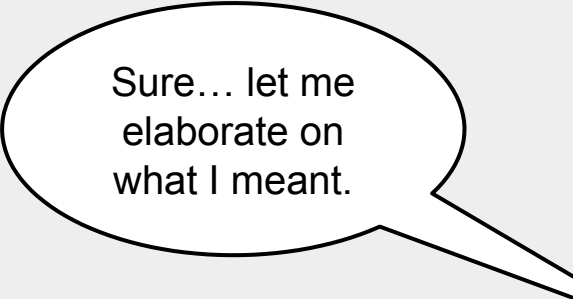


I don't have time for this! Talk to someone else.




Oh... we have to deal with these horrible people for the whole duration of the project!

World #67

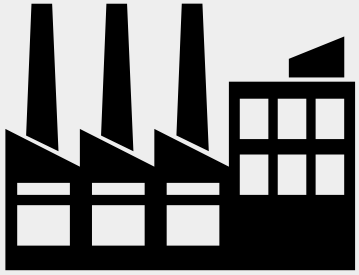


Sure... let me elaborate on what I meant.



What a helpful person!



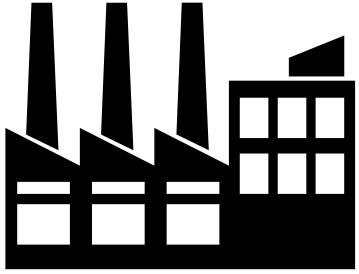


Describe the project!



- ❶ Purpose and expected benefits
- ❷ Expected cost and duration
- ❸ Requirements and quality expectations
- ❹ In-scope and out-of-scope elements (high-level)
- ❺ List of stakeholders



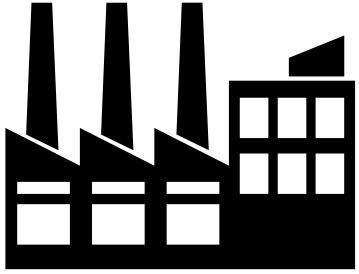


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A **stakeholder** is anyone who has an interest in the project and can impact it; e.g., customer, suppliers, competition, and regulators.



Describe the project!



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Check archives
of old projects for
inspiration.

Project Description

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Anyone can understand what the project is by reading this document.

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One or two pages of simple text.

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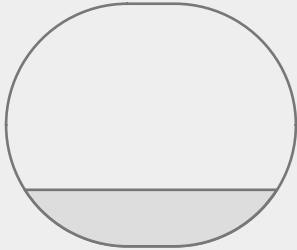
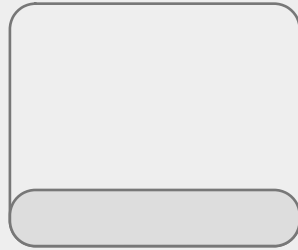
Will be updated throughout the project

1



Project Description


2

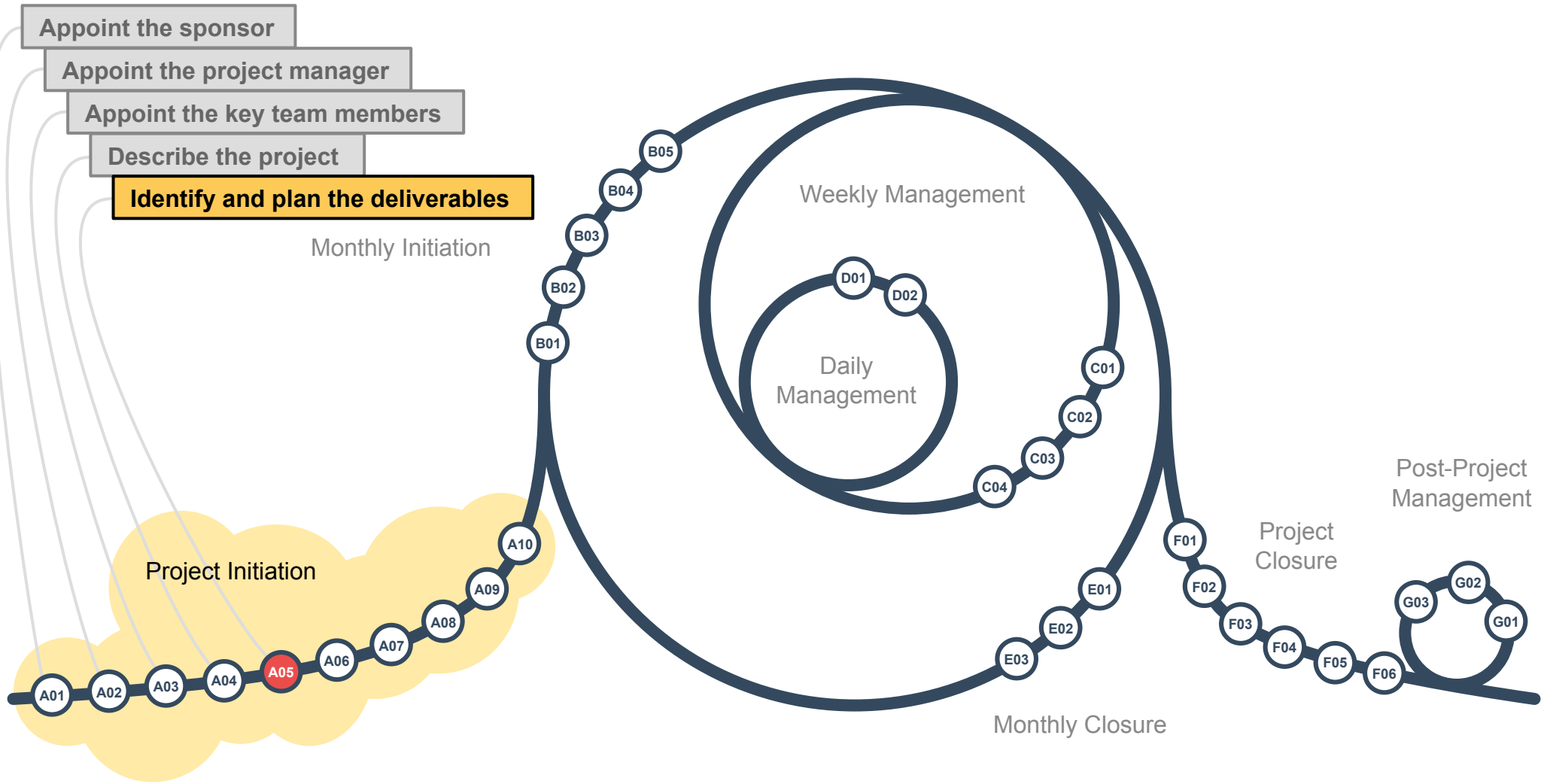


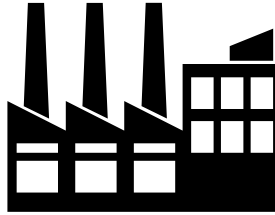
3



4



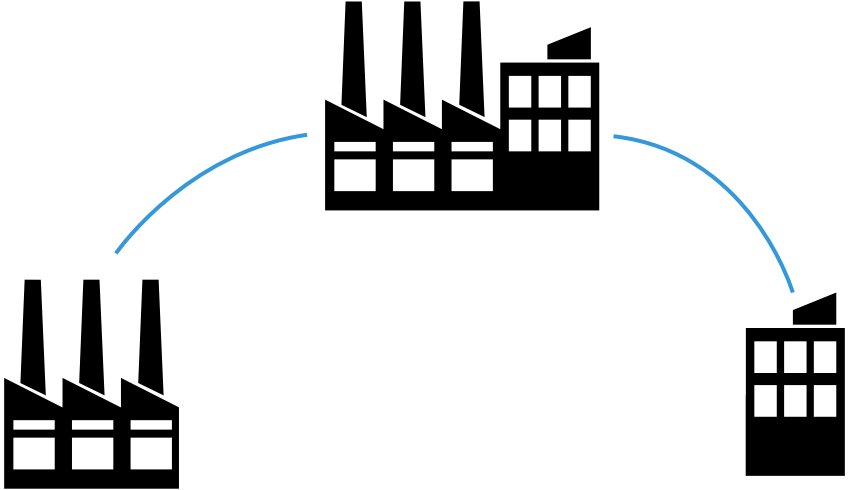


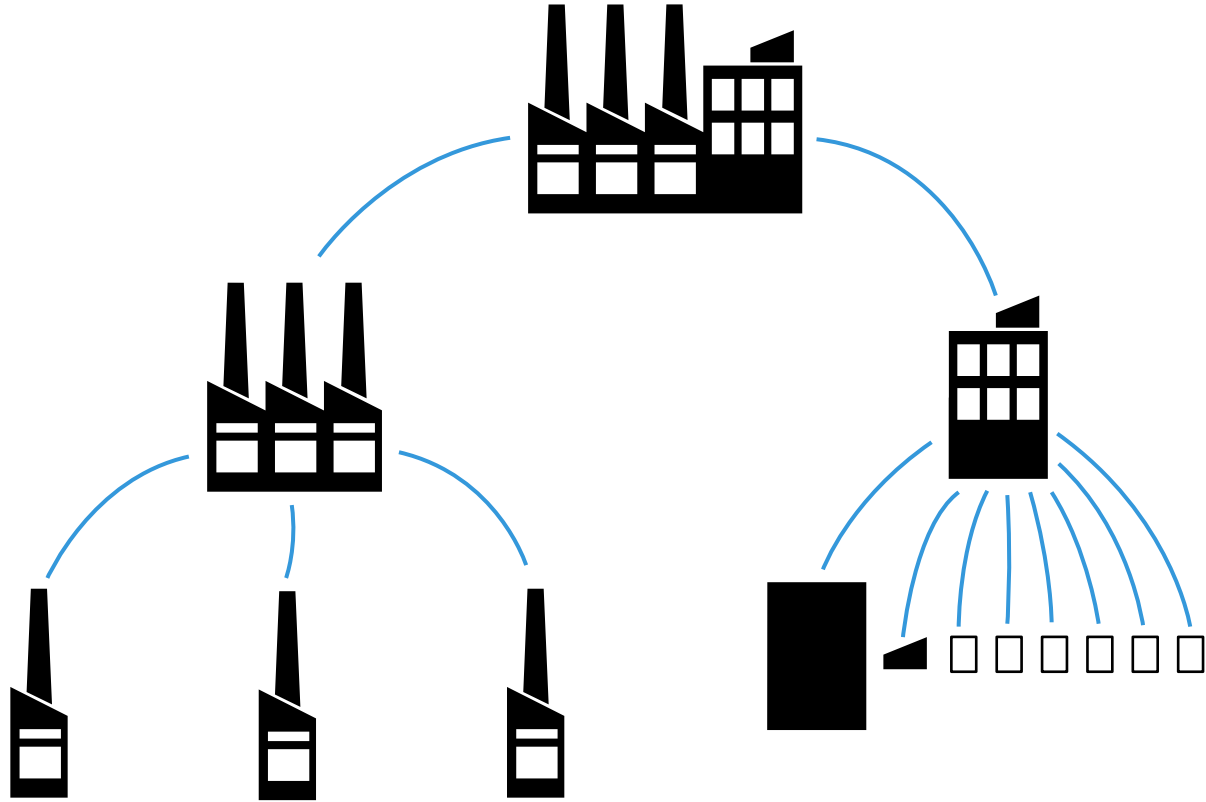


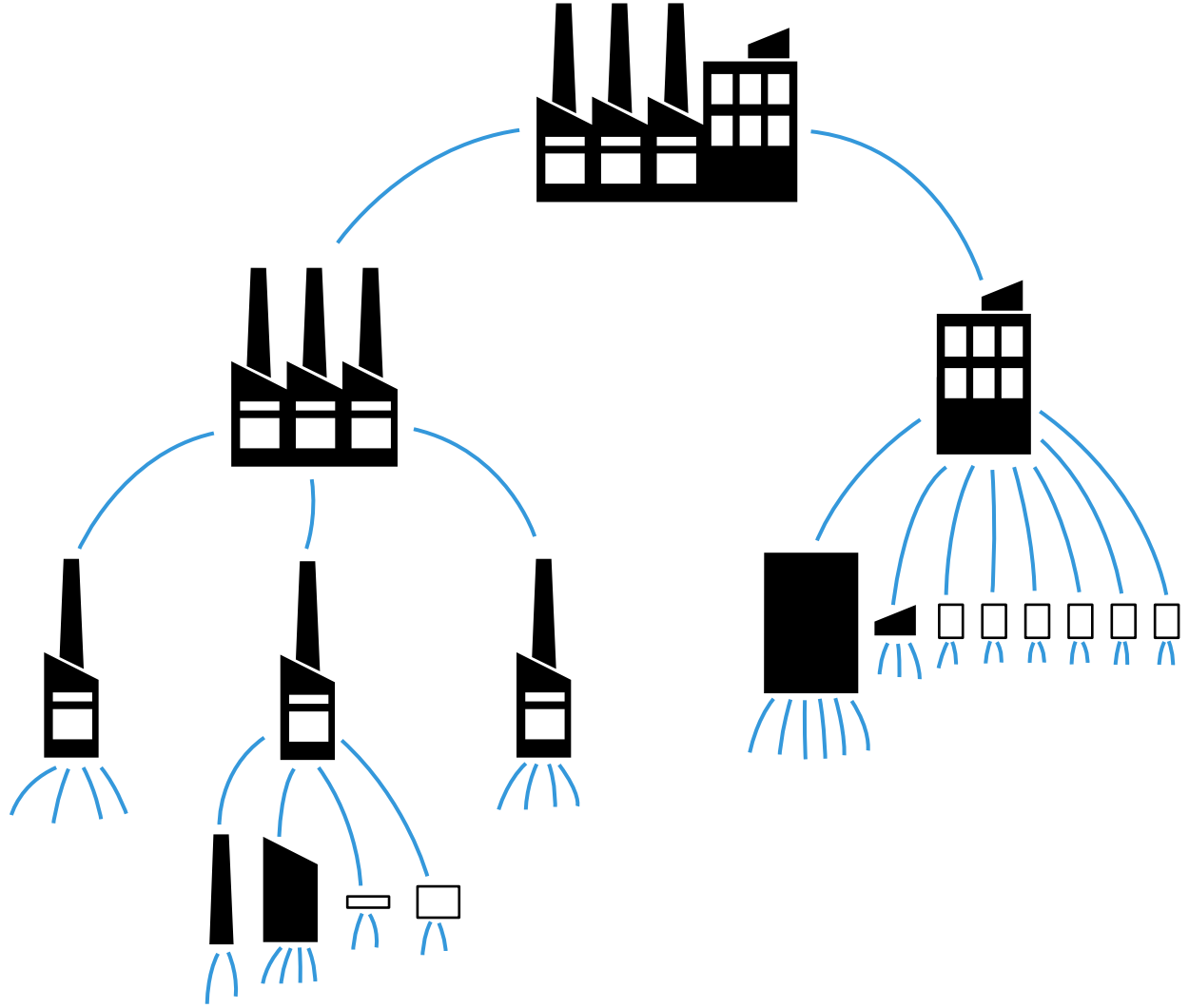
What are the building elements of the output?

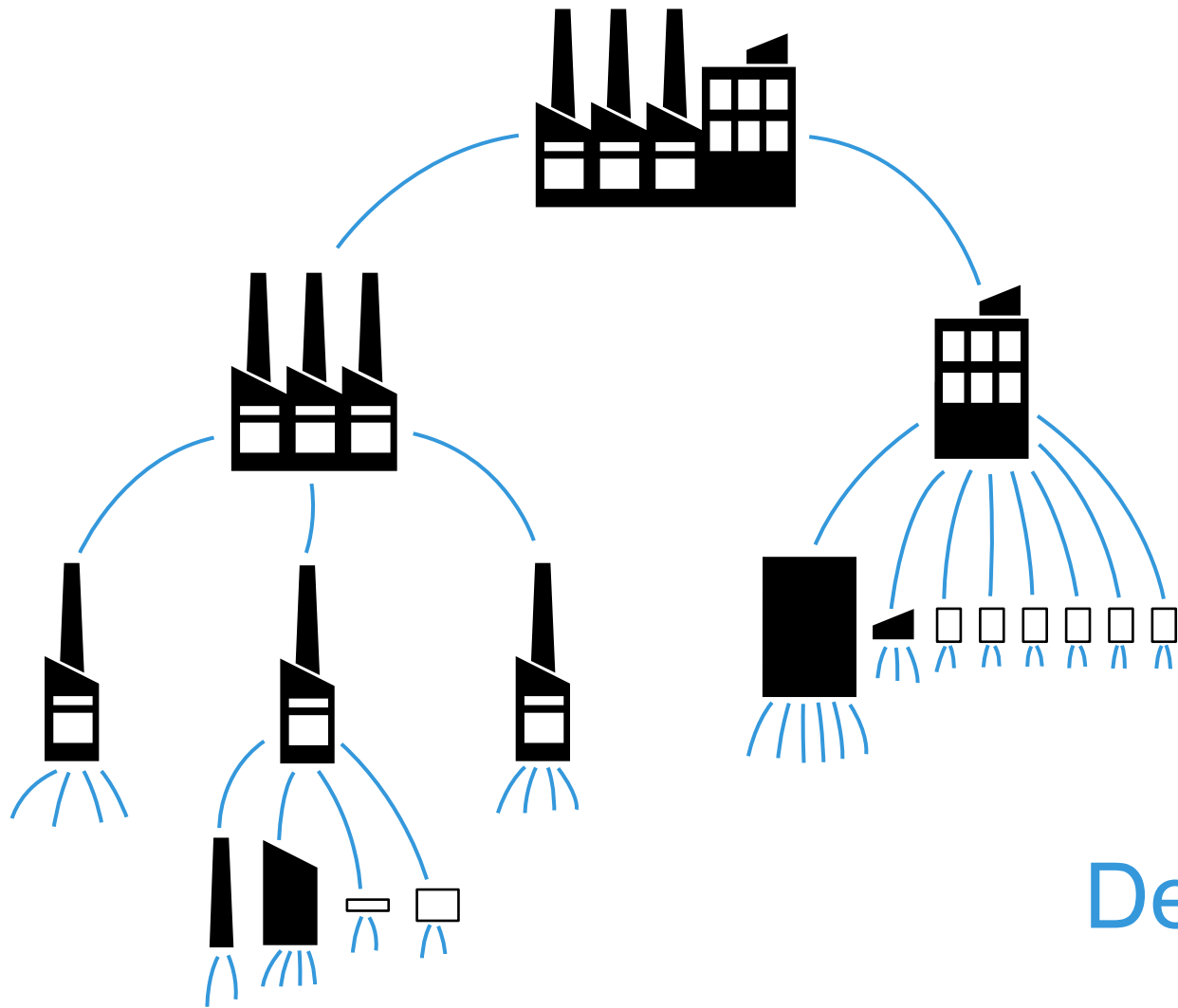
(and their supporting elements)



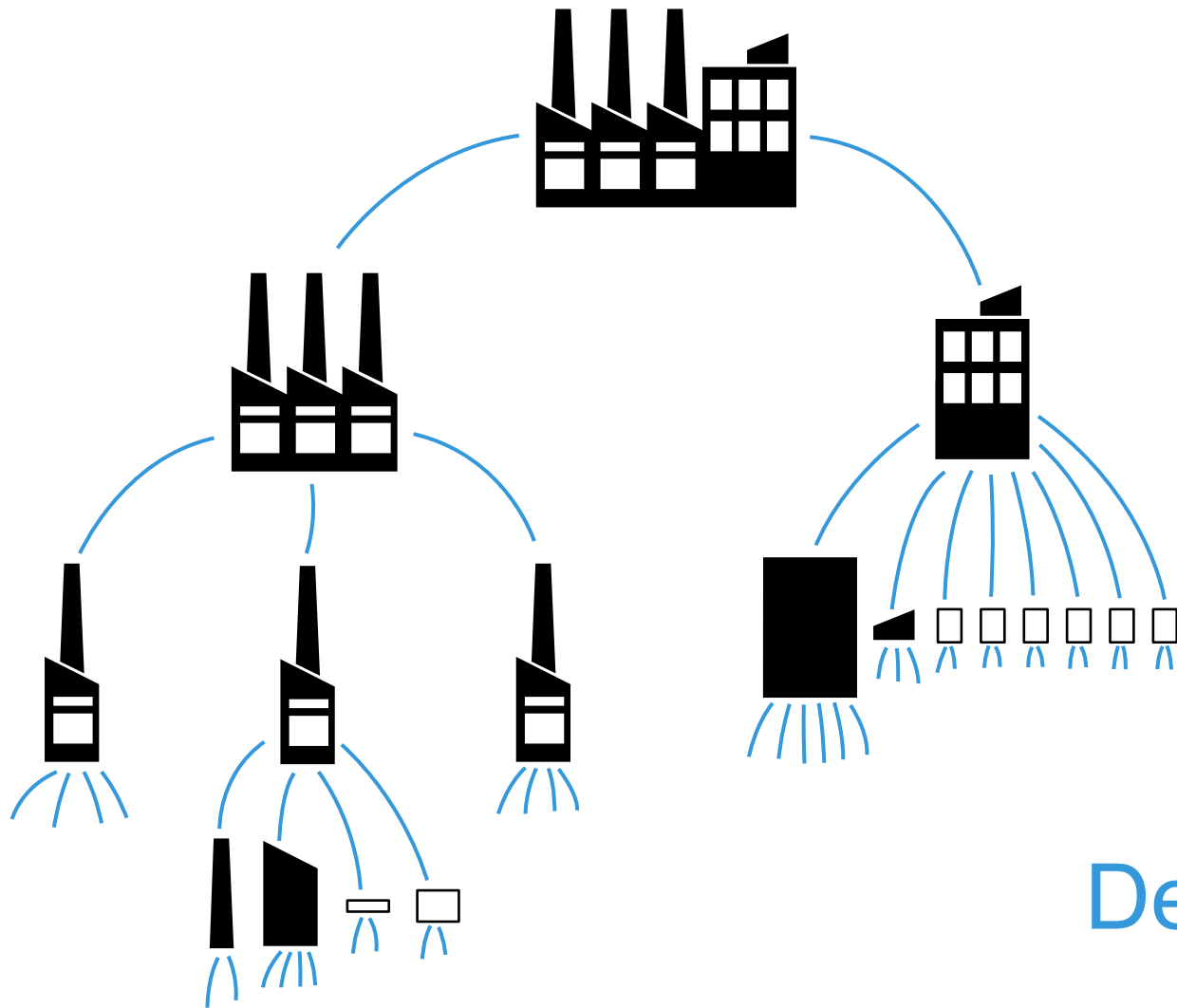






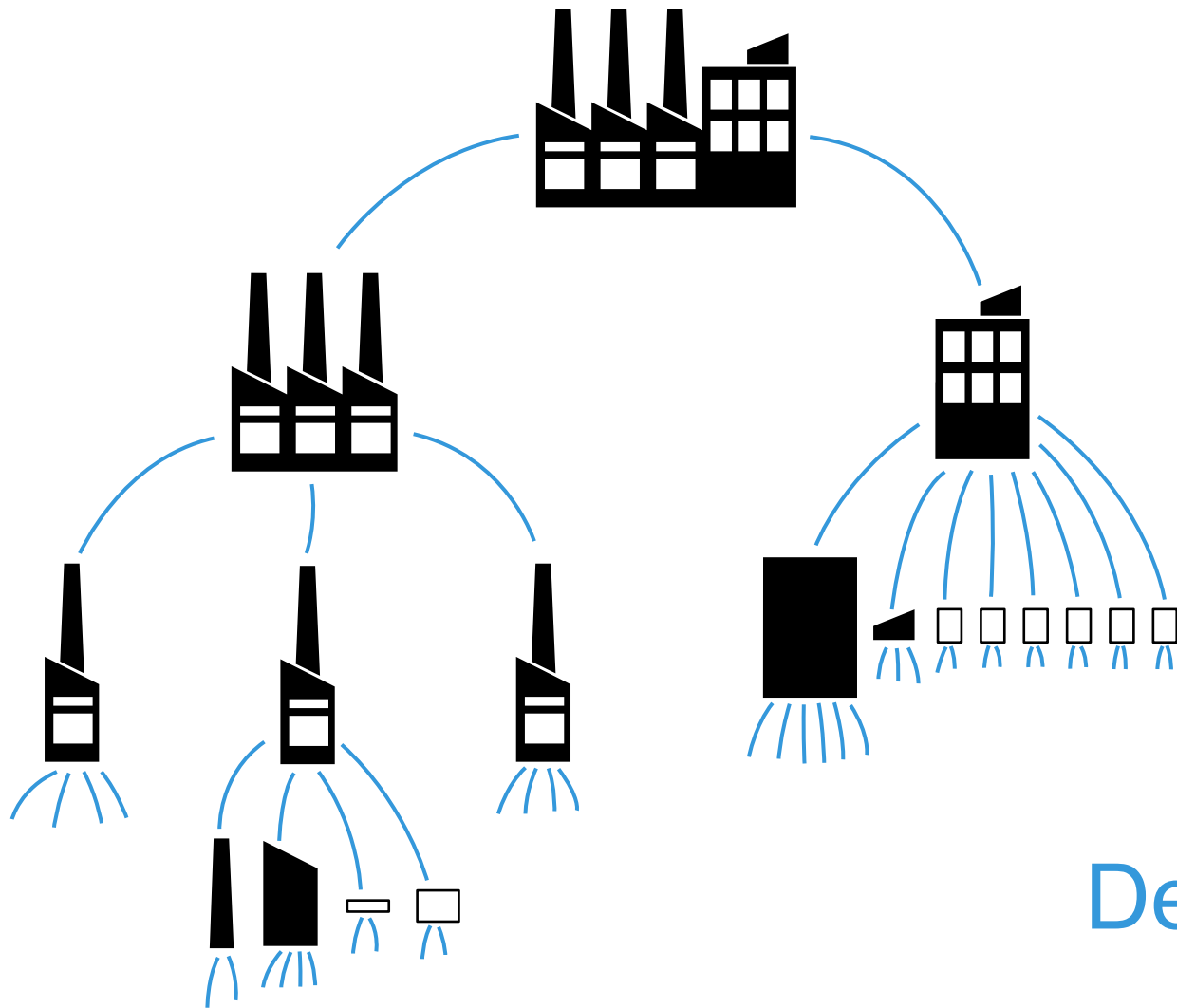


Deliverables Map



The building elements of the output and their related supporting elements.

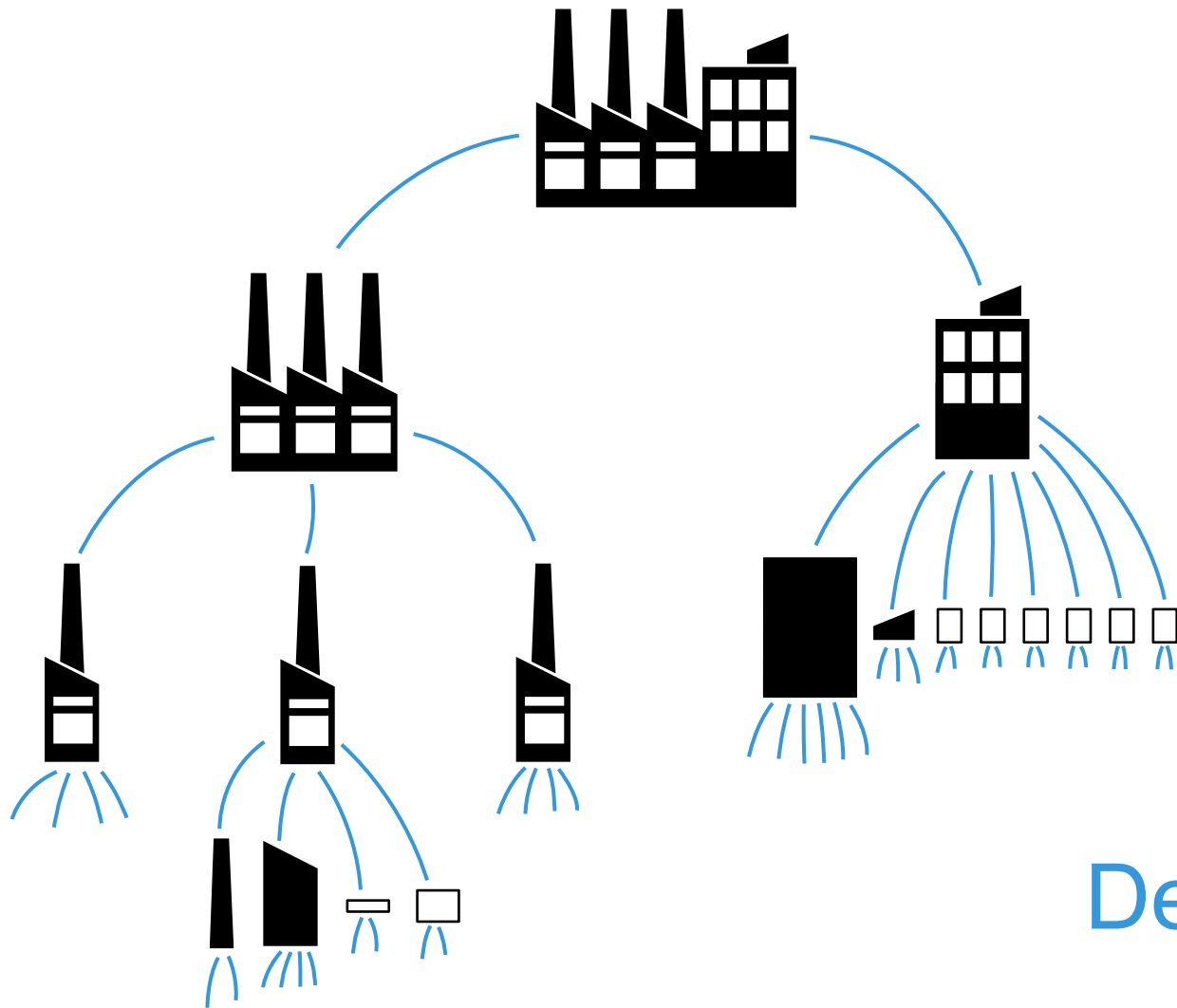
Deliverables Map



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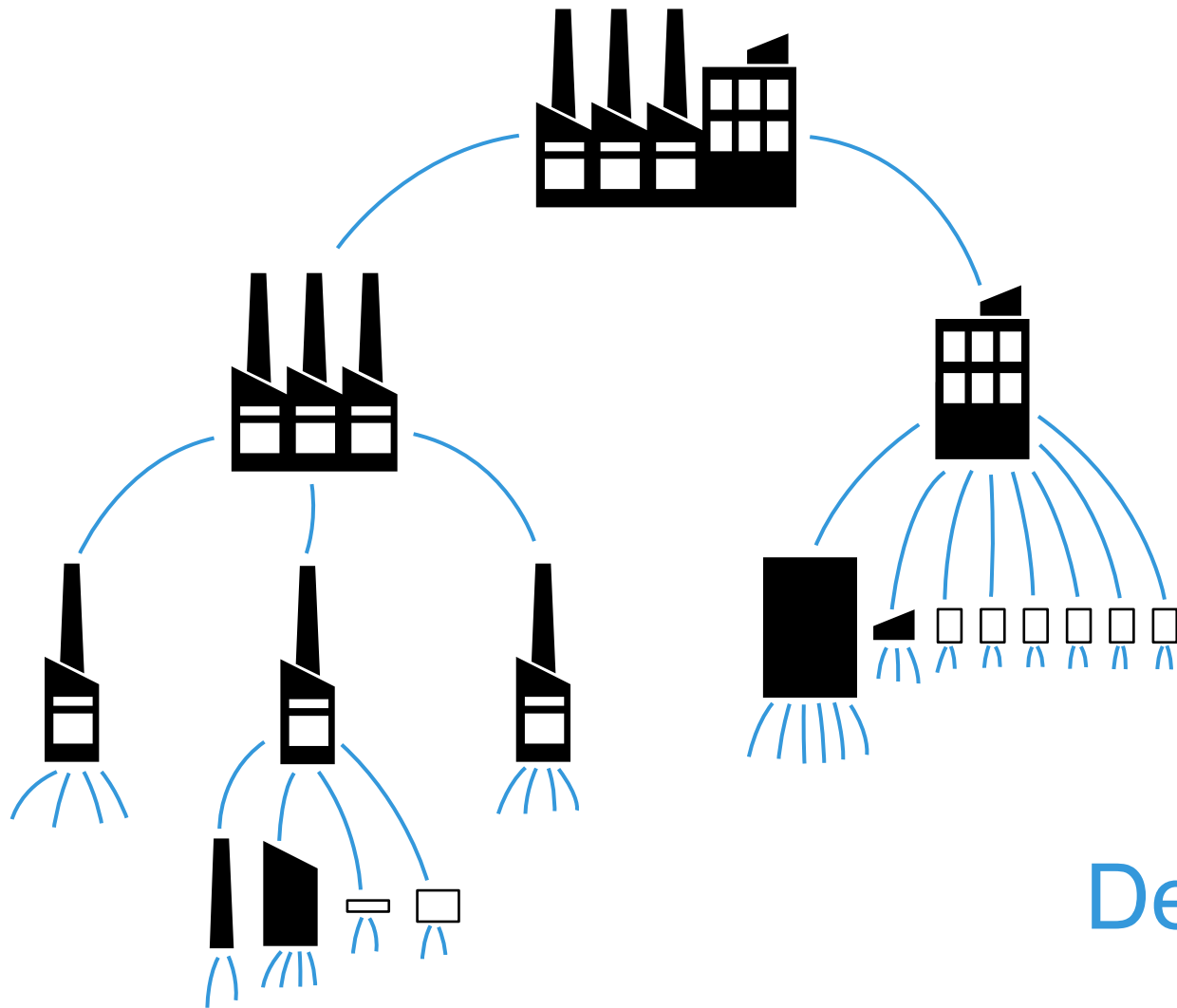
Preferably, as a mind map

Deliverables Map



A high-level map is
enough for now.
We'll detail it in
Monthly Initiations.

Deliverables Map



Deliverables Map

How would you create a Deliverables Map for a website that sells ebooks?

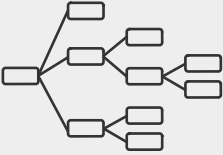


1

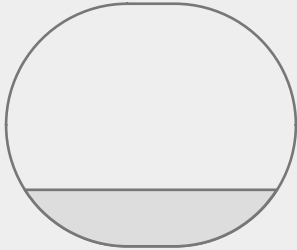


Project Description

2

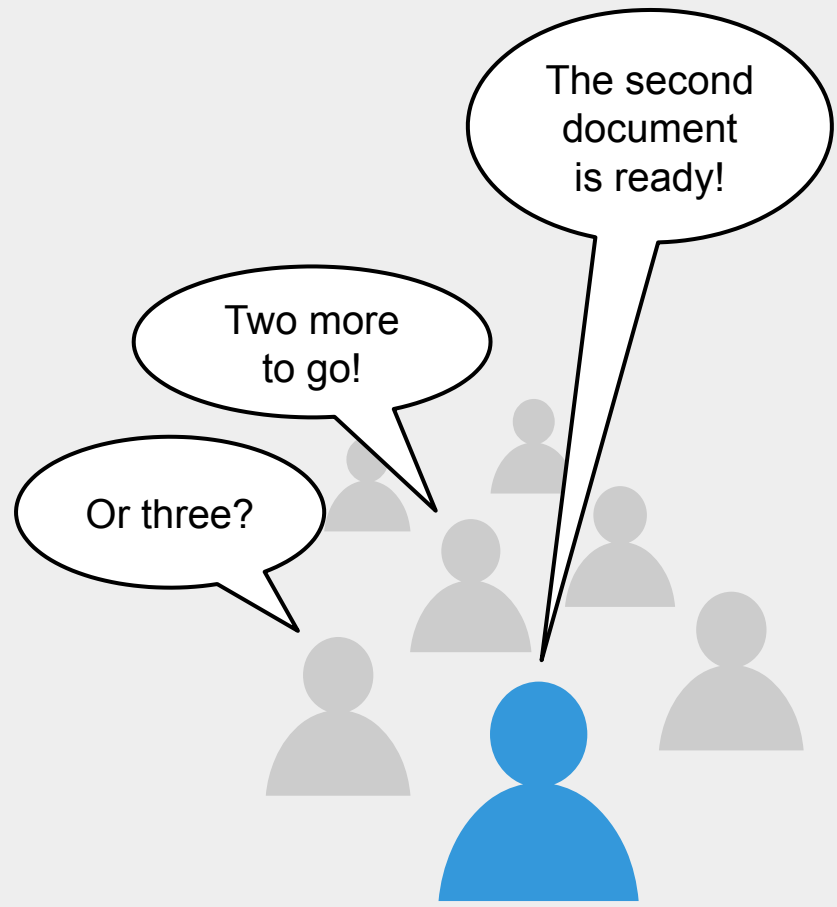


Deliverables Map



3

4



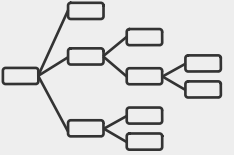
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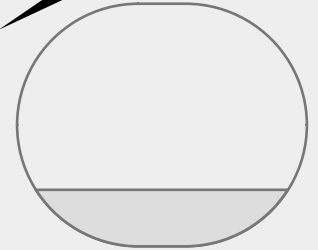
Project Description

Usually a mind map

2

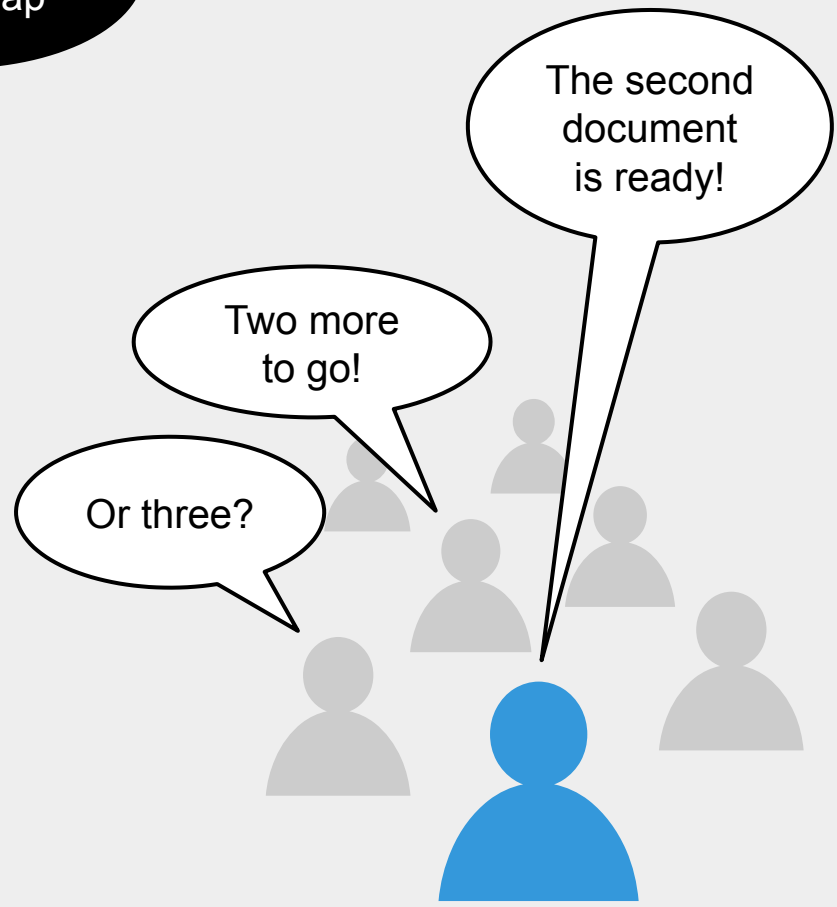


Deliverables Map



3

4

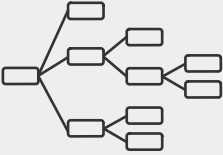


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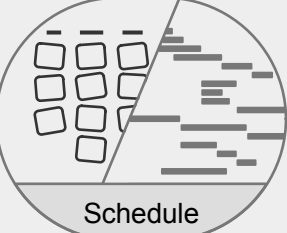


Project Description

2

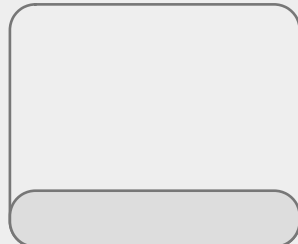


Deliverables Map

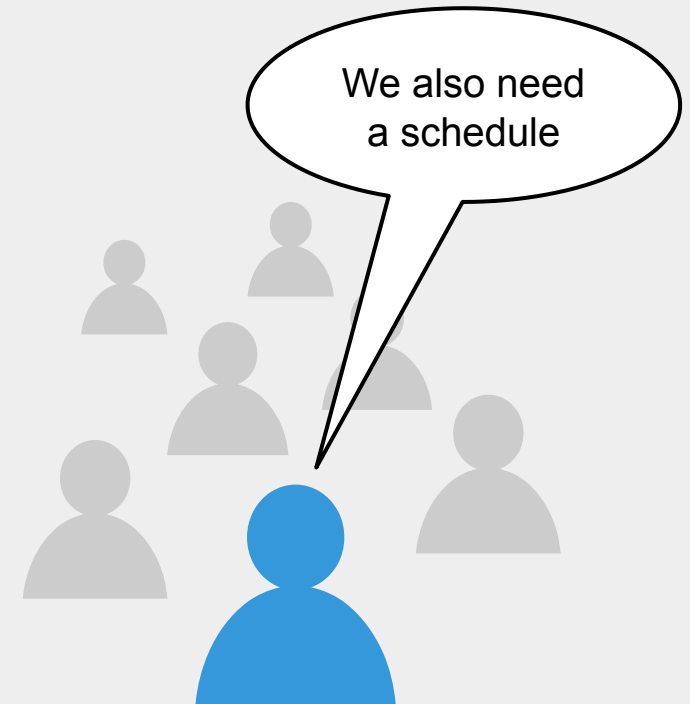
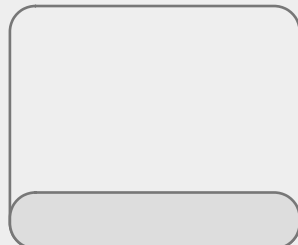


Schedule

3



4

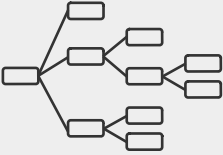


1




Project Description

2



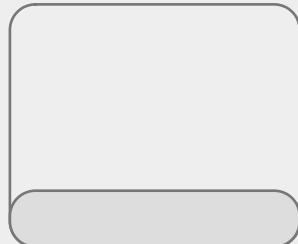
Deliverables Map



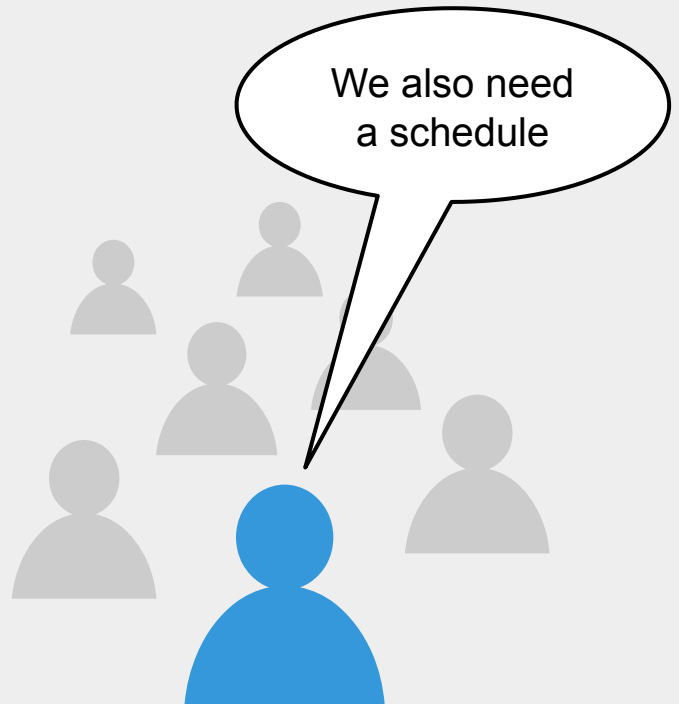
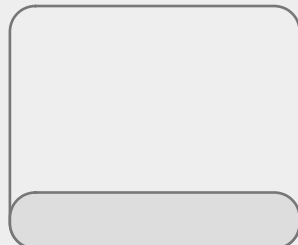
Schedule

Order of working on deliverables

3



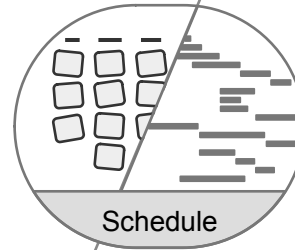
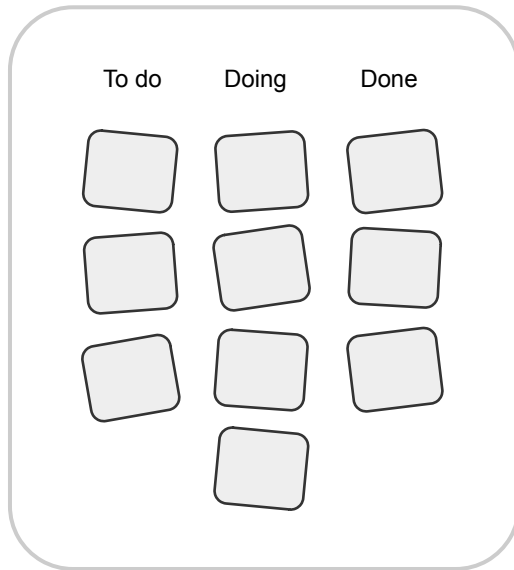
4



We also need a schedule

Priority-based

Deliverables do not have many dependencies and their order can be freely set based on various priorities; e.g., IT development projects.



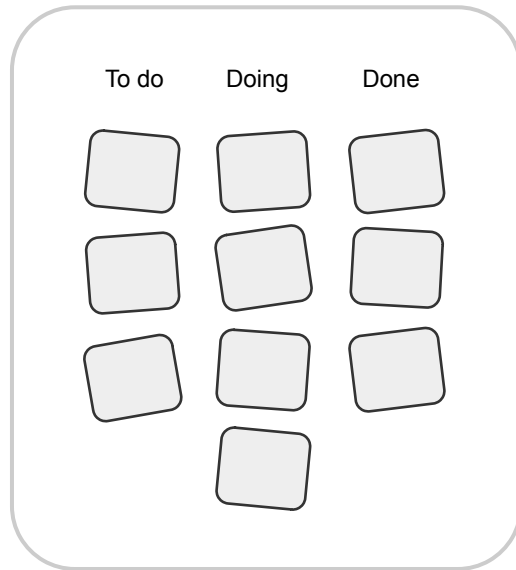
Dependency-Based

The order of working on deliverables is mainly driven by dependencies among them; e.g., construction projects.

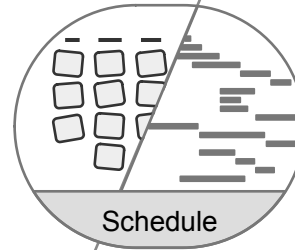


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Usually visualized on a **[kanban] board**,
And ordered using multiple [subjective] criteria.



Dependency-Based

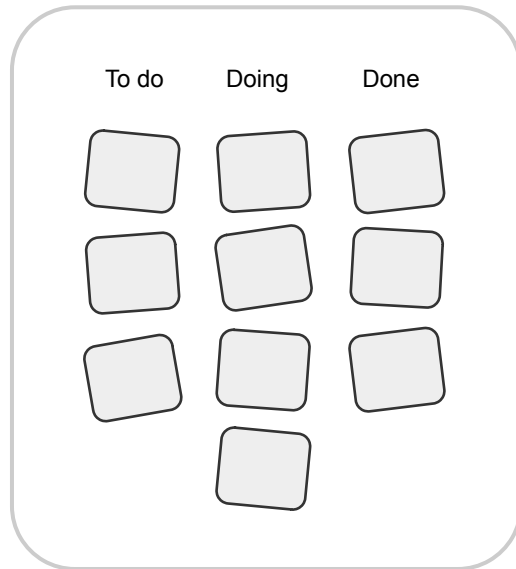
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Usually visualized with a **Gantt Chart**
and usually ordered using the **Critical Path Method**

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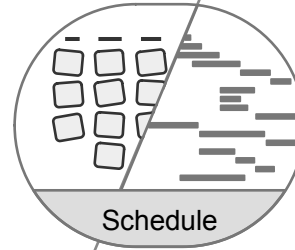
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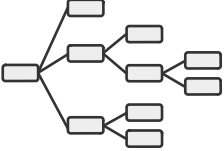


Check archives
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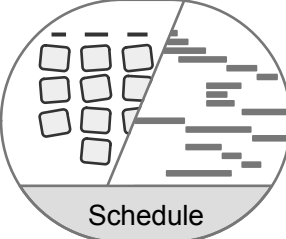
Standard
P3.express documents



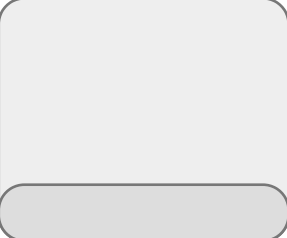
Project Description

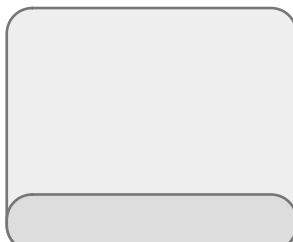
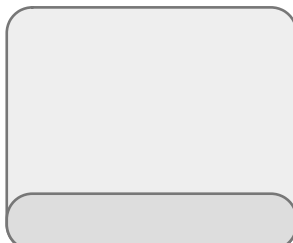
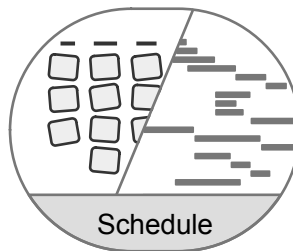
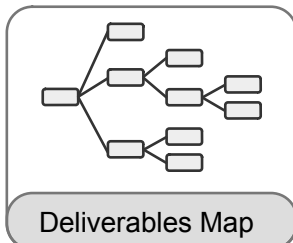


Deliverables Map



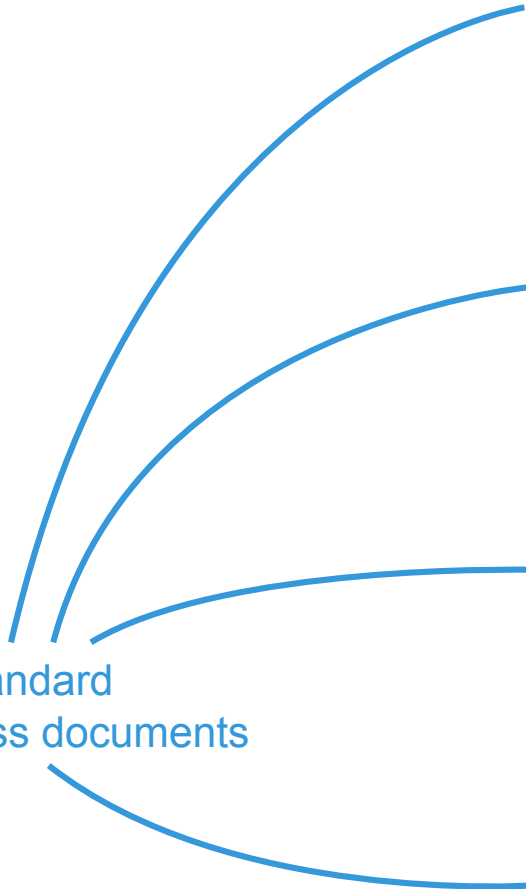
Schedule

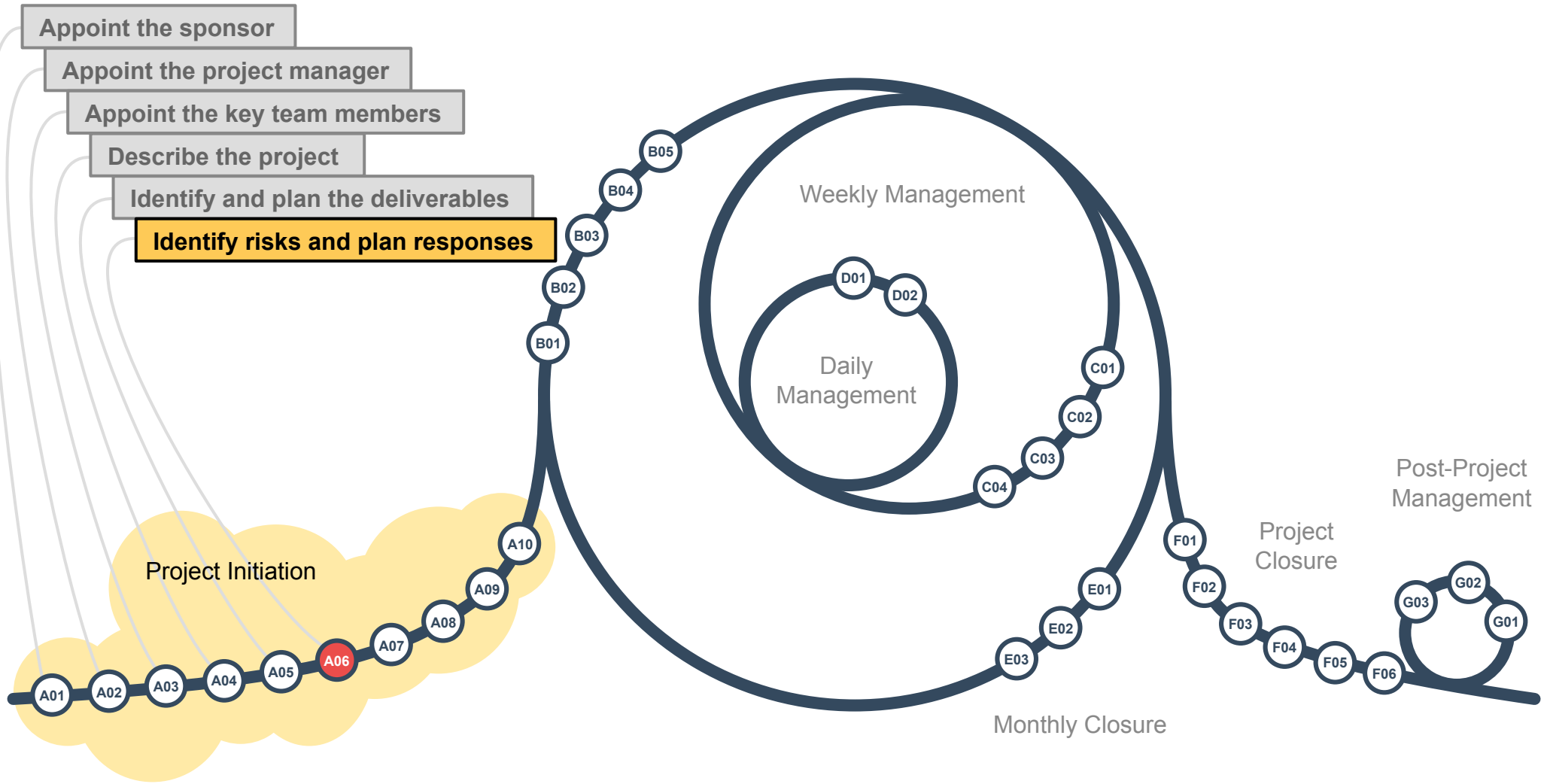





Standard
P3.express documents

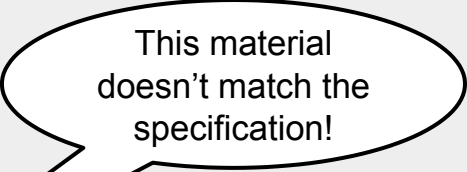
Non-standard, but necessary
P3.express document







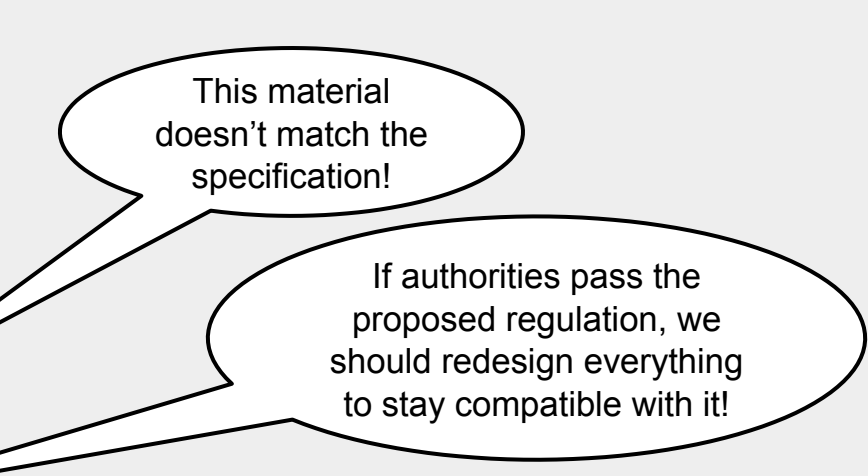
This material
doesn't match the
specification!



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specification!

Issue

A current condition that may impact the project



This material
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If authorities pass the
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Lesson Learned

What we've learned from the past that can be used in the future

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Lesson Learned

What we've learned from the past that can be used in the future

Need follow-up



Issue

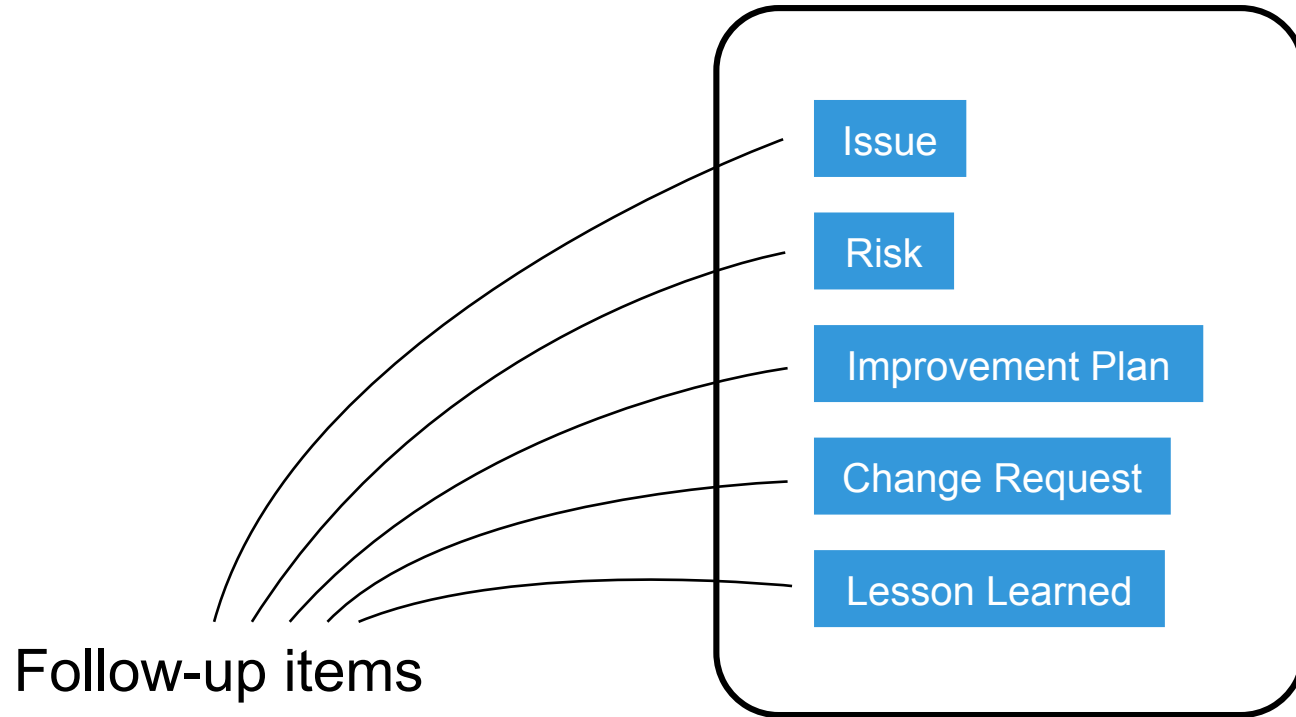
Risk

Improvement Plan

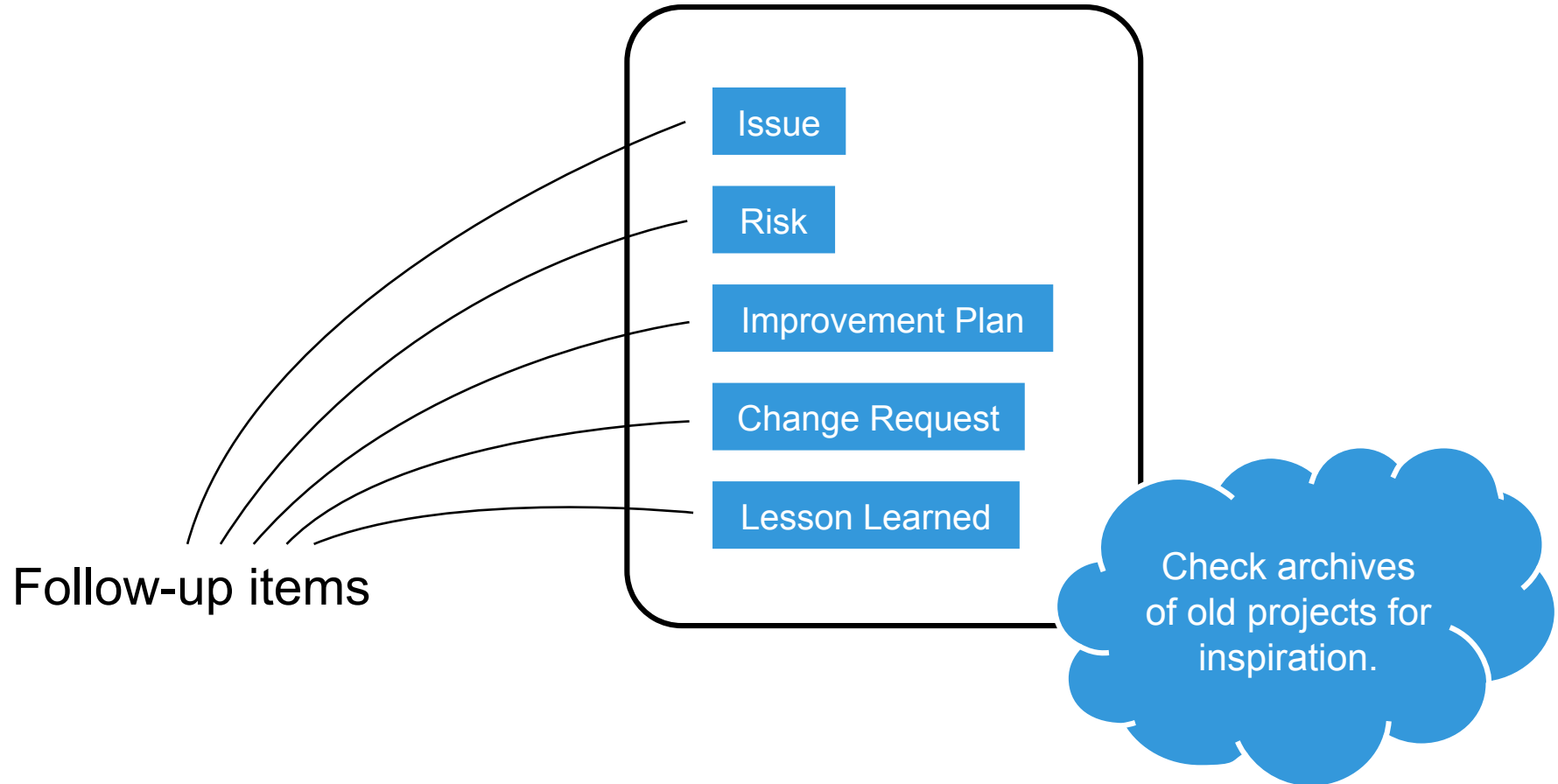
Change Request

Lesson Learned

Follow-Up Register



Follow-Up Register

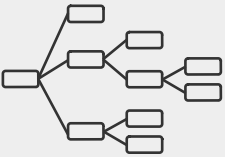


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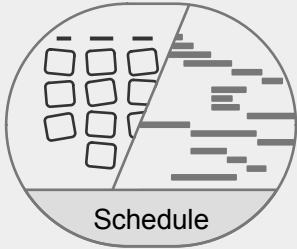


Project Description

2

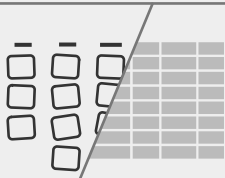


Deliverables Map



Schedule

3



Follow-Up Register

4

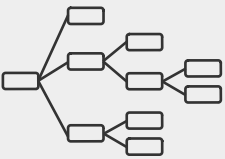


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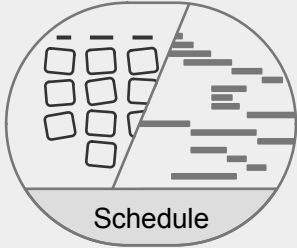


Project Description

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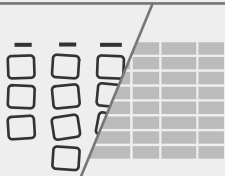


Deliverables Map



Schedule

3



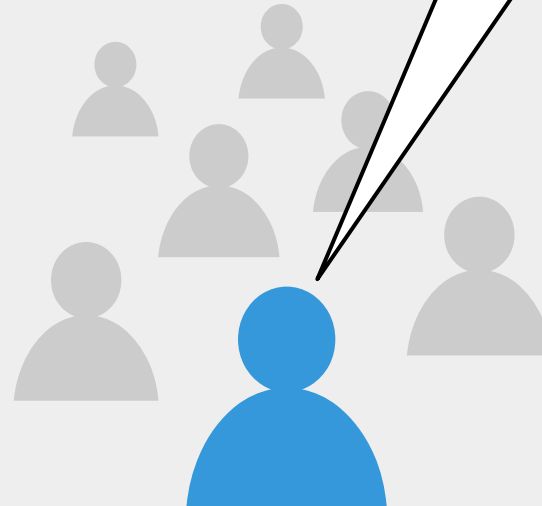
Follow-Up Register

Usually a
spreadsheet
or a board

4

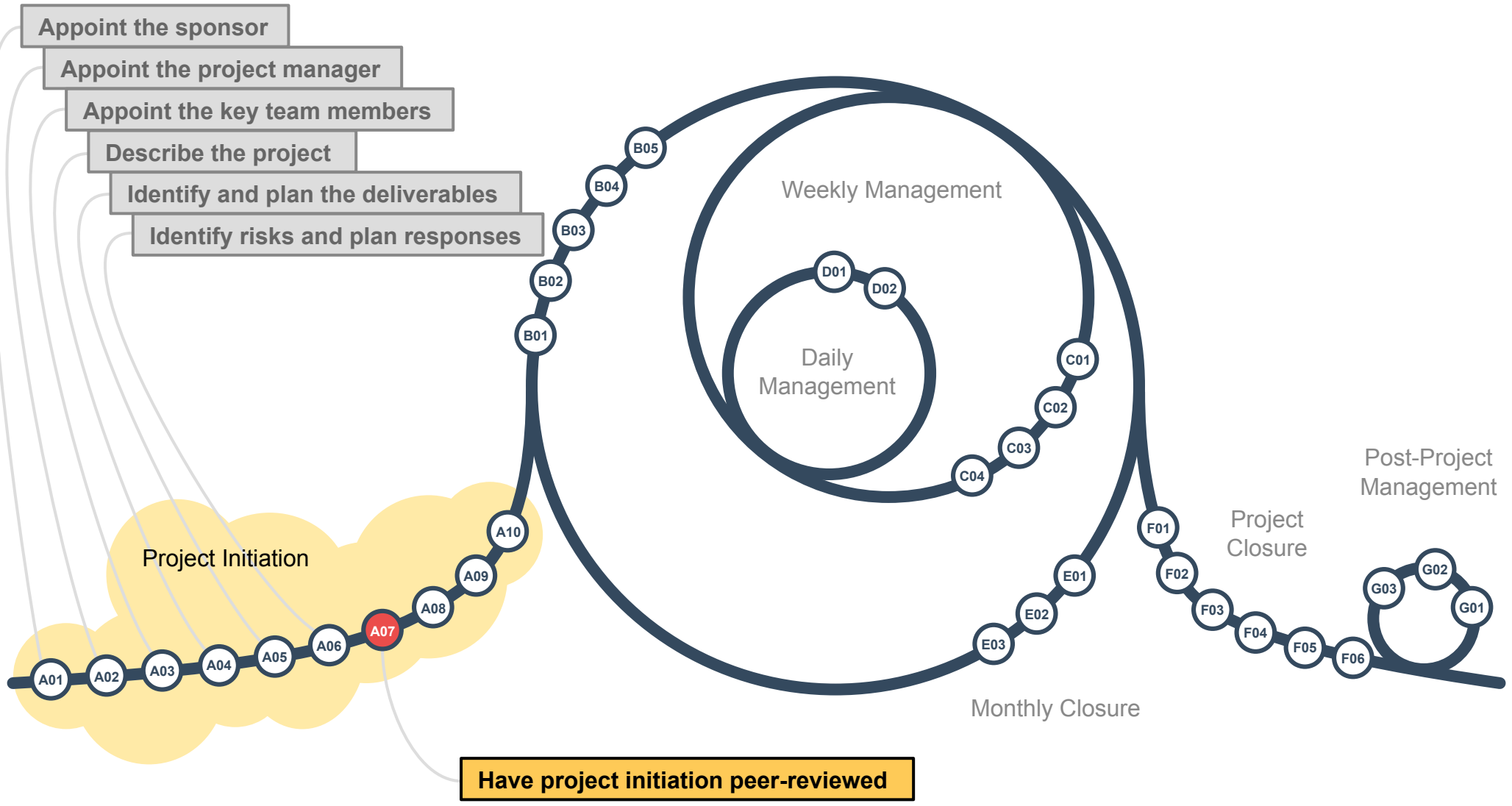


And here's the
third standard
document...



Identify one risk with one or more responses for a project that aims to make a city center bicycle-friendly.

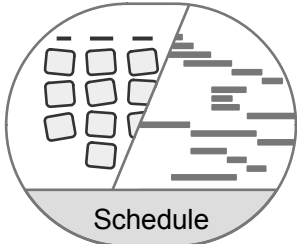
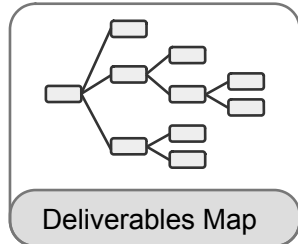




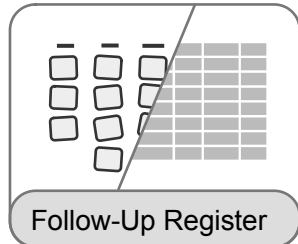
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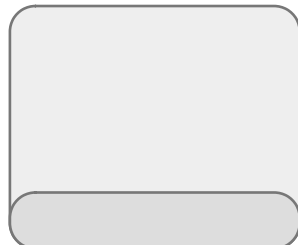
2



3



4



Peer Reviewer

A person with project management expertise,
external to the project

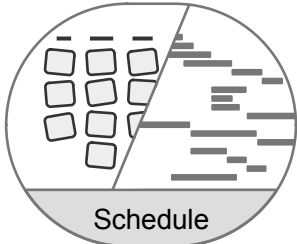
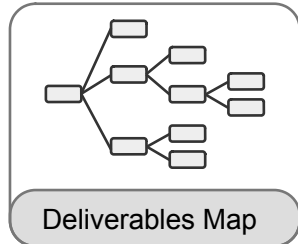


Project Manager

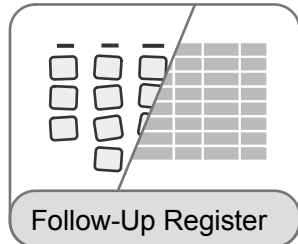
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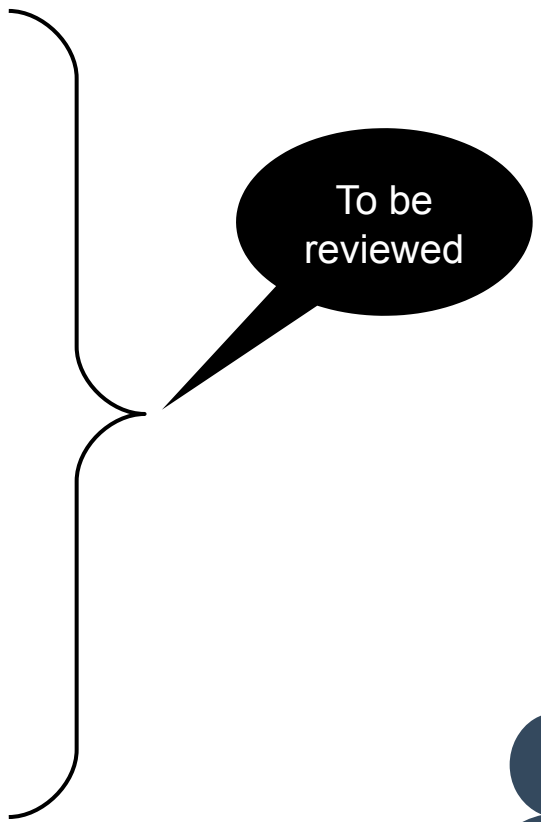
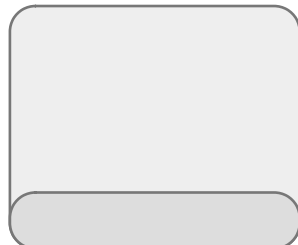
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3



4



To be reviewed



Peer Reviewer

A person with project management expertise, external to the project



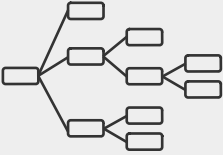
Project Manager

1




Project Description

2

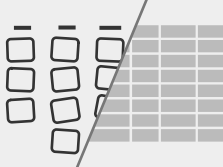


Deliverables Map



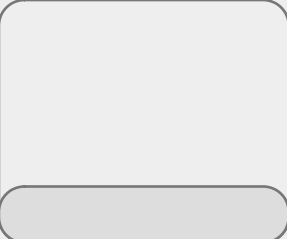
Schedule

3



Follow-Up Register

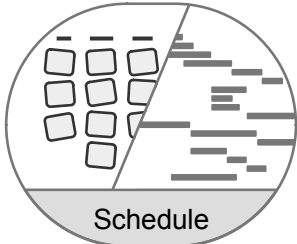
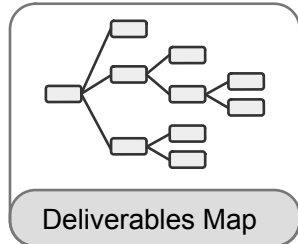
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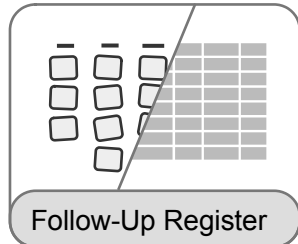
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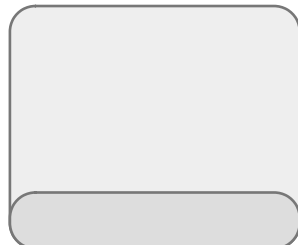
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3



4



Peer Reviewer

A person with project management expertise,
external to the project



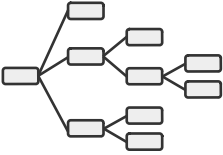
Project Manager

1

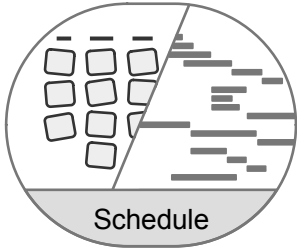


Project Description

2



Deliverables Map

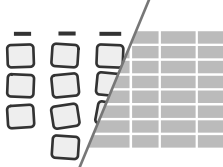


Schedule



Finding and fixing problems as soon as possible

3



Follow-Up Register

4



Peer Reviewer

A person with project management expertise, external to the project



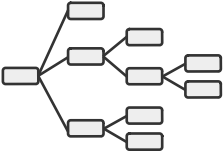
Project Manager

1

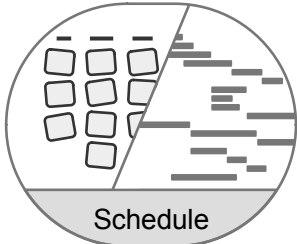


Project Description

2

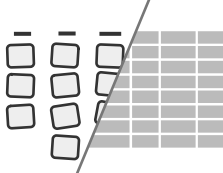


Deliverables Map



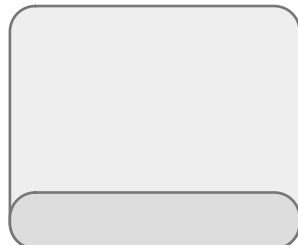
Schedule

3



Follow-Up Register

4



Finding and fixing problems as soon as possible

Close proximity sometimes prevents us from seeing our obvious problems.



Peer Reviewer

A person with project management expertise, external to the project



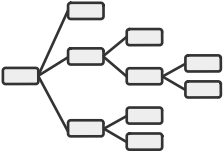
Project Manager

1

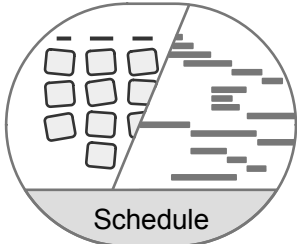


Project Description

2

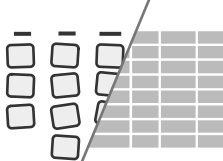


Deliverables Map



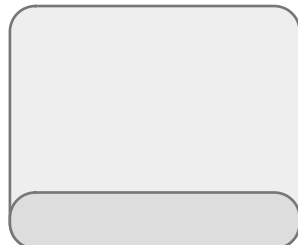
Schedule

3



Follow-Up Register

4



Finding and fixing problems as soon as possible



Learning from each other

Close proximity sometimes prevents us from seeing our obvious problems.



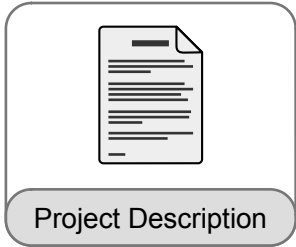
Peer Reviewer

A person with project management expertise, external to the project

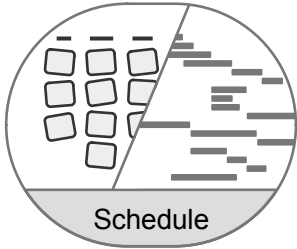
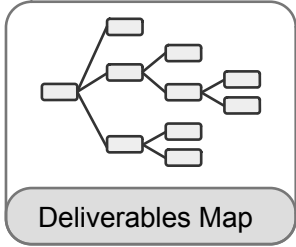


Project Manager

1



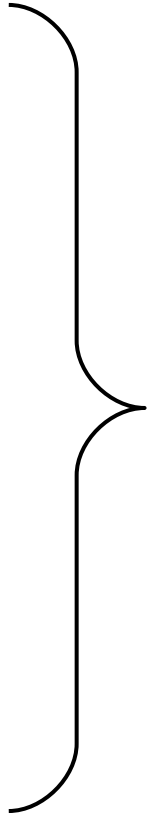
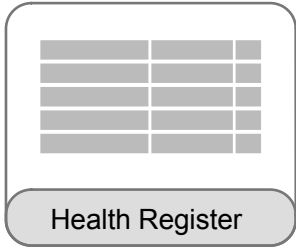
2



3



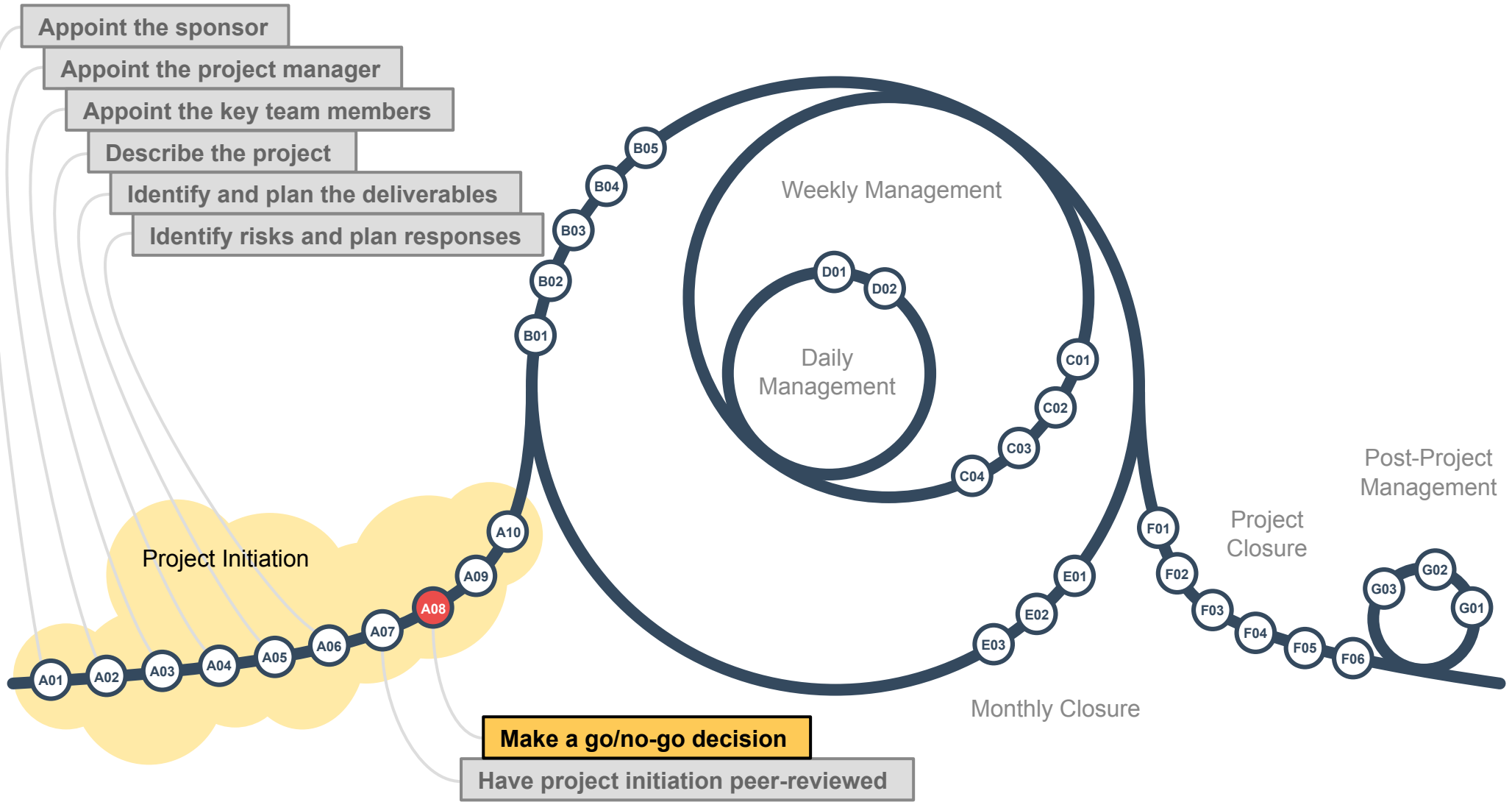
4



Result of the peer review

What would you do if there's no one else with project management experience in your organization to be your peer reviewer?



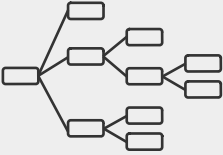


1

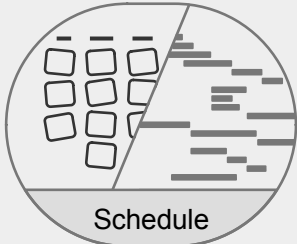


Project Description

2

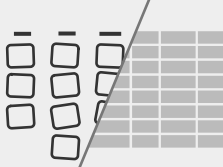


Deliverables Map



Schedule

3



Follow-Up Register

4



Health Register

So, this is how the project would work. Shall we start the execution?



Project Manager



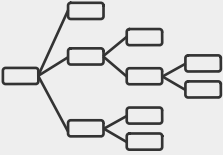
Sponsor

1

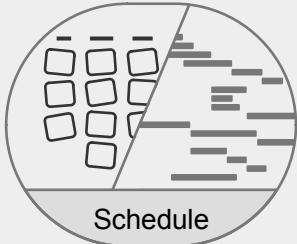


Project Description

2

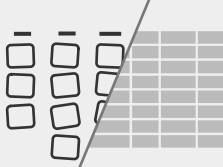


Deliverables Map



Schedule

3



Follow-Up Register

4



Health Register

So, this is how the project would work. Shall we start the execution?

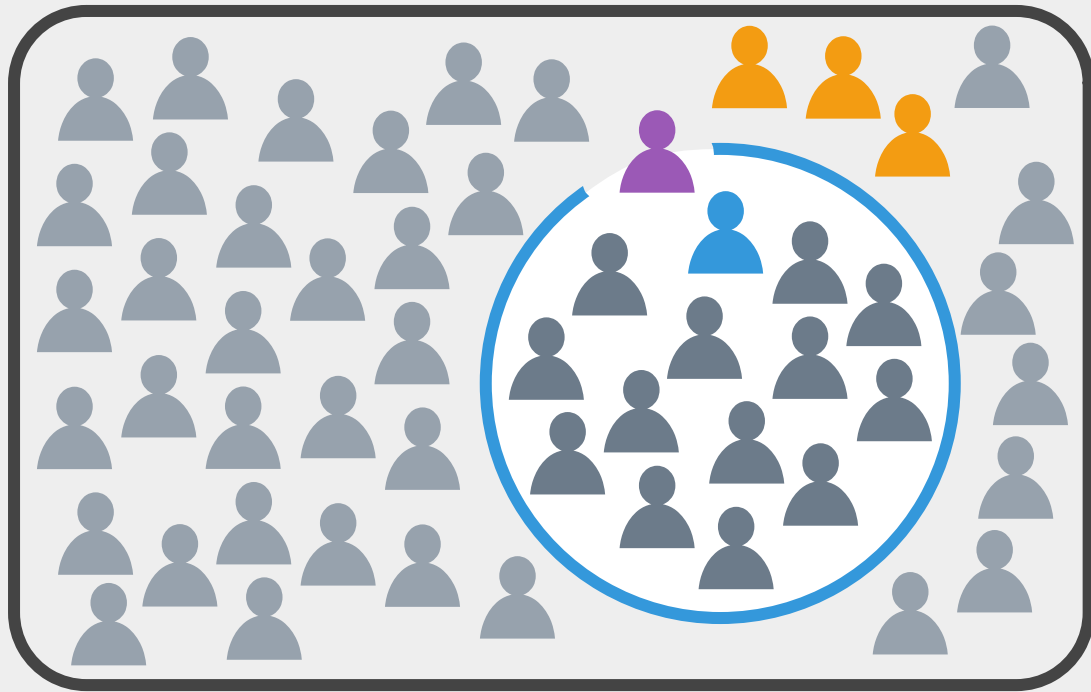


Project Manager

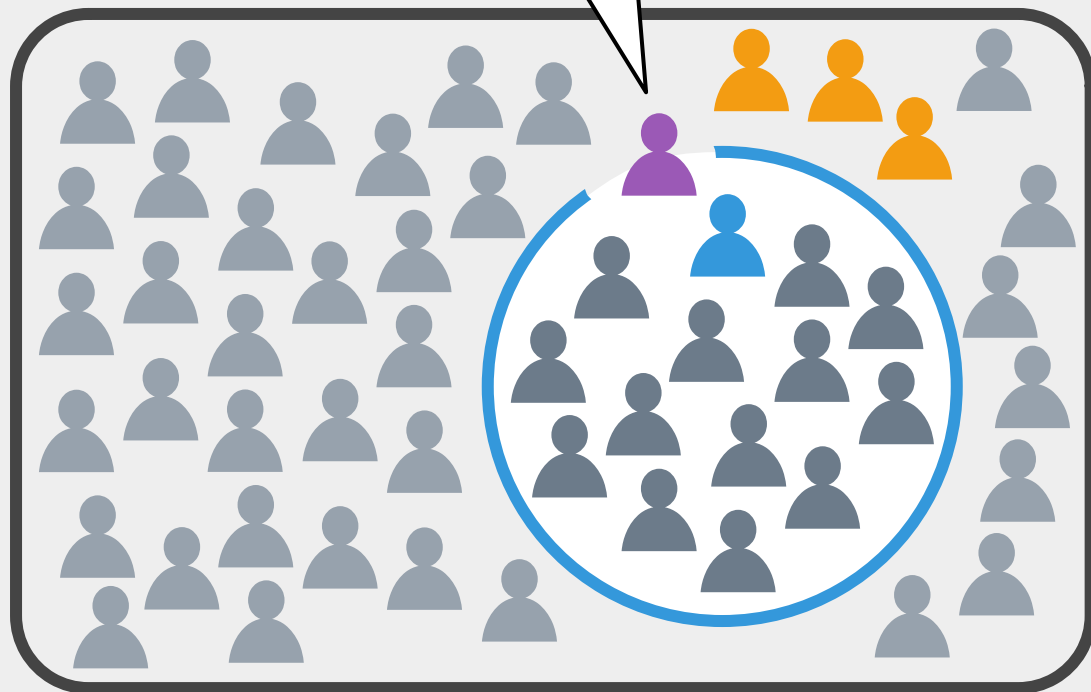
Hmm... let me check with a few people and get back to you.

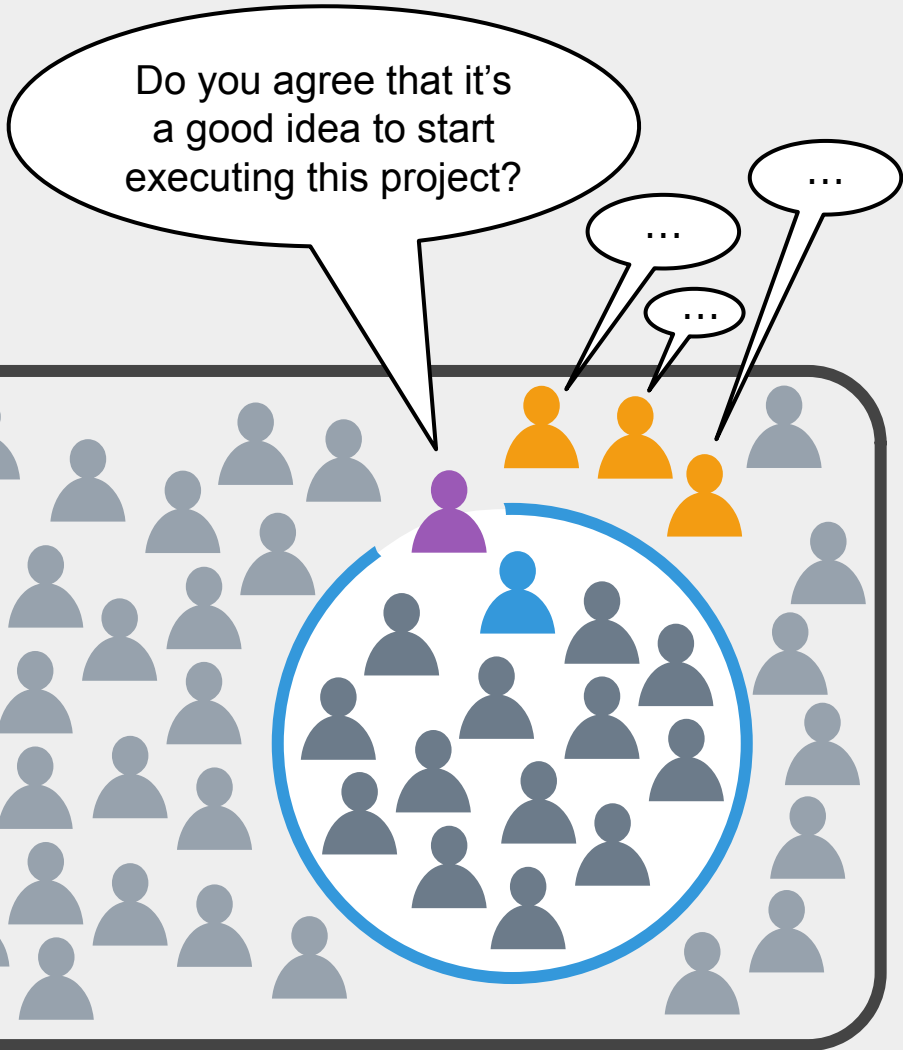


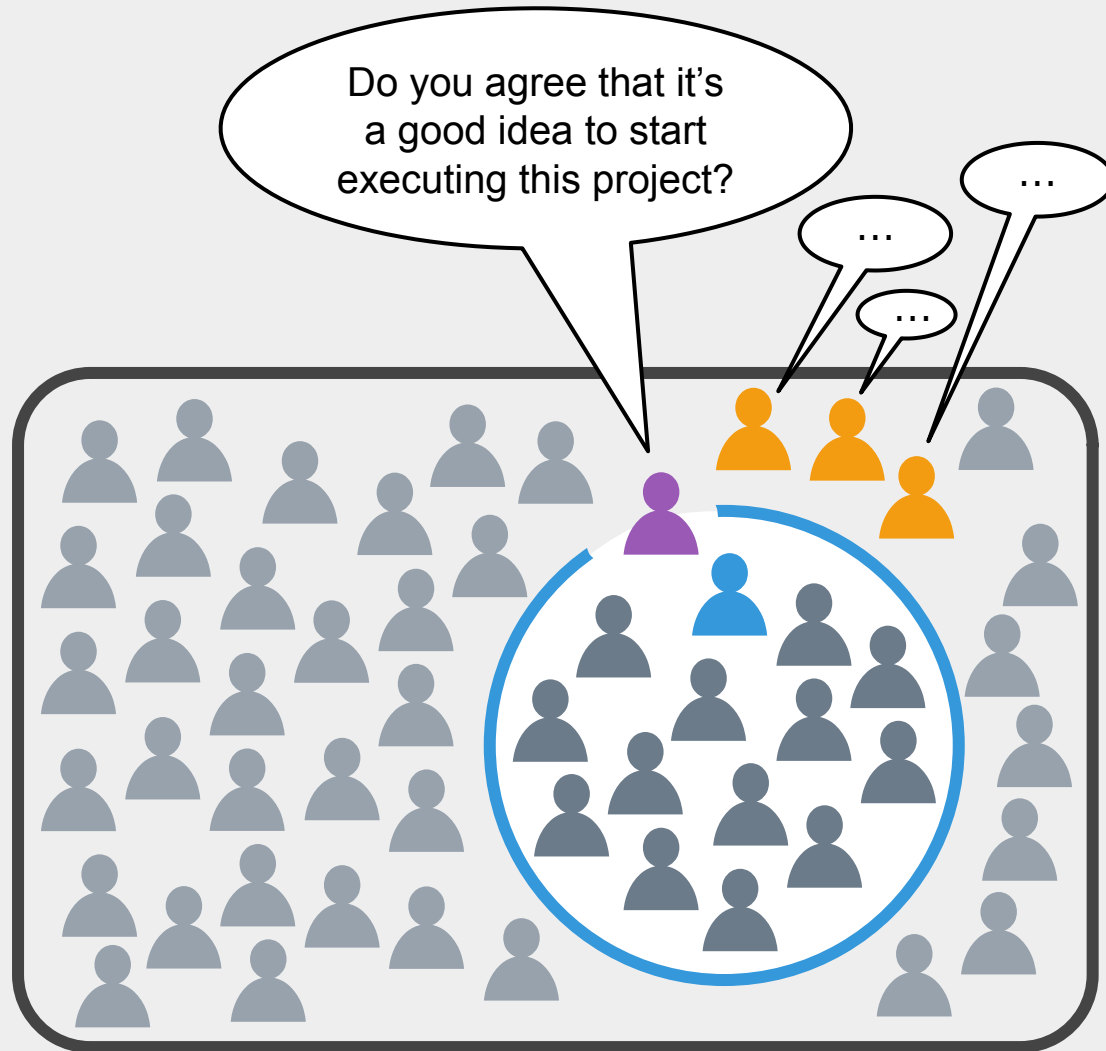
Sponsor



Do you agree that it's
a good idea to start
executing this project?



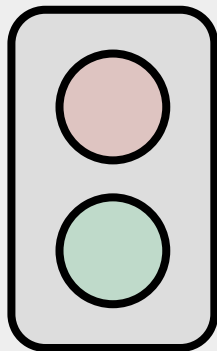




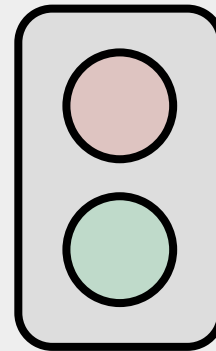
Understanding who needs to be involved in high-level decisions can be complicated.

The **Project manager** shouldn't worry about that, though. They are only in touch with the **sponsor**, and the sponsor is responsible to talk to other decision makers.

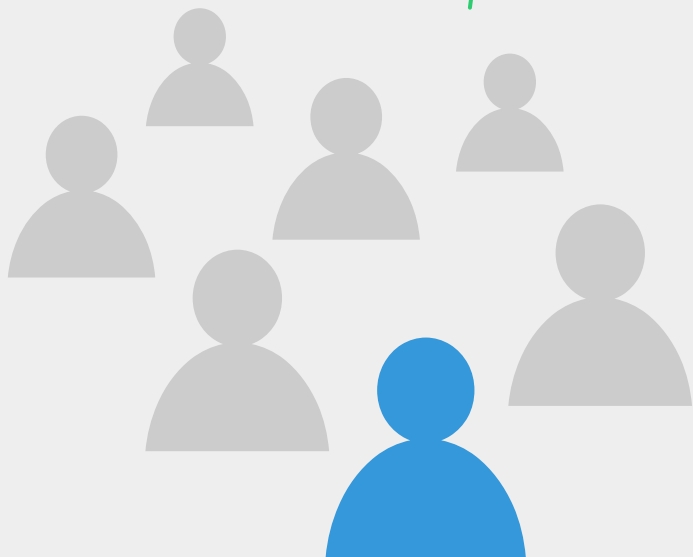
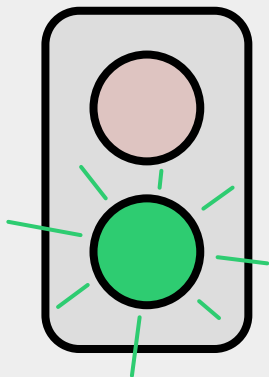
World #63



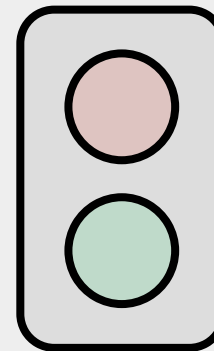
World #64



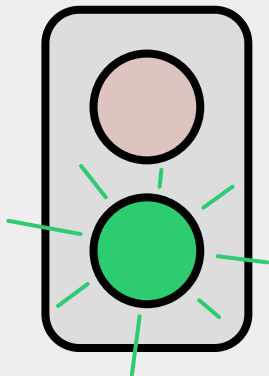
World #63



World #64



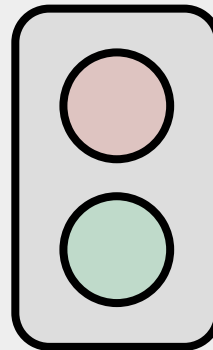
World #63



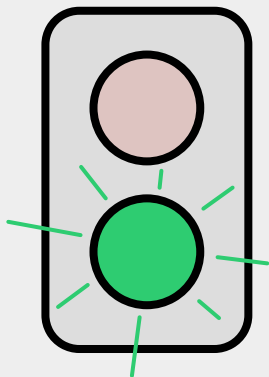
OK... let's
move on to the
next activity!



World #64



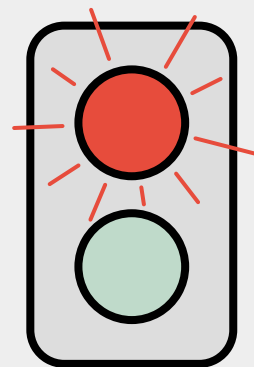
World #63



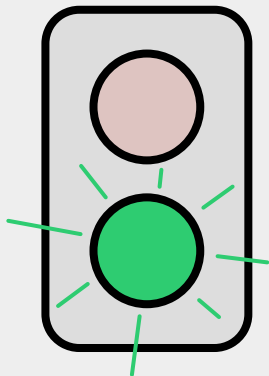
OK... let's
move on to the
next activity!



World #64

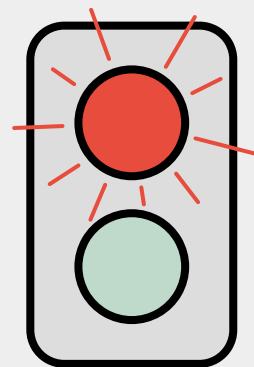


World #63



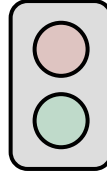
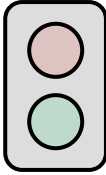
OK... let's
move on to the
next activity!

World #64

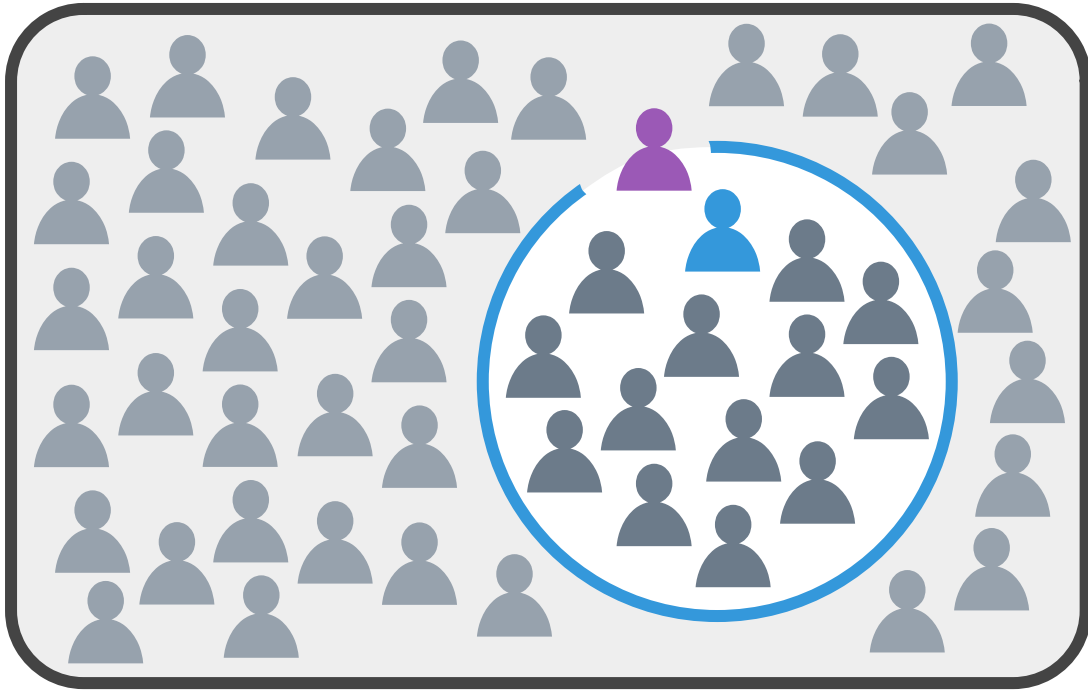
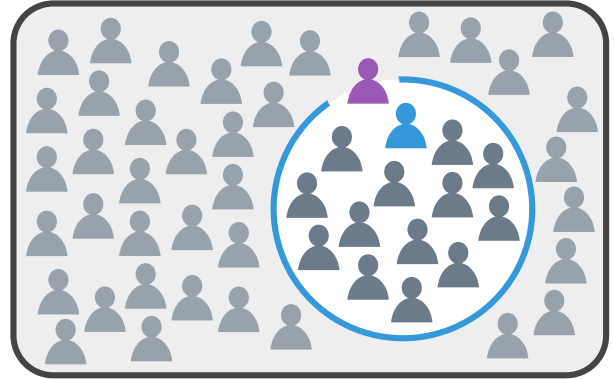


Oh... OK...
let's archive the
documents and
release the team.

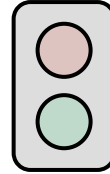
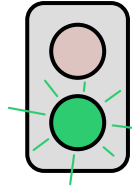
Your organization



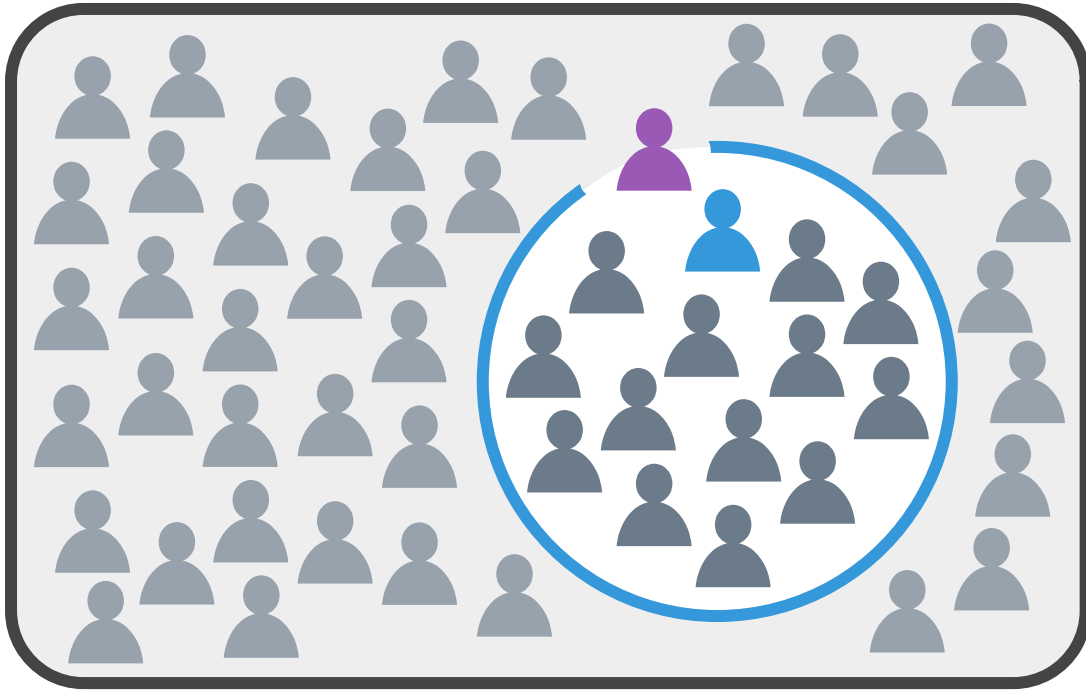
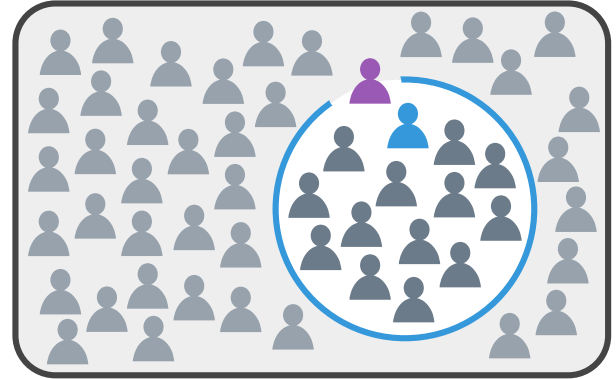
Customer (if any)



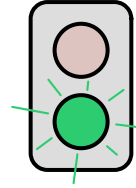
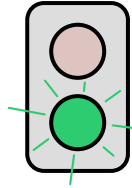
Your organization



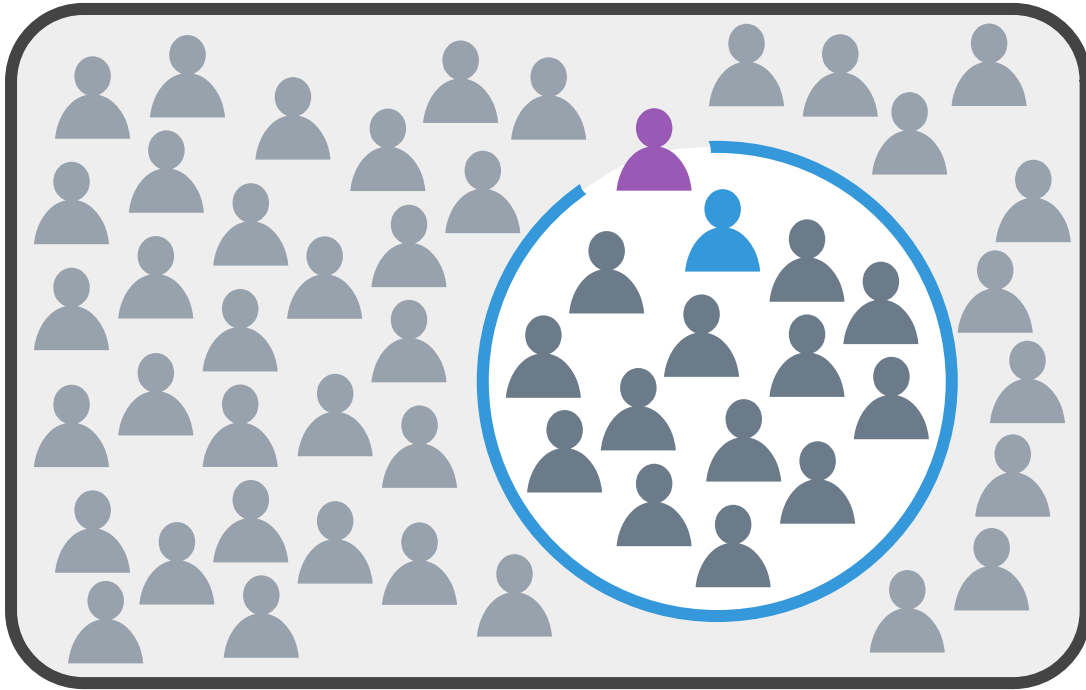
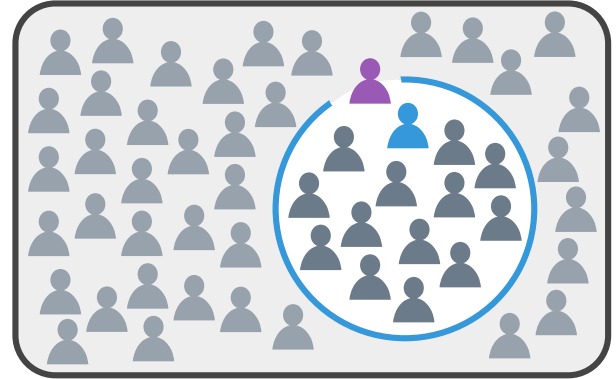
Customer (if any)

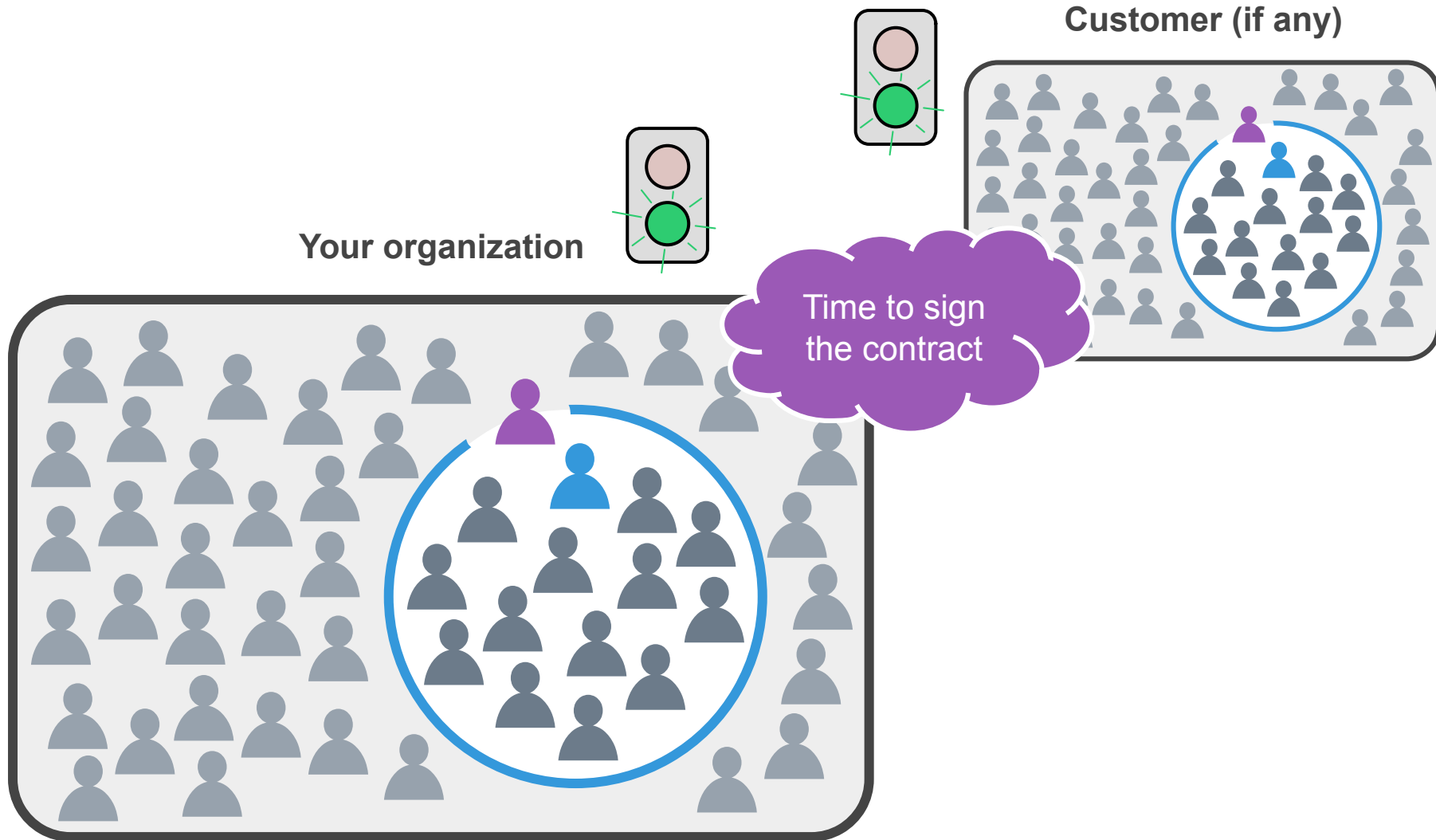


Your organization



Customer (if any)





Your organization

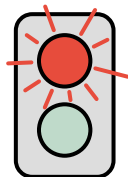
Customer (if any)

Time to sign
the contract





Project #852



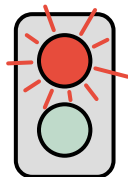
Project #853



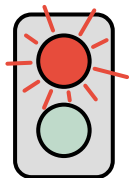
Project #854



Project #852



Project #853

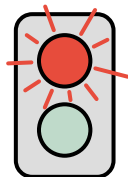


Project #854



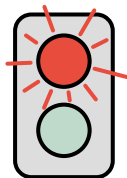
A08

Project #852



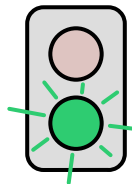
A08

Project #853



A08

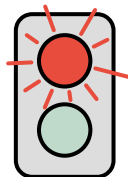
Project #854





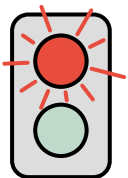
A08

Project #852



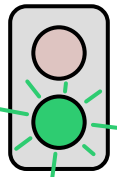
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Project #853



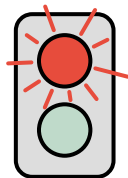
A08

Project #854

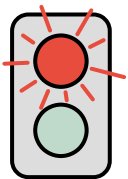




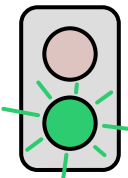
Project #852



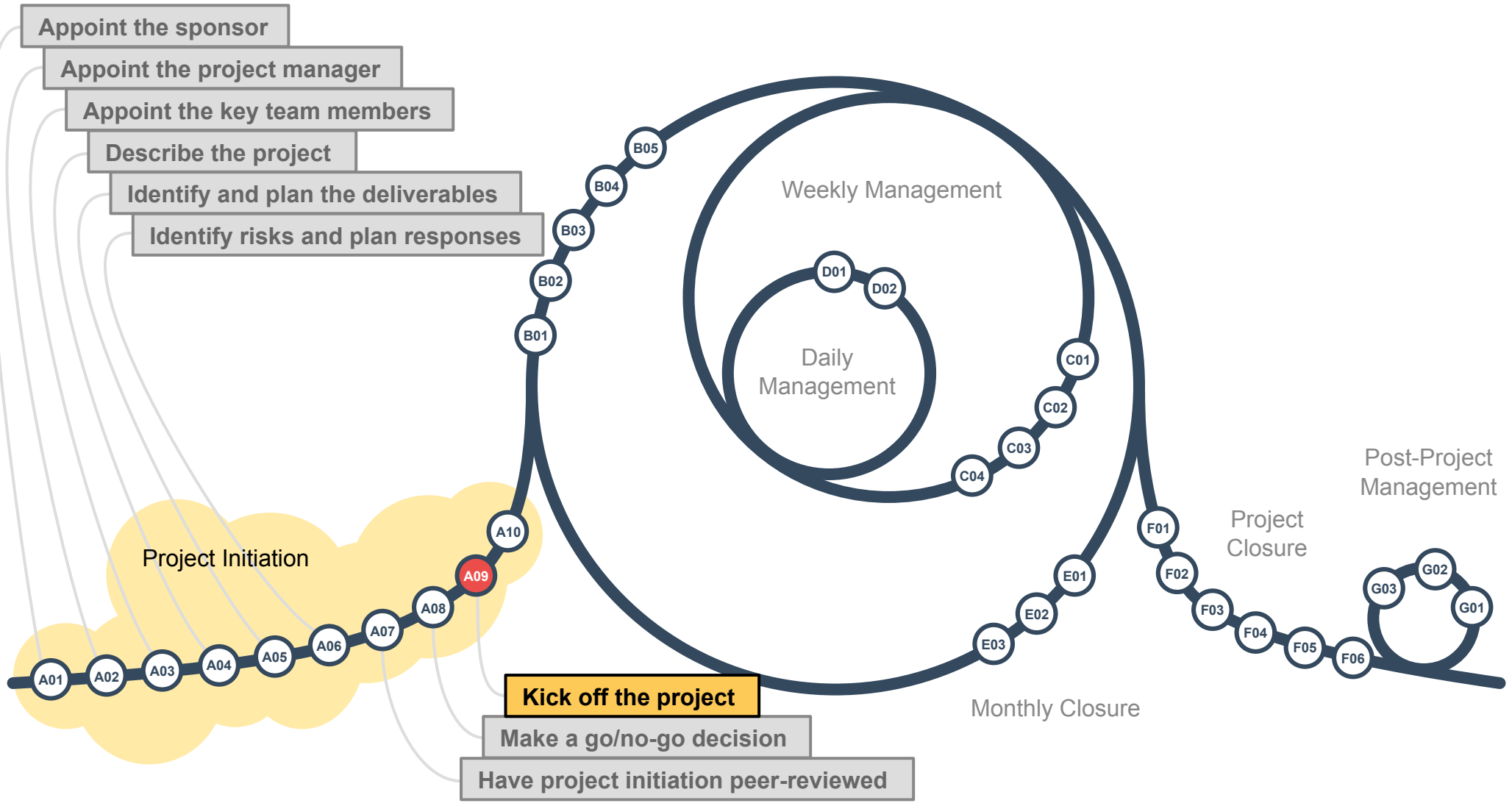
Project #853

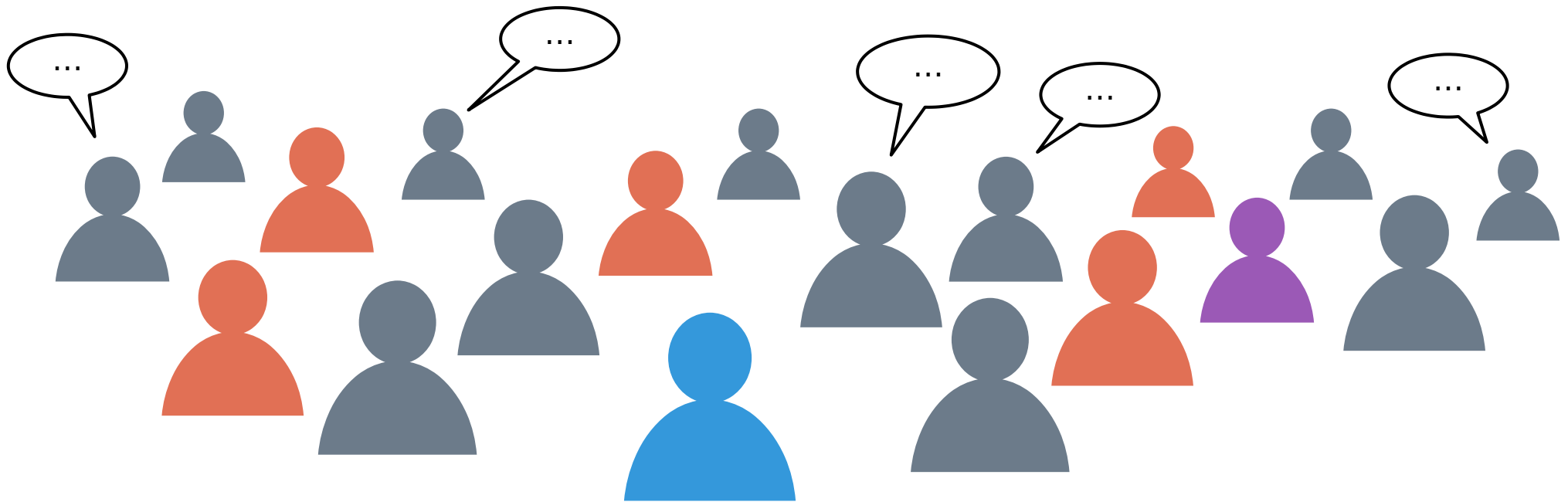


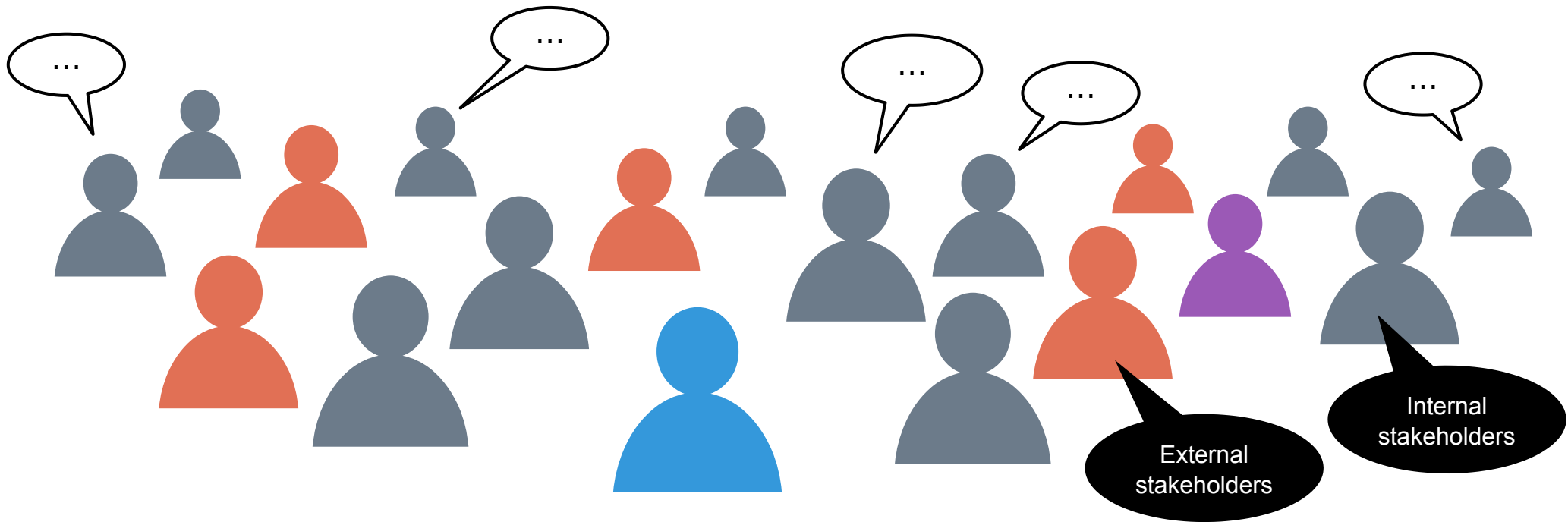
Project #854



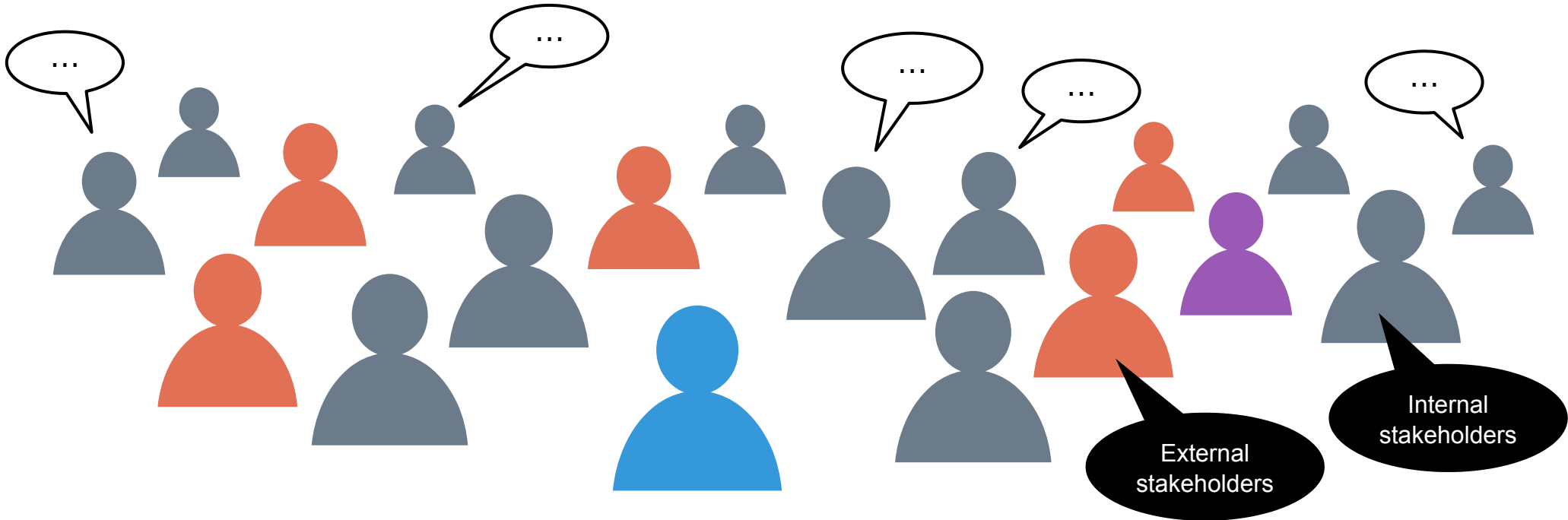
Not wasted effort,
but an investment
on finding justifiable
projects.





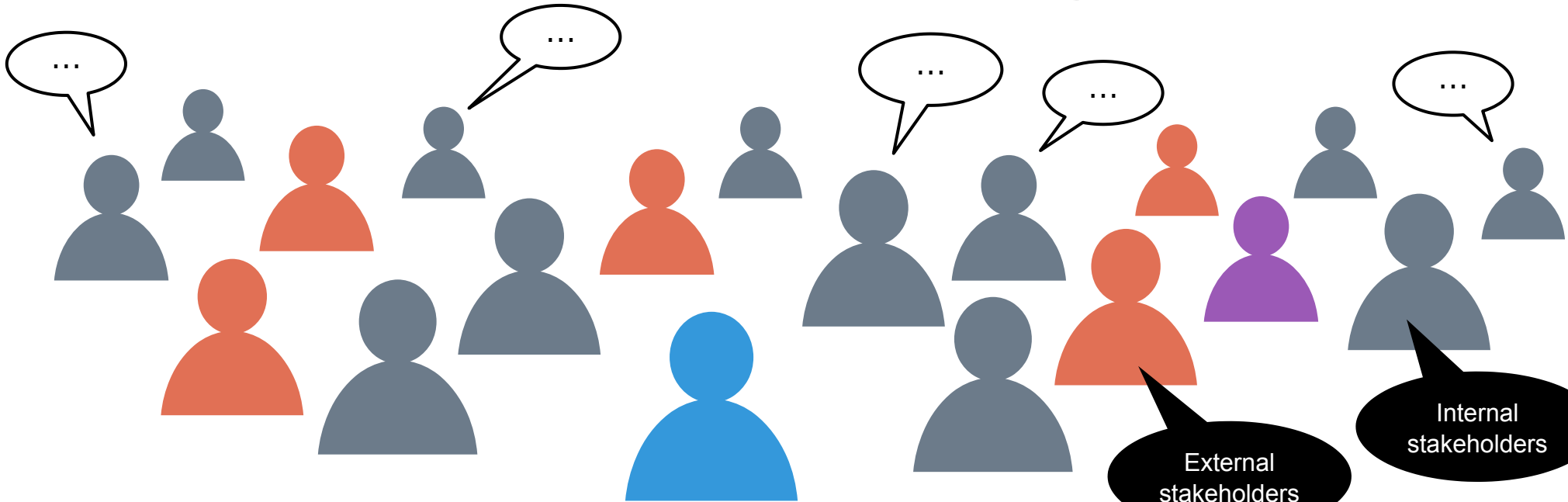


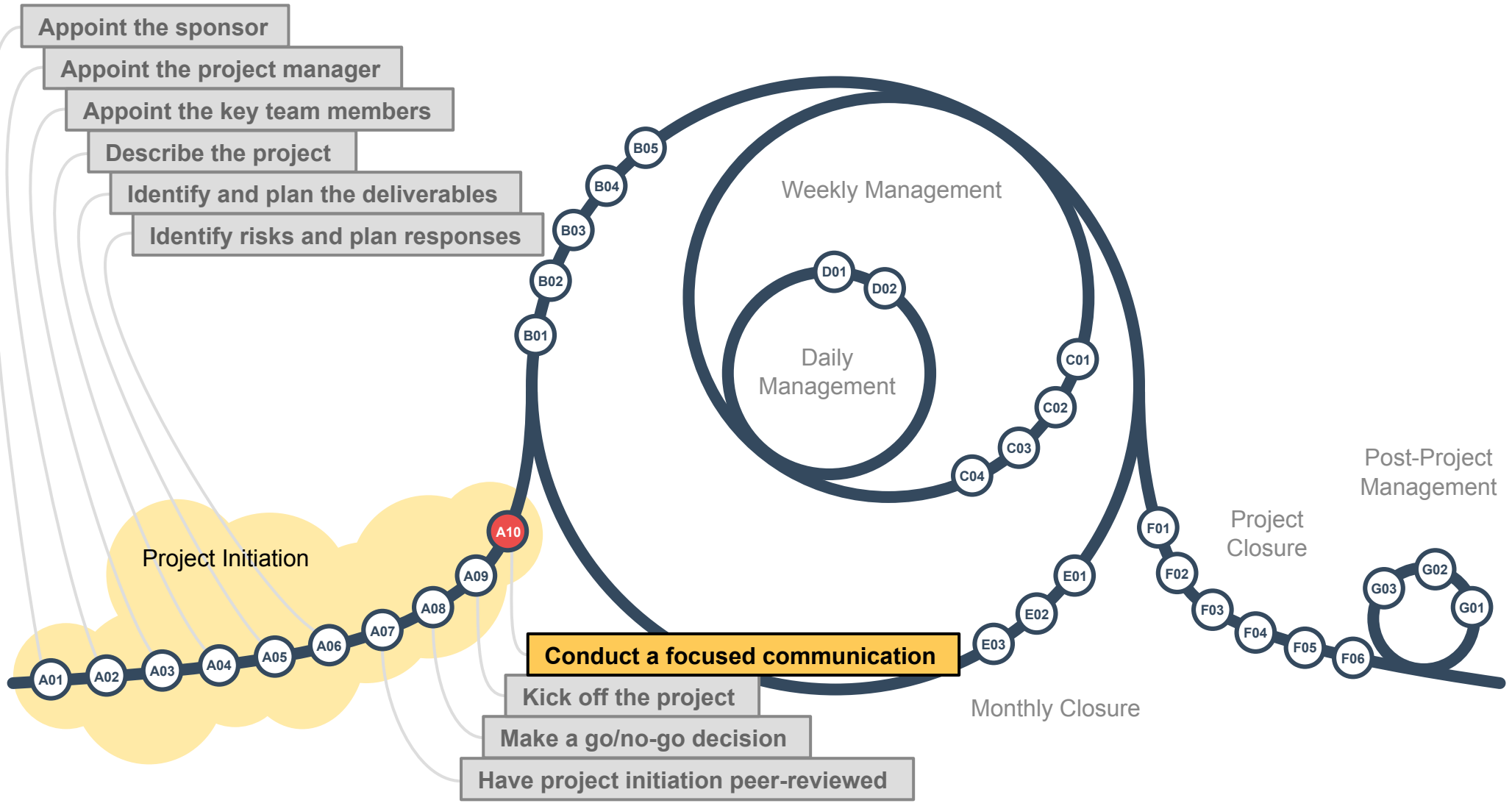
Team building

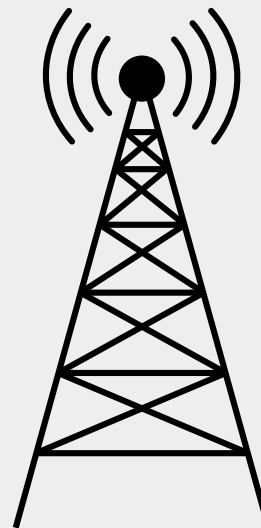
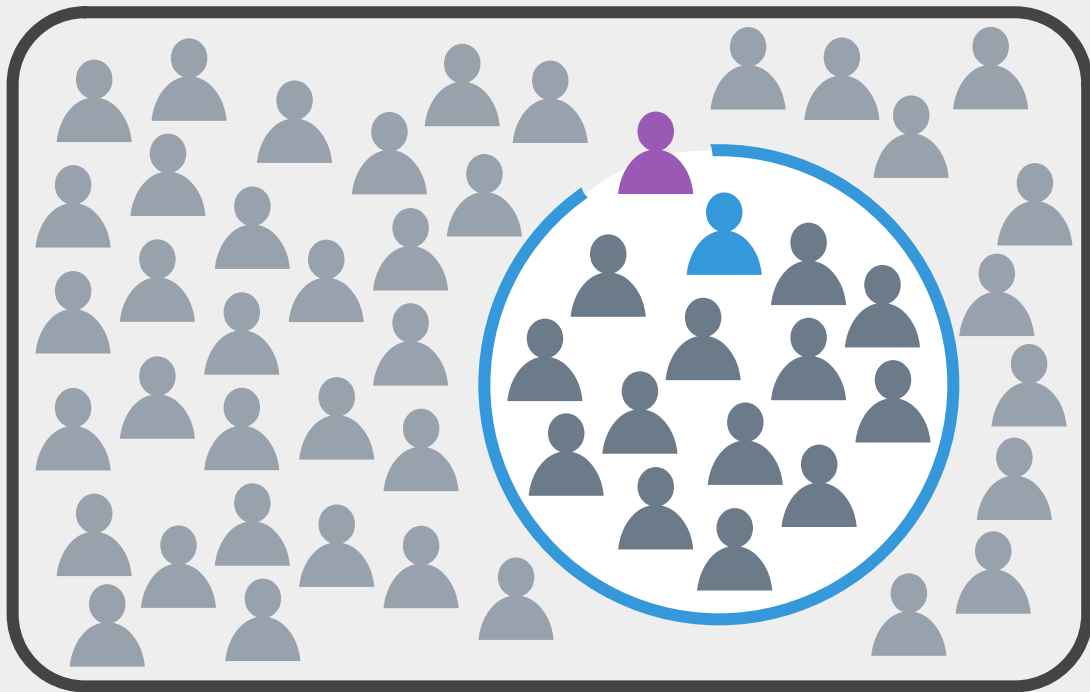


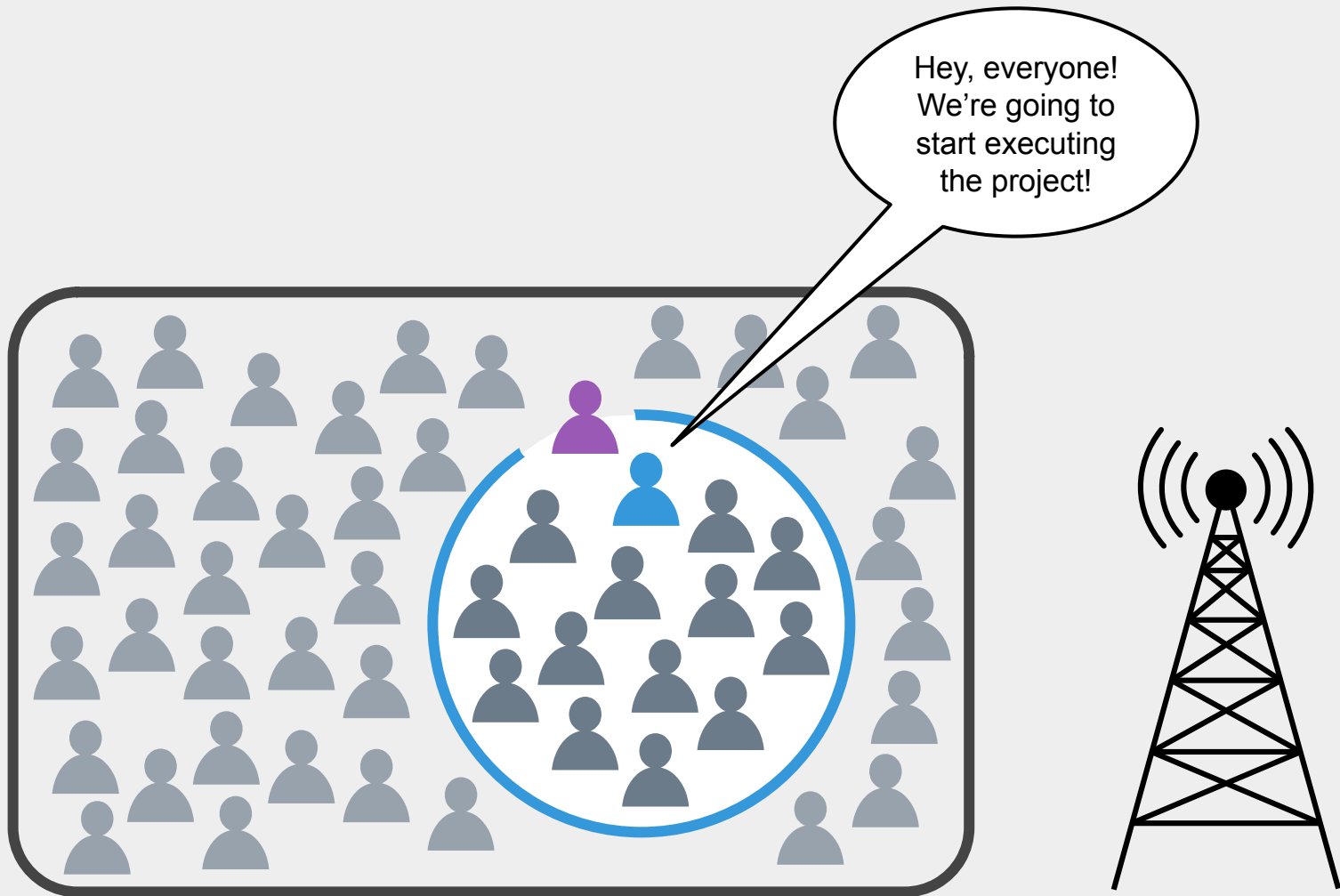
Team building

Exchanging information



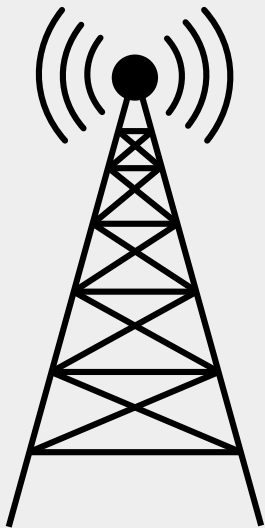
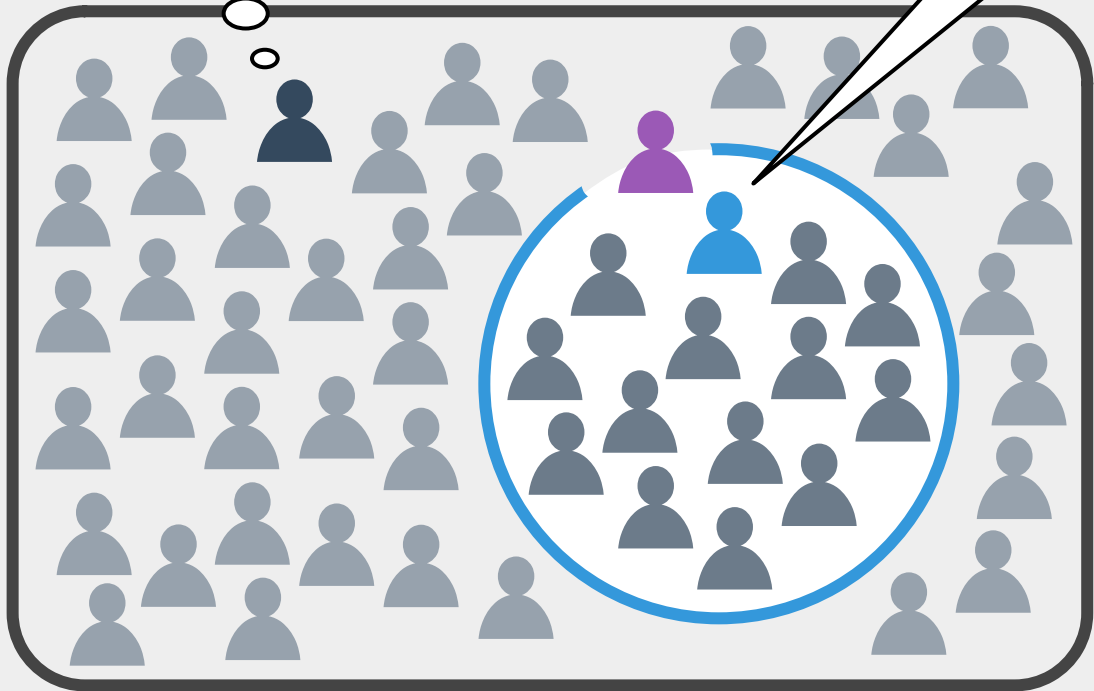






Oh, that has a conflict with my project!

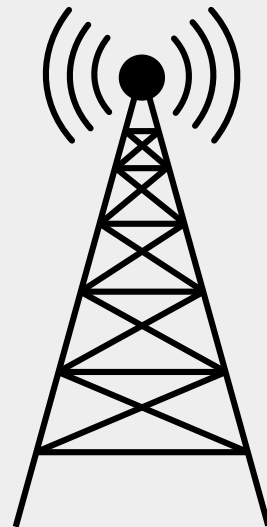
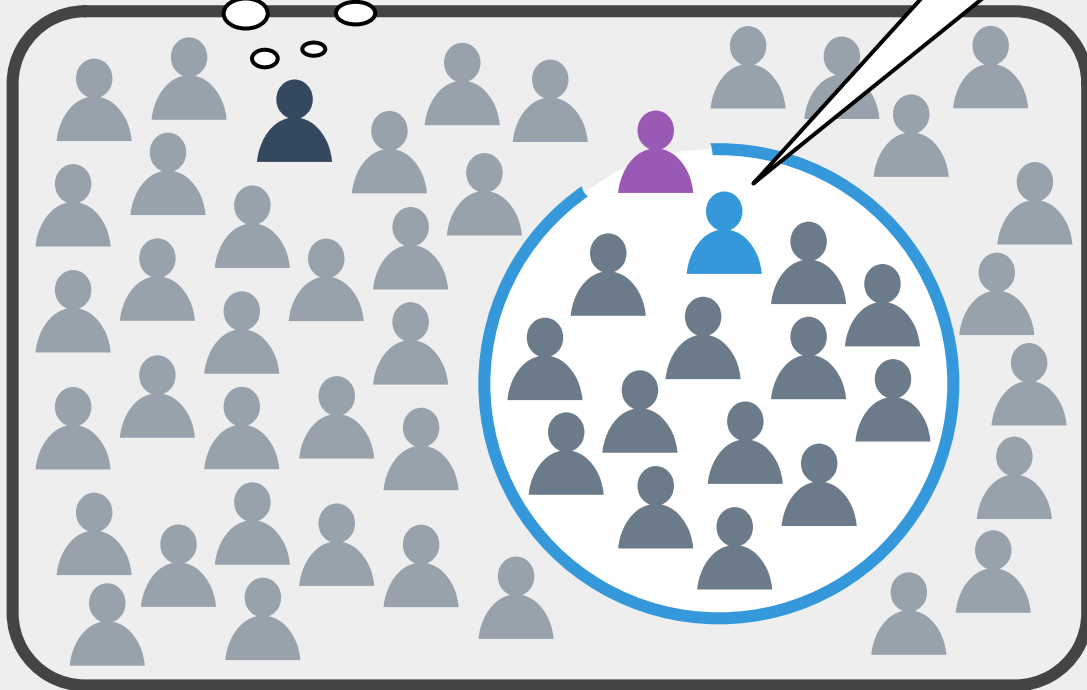
Hey, everyone!
We're going to start executing the project!

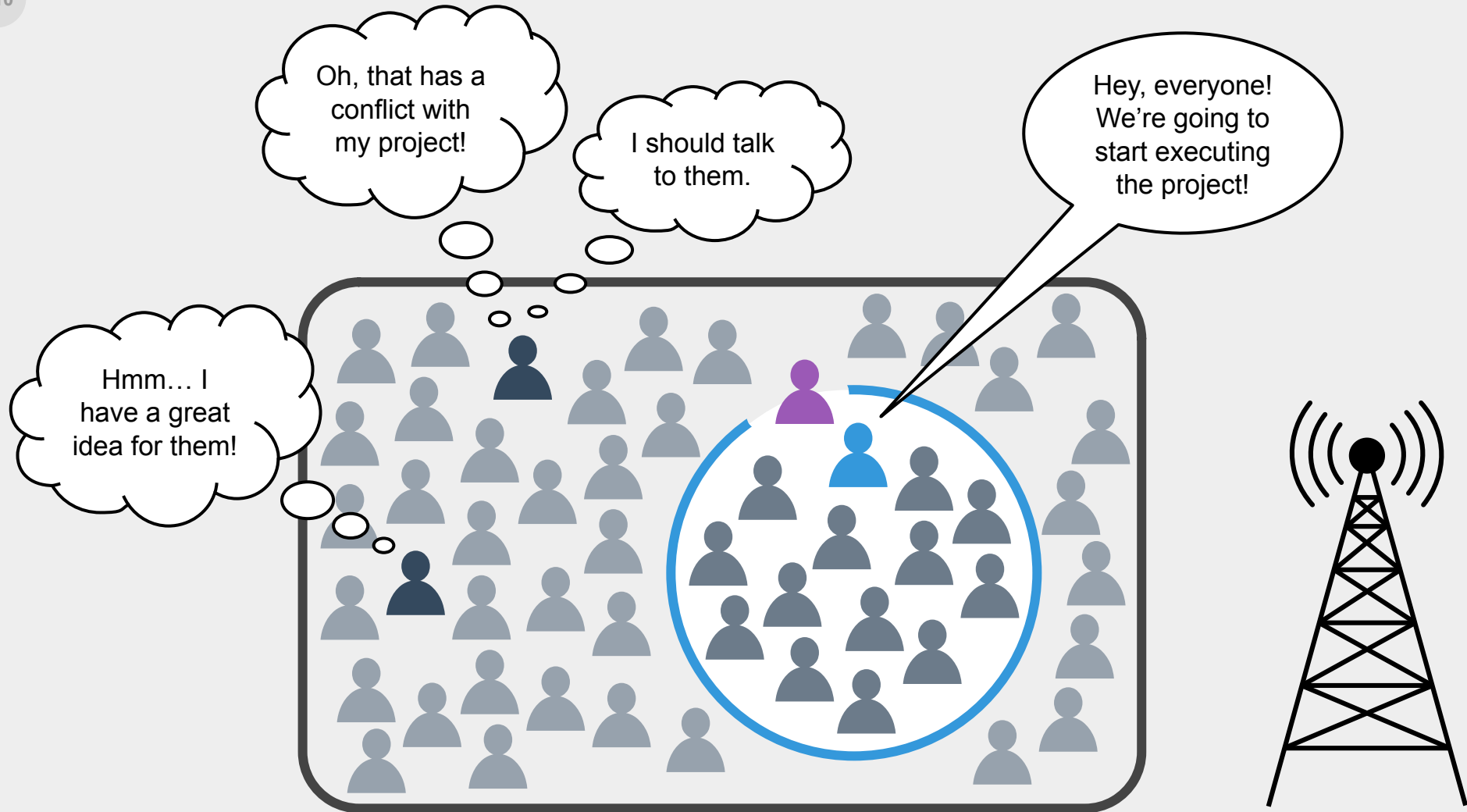


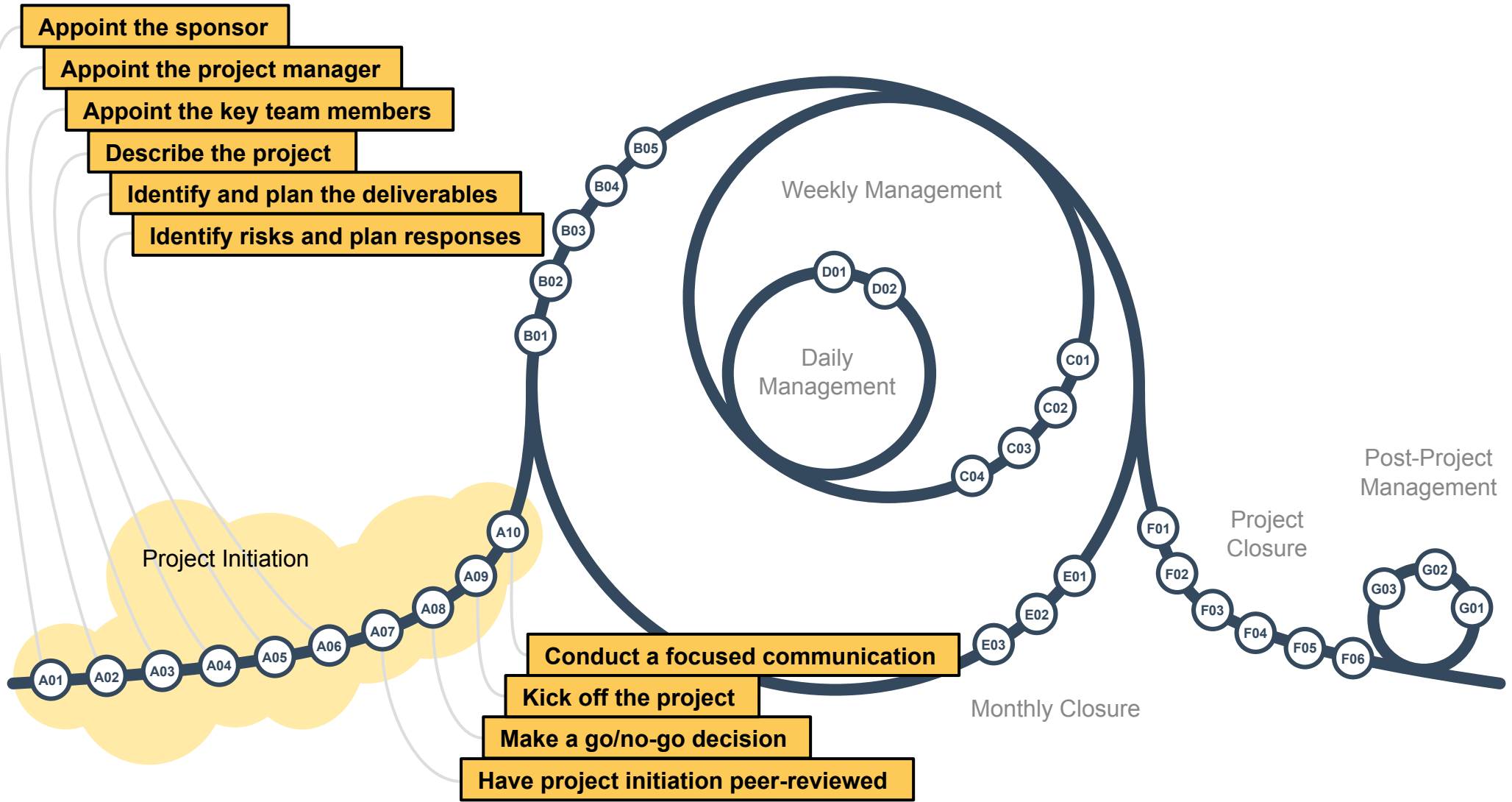
Oh, that has a conflict with my project!

I should talk to them.

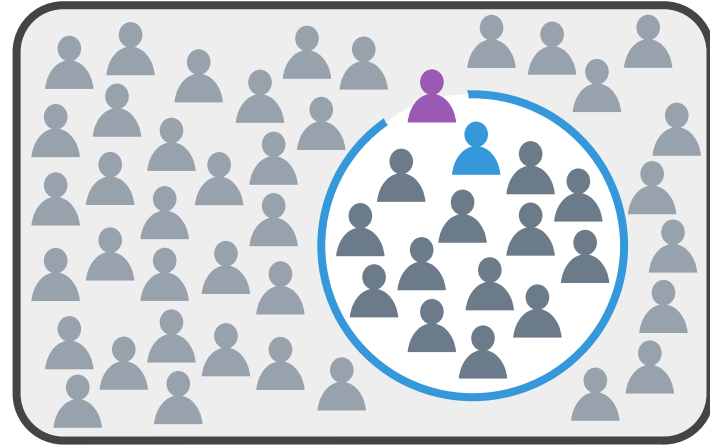
Hey, everyone! We're going to start executing the project!



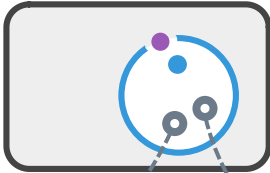




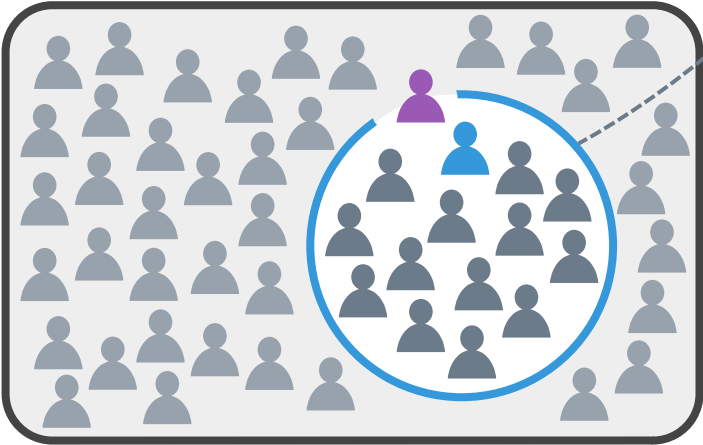
Your organization

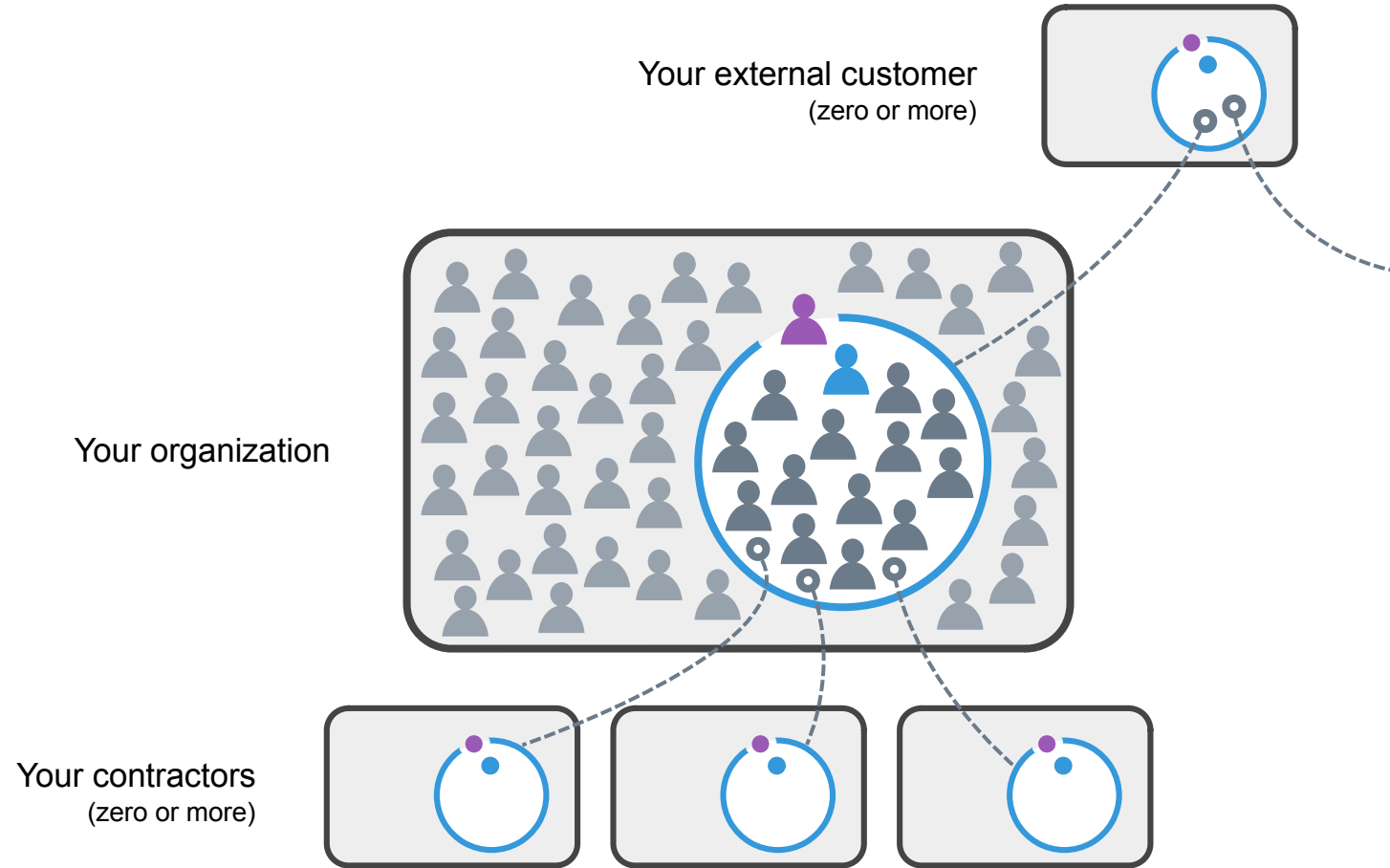


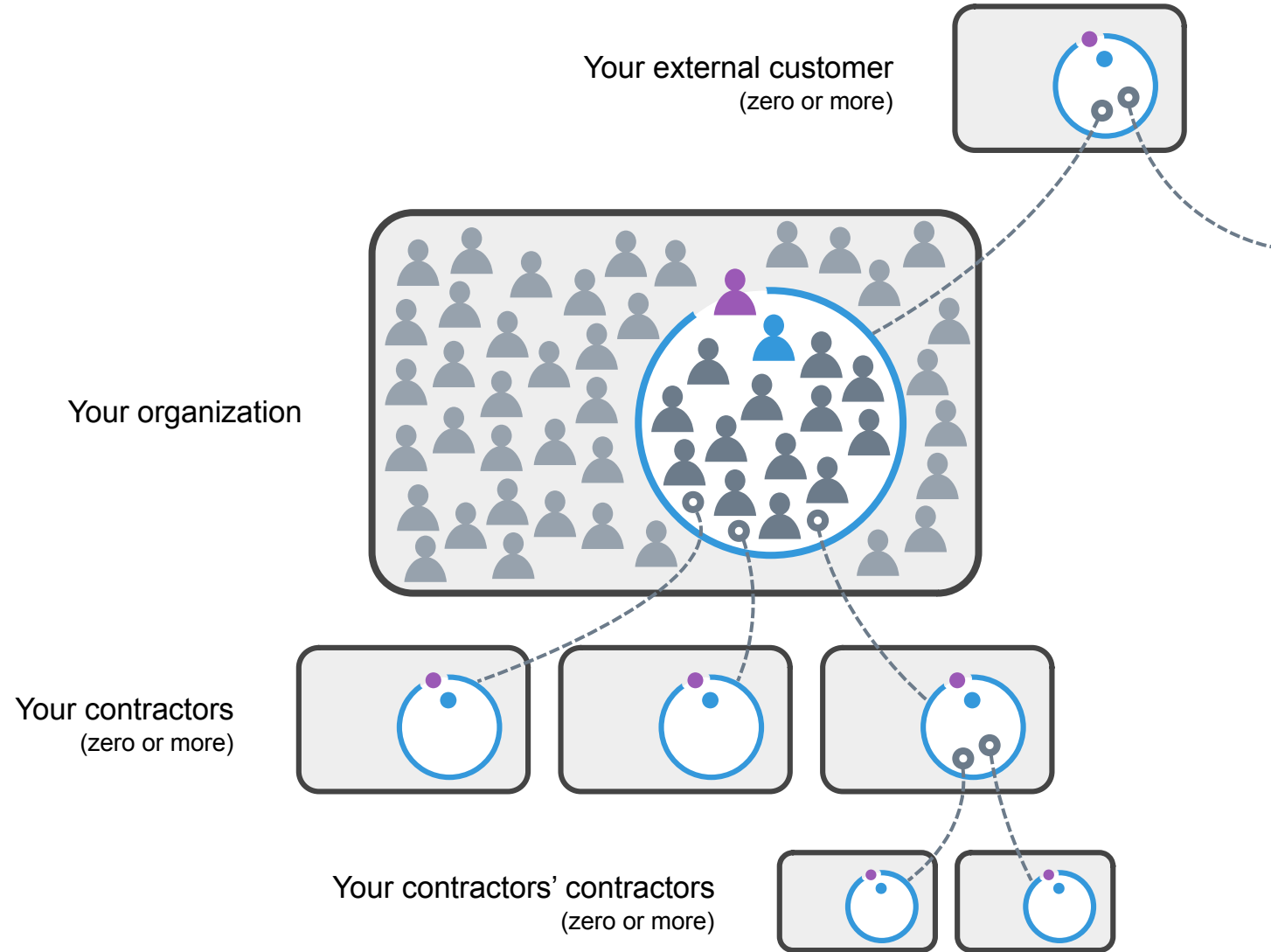
Your external customer
(zero or more)



Your organization



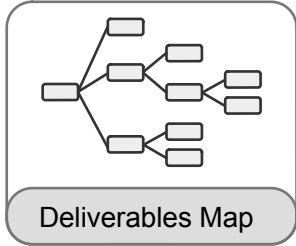




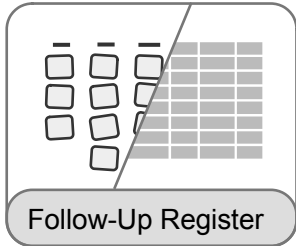
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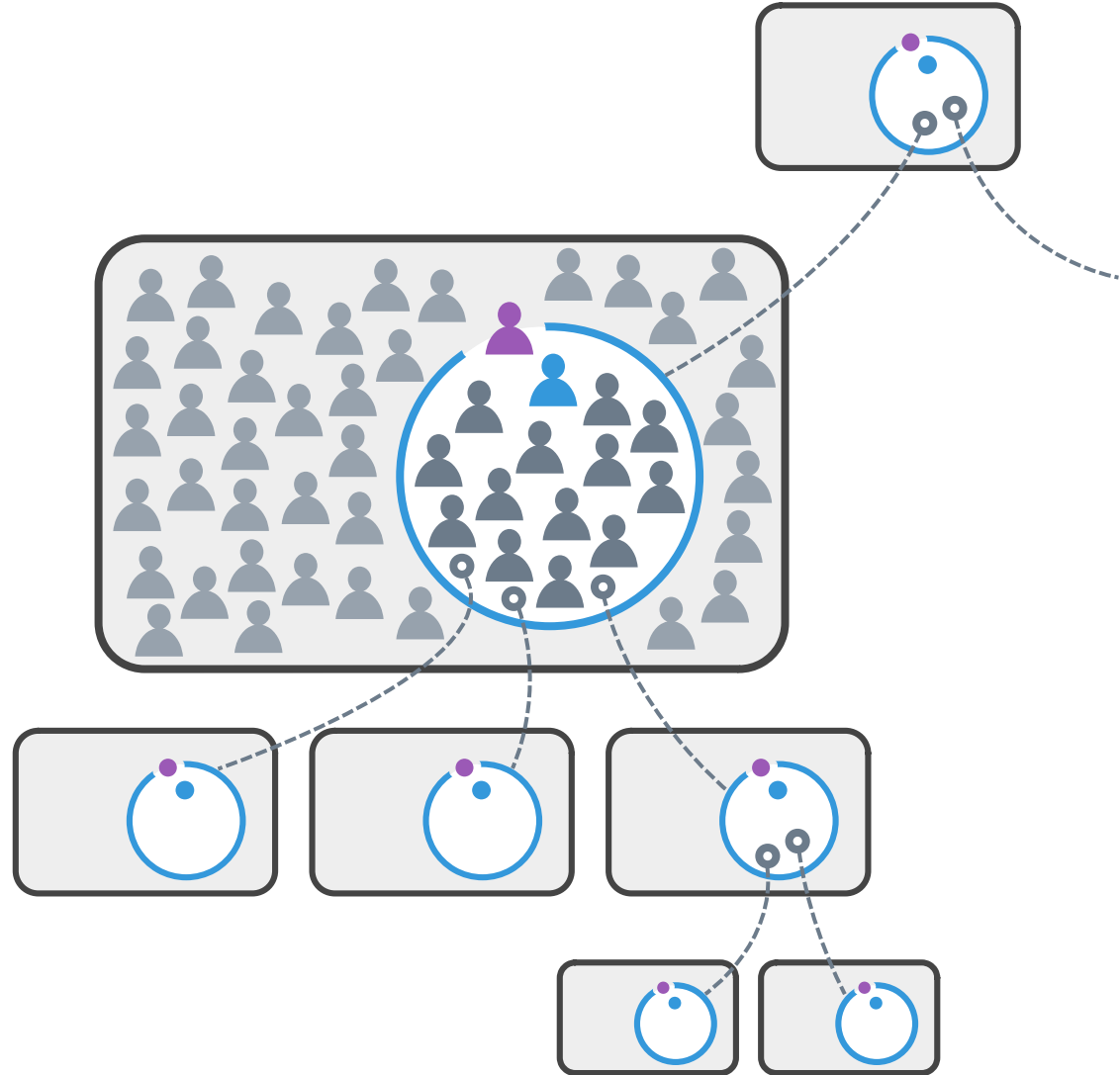
2

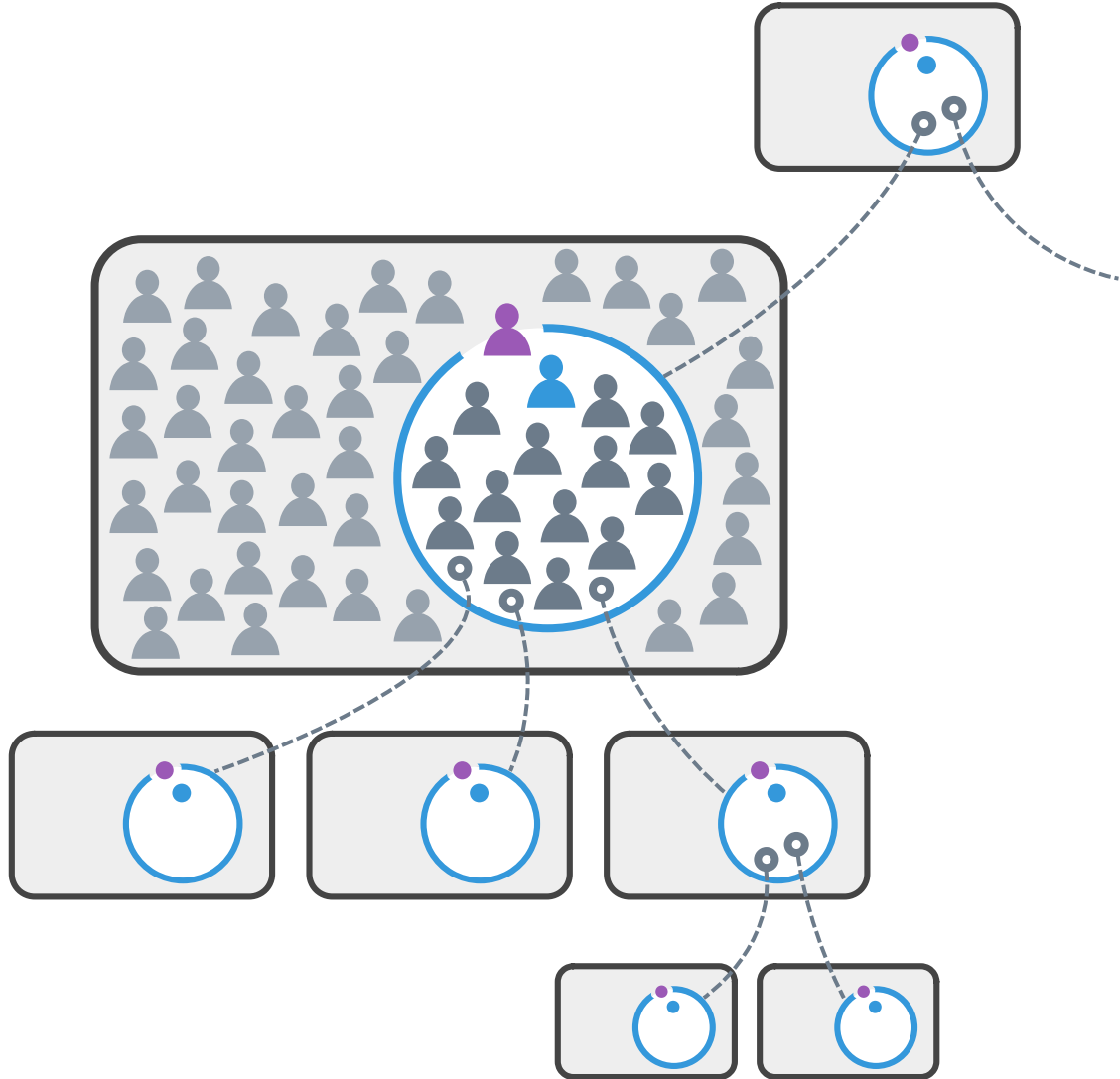


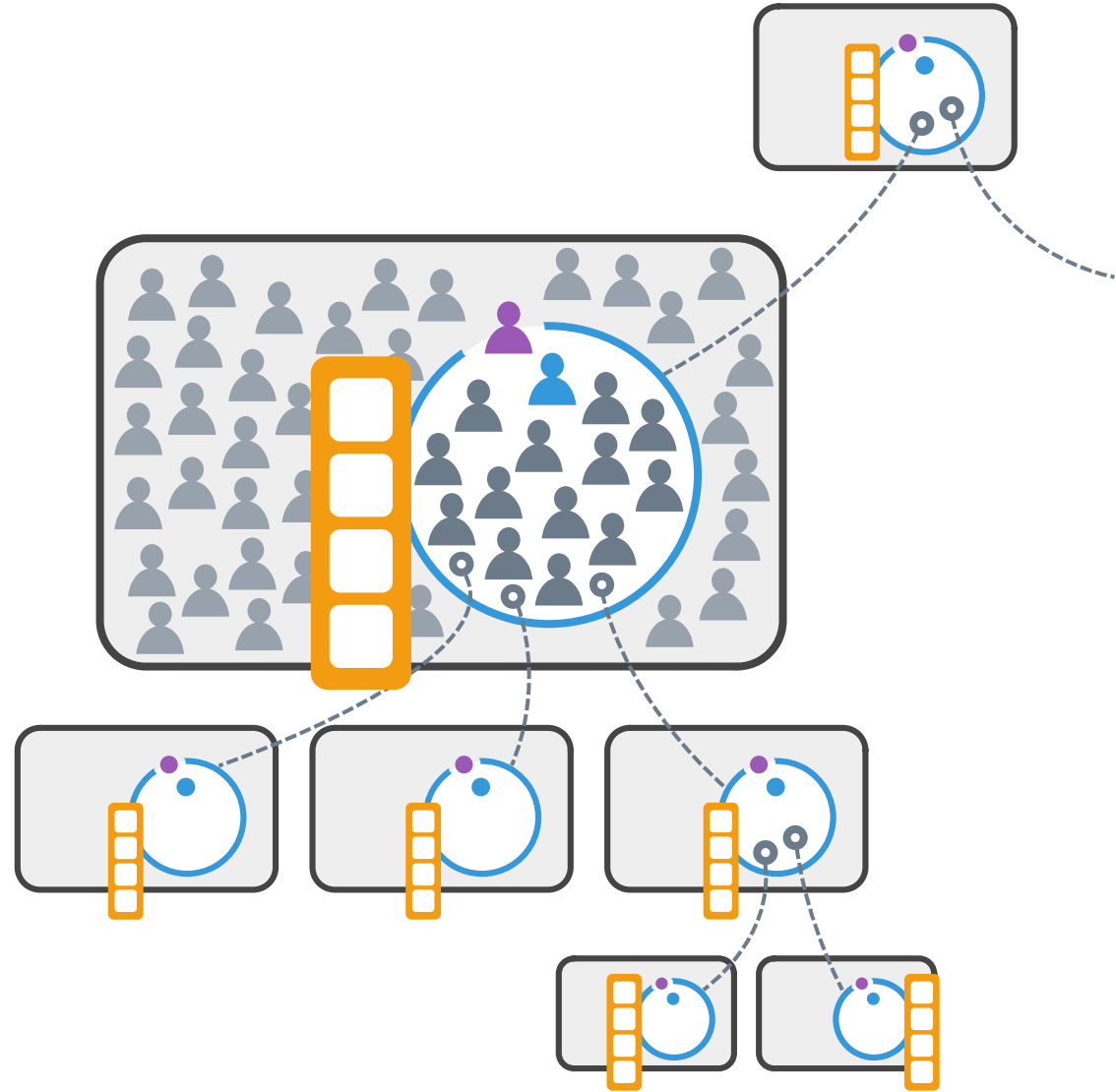
3

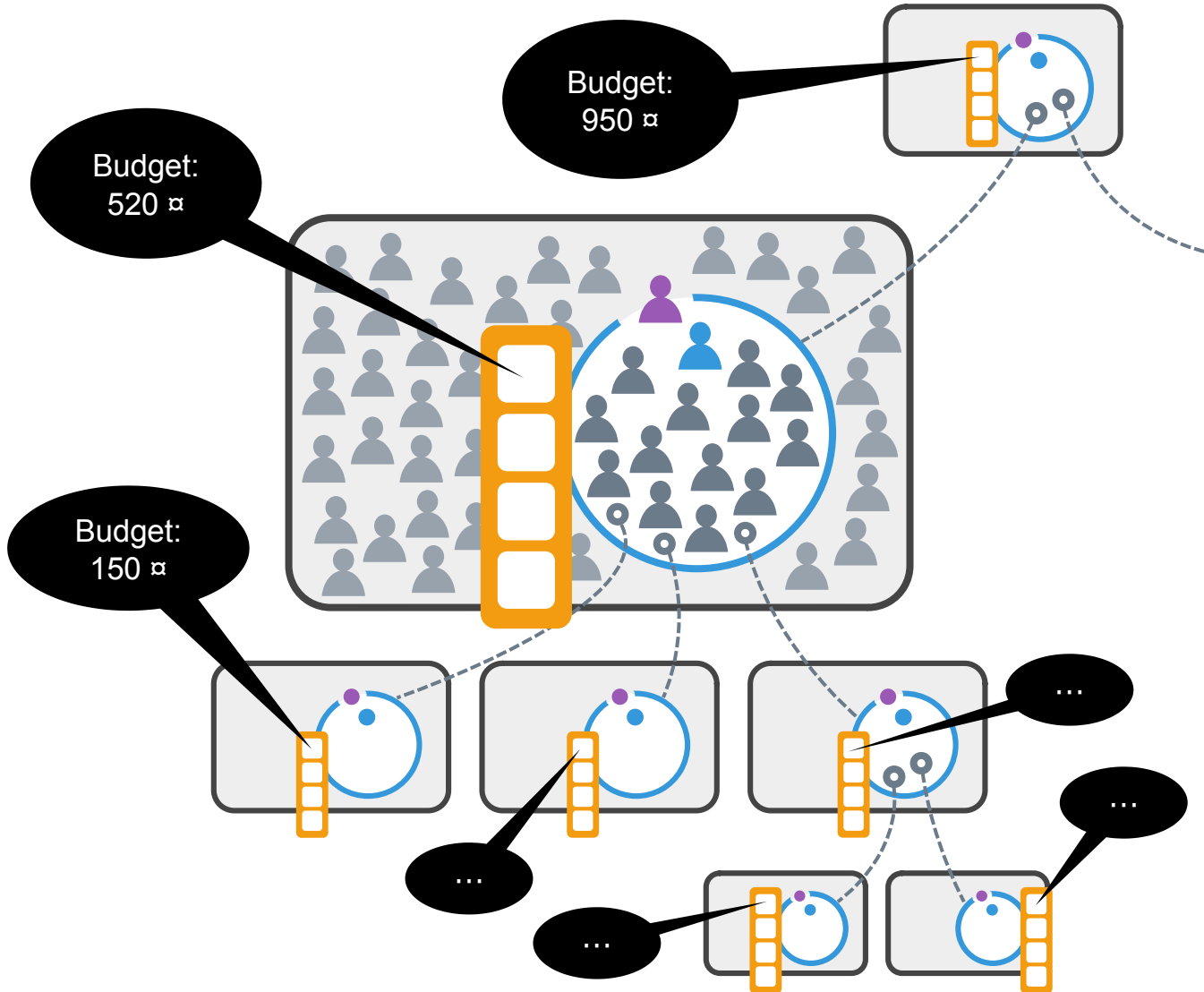


4







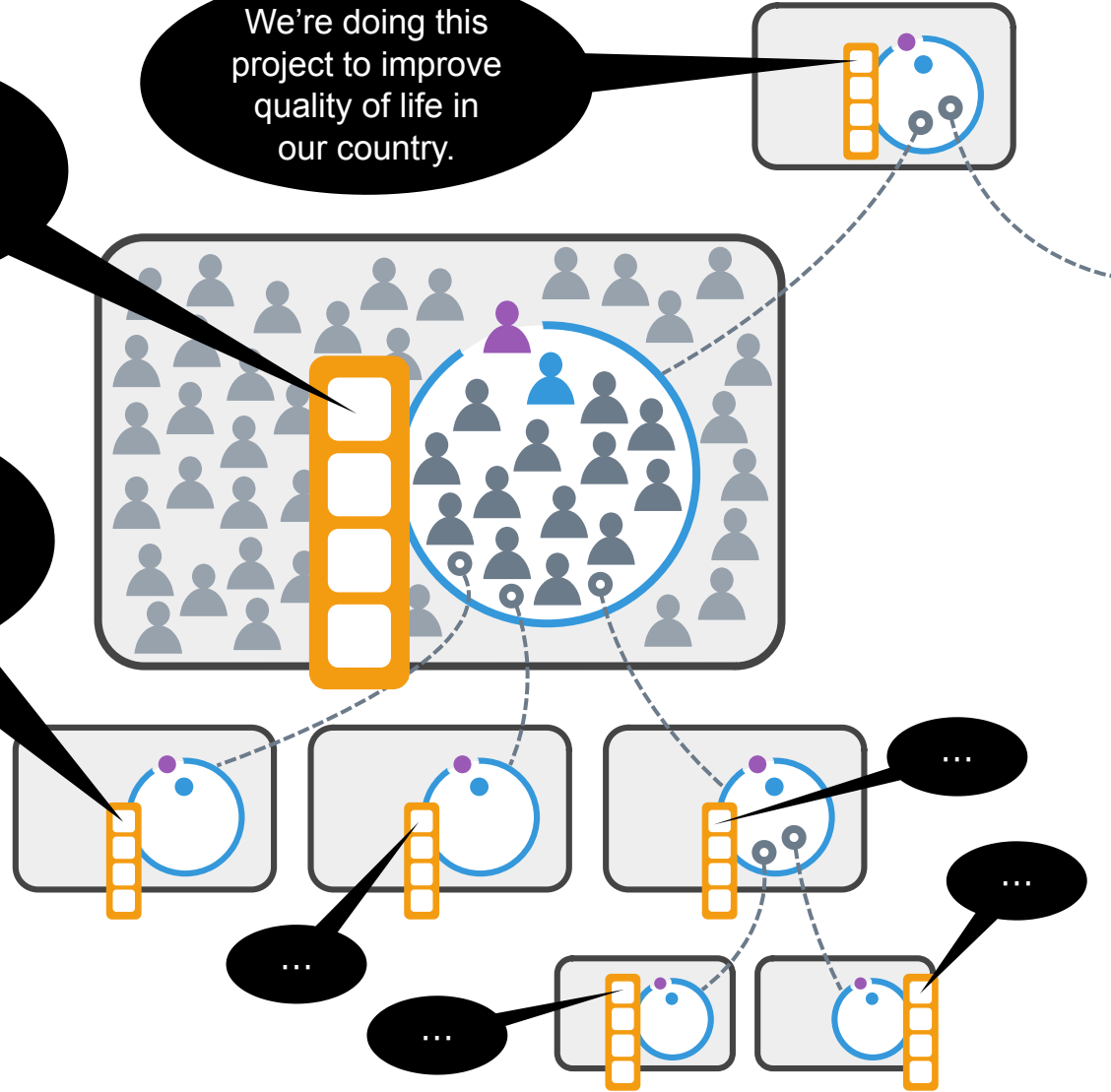


ALL PARTIES
MUST
UNDERSTAND
OTHERS'
REASONS
FOR
PARTICIPATING
IN THE
PROJECT.

We're doing this project to enter a new market and expand our reach.

We're doing this project to earn money.

We're doing this project to improve quality of life in our country.



① High-level overview

② Full review



Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management

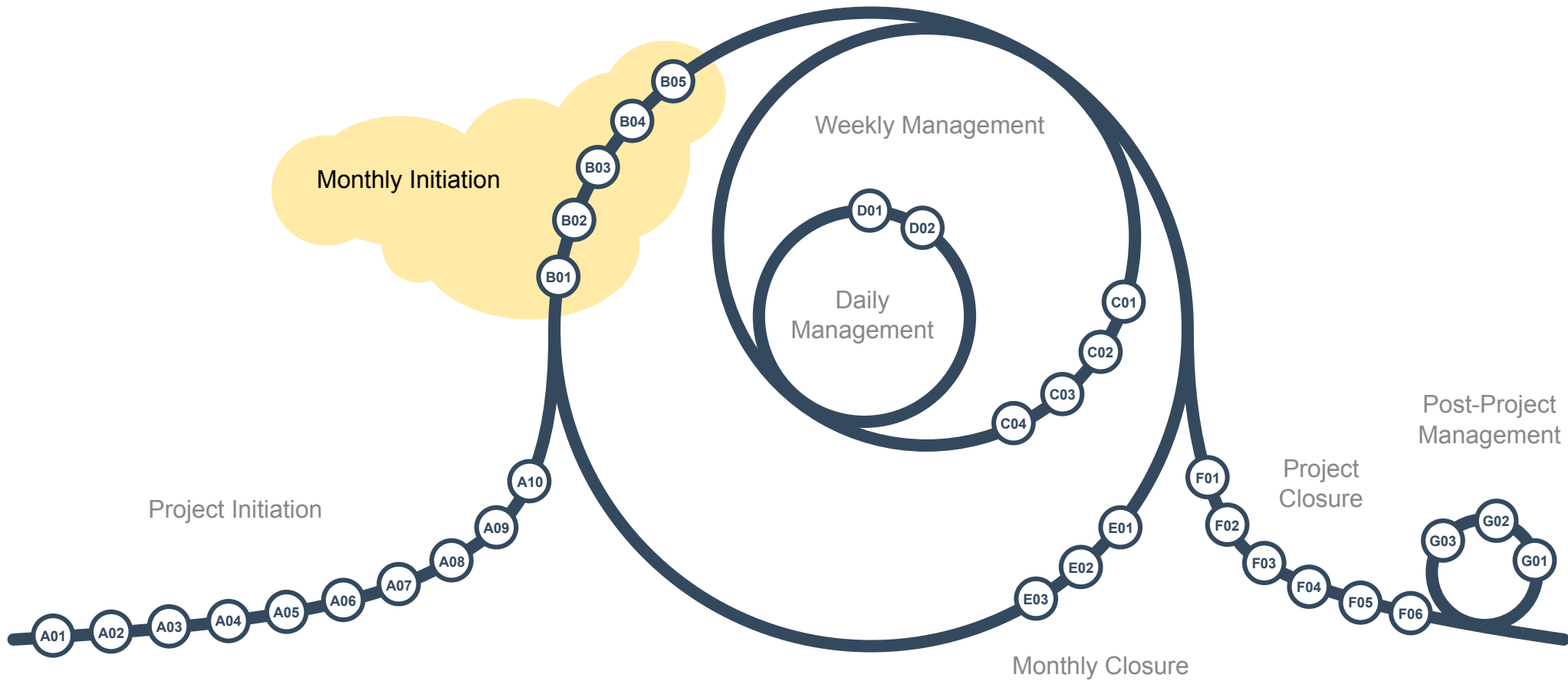
③ NUPP

④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program



Project Initiation

Monthly Initiation

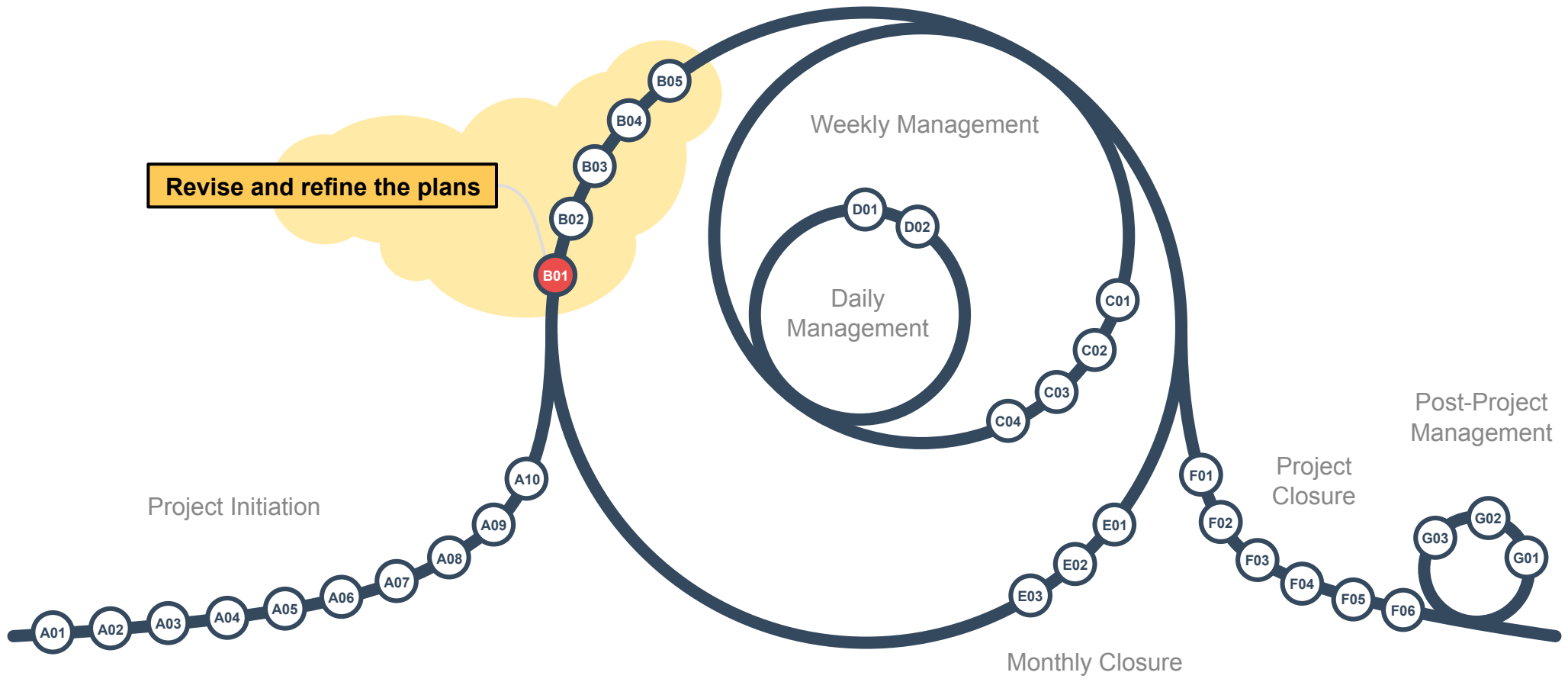
Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management



Revise and refine the plans

Project Initiation

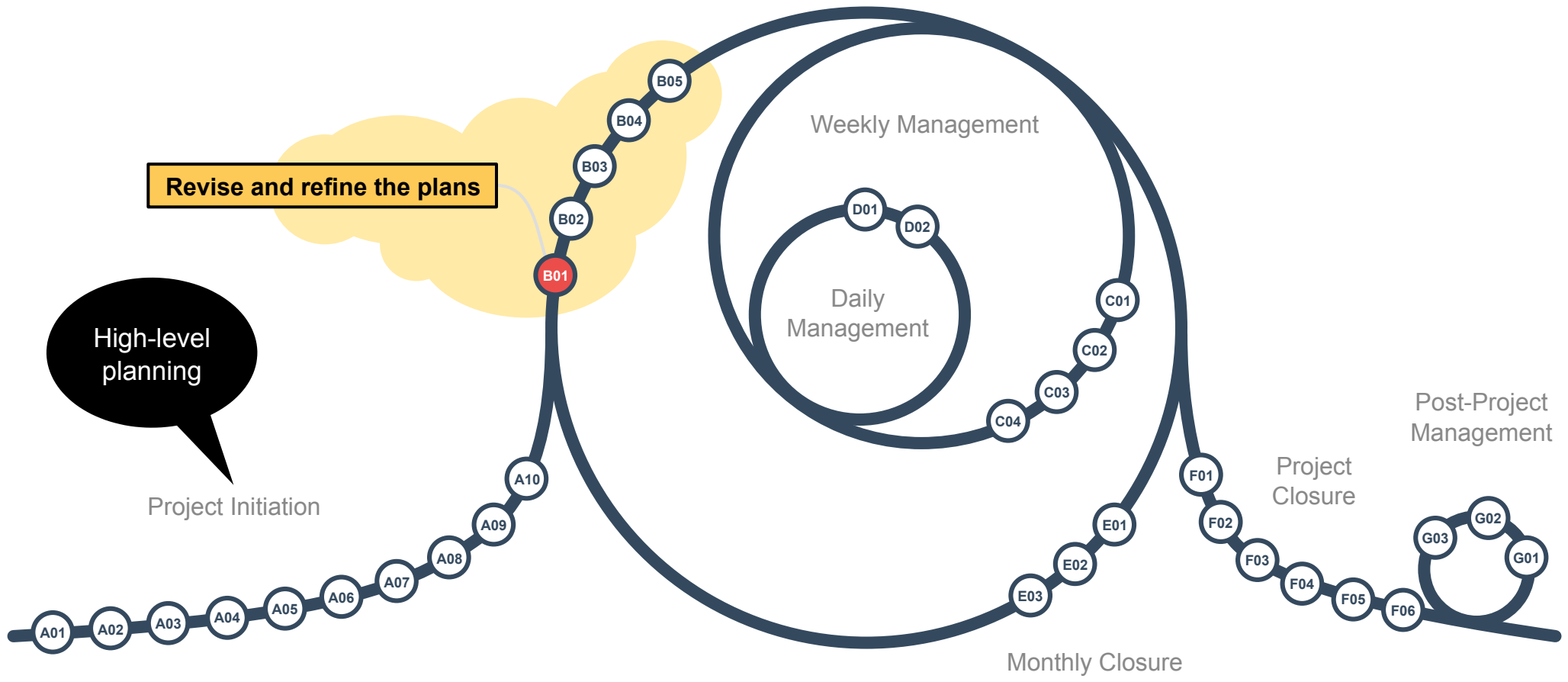
Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management



Revise and refine the plans

High-level planning

Project Initiation

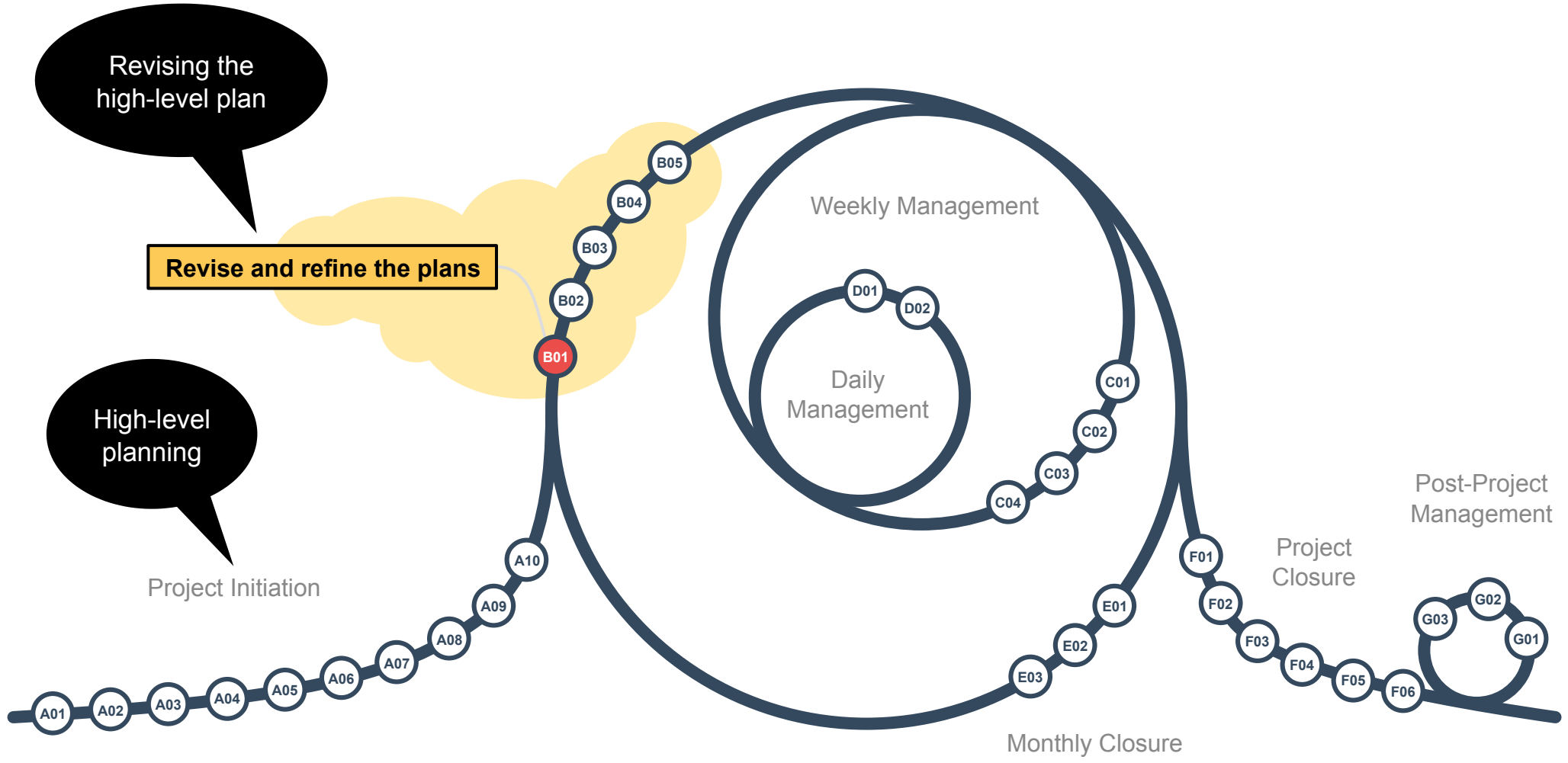
Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management



Revising the high-level plan

Revise and refine the plans

High-level planning

Project Initiation

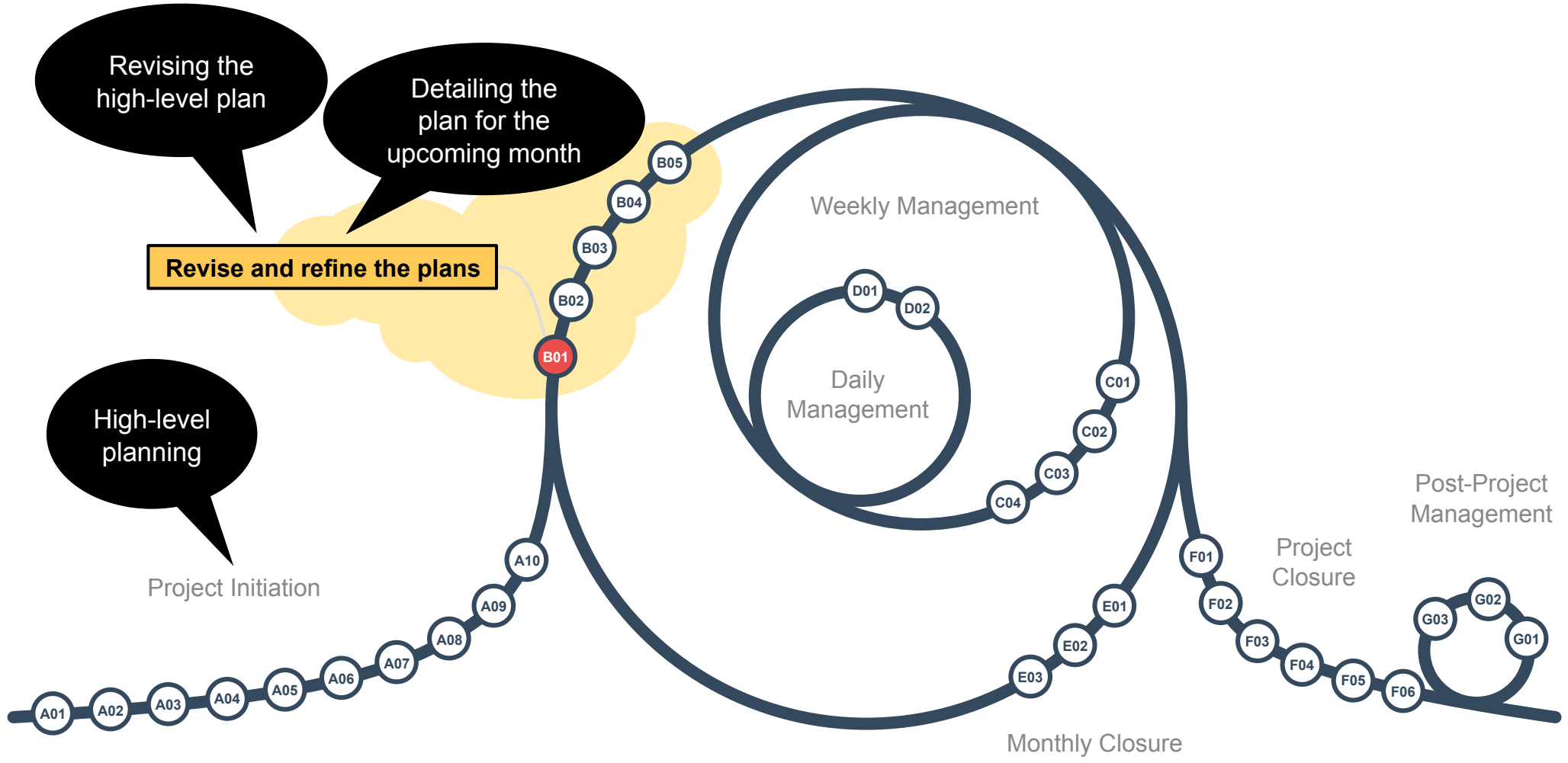
Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management



Revising the high-level plan

Detailing the plan for the upcoming month

Revise and refine the plans

High-level planning

Weekly Management

Daily Management

Project Initiation

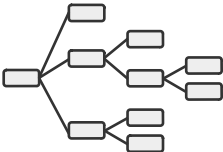
Monthly Closure

Project Closure

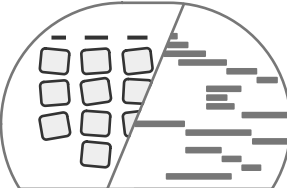
Post-Project Management



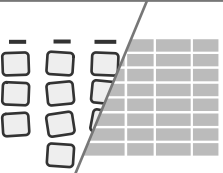
Project Description



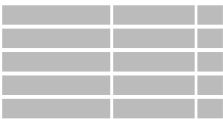
Deliverables Map



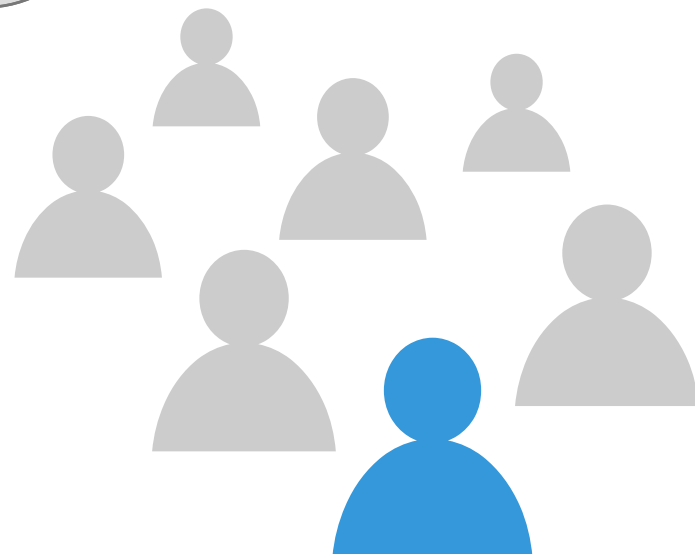
Schedule



Follow-Up Register



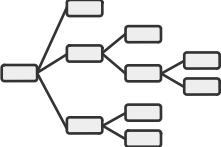
Health Register



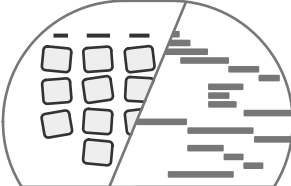
Any new or adjusted requirements?



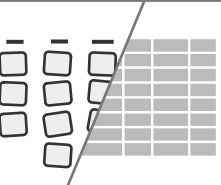
Project Description



Deliverables Map



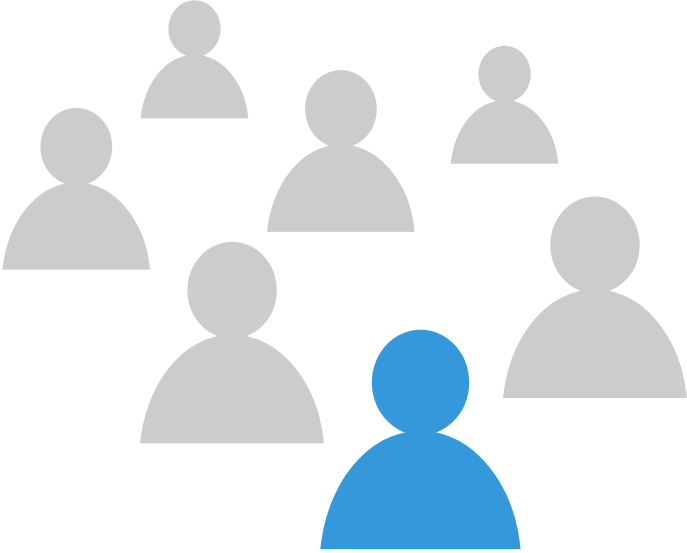
Schedule



Follow-Up Register




Health Register



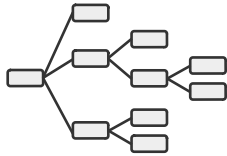
Any new or adjusted requirements?

Any new stakeholders?

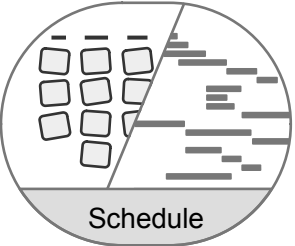
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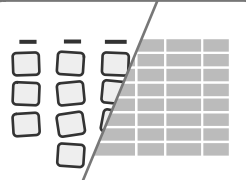
Project Description



Deliverables Map



Schedule



Follow-Up Register



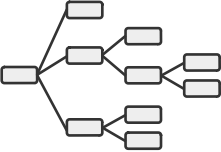
Health Register



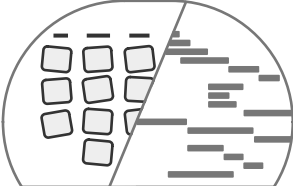
Add new deliverables if needed.



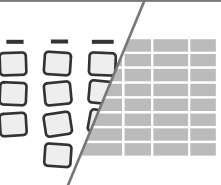
Project Description



Deliverables Map



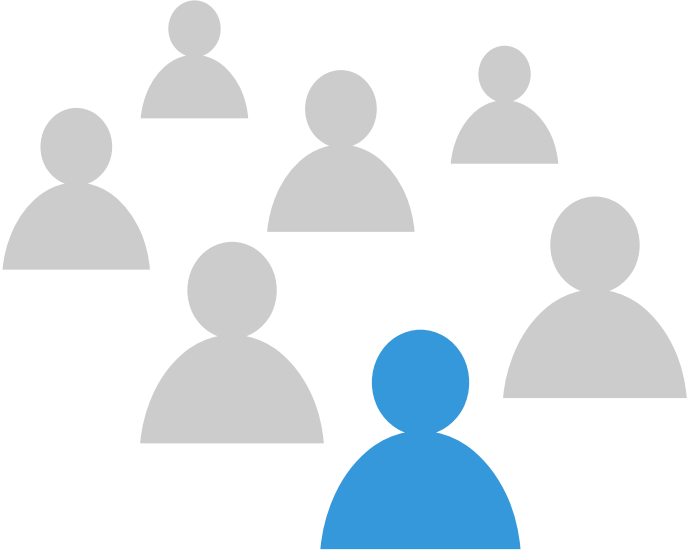
Schedule



Follow-Up Register




Health Register

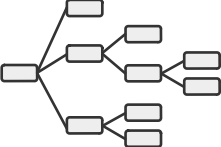


Add new deliverables if needed.

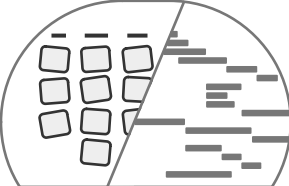
Break down the deliverables for the upcoming month



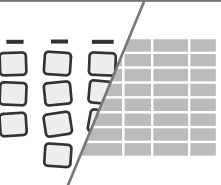
Project Description



Deliverables Map



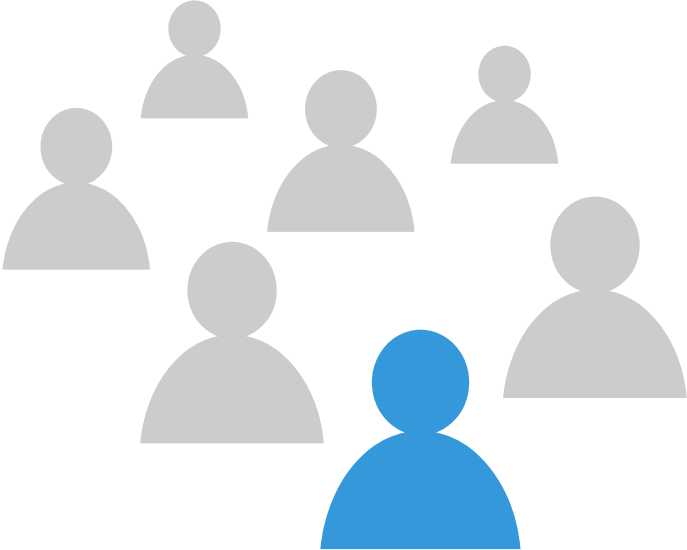
Schedule



Follow-Up Register



Health Register

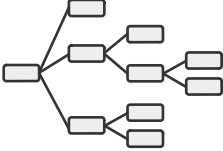


Add new deliverables if needed.

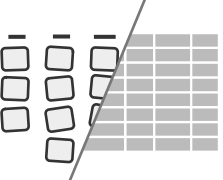
Break down the deliverables for the upcoming month



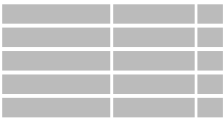
Project Description



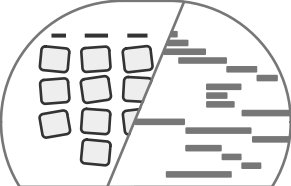
Deliverables Map



Follow-Up Register

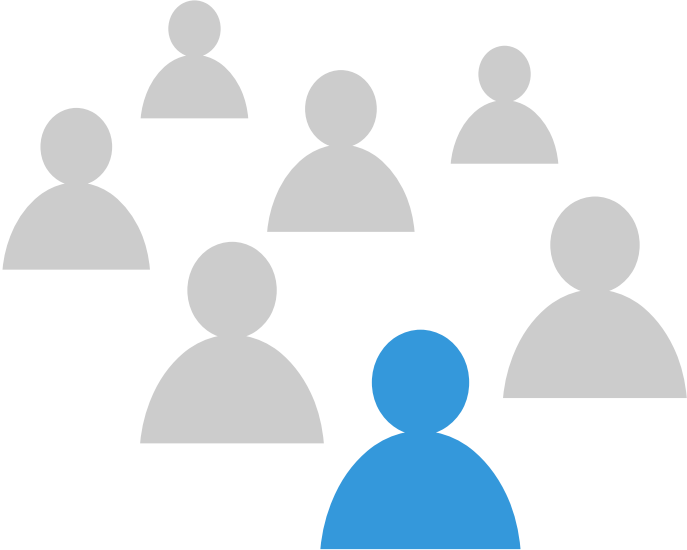


Health Register



Schedule

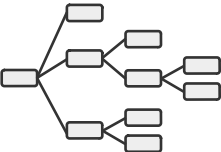
Schedule the new or decomposed deliverables.



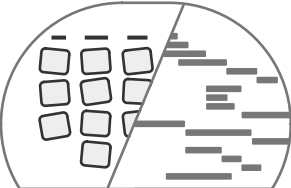
Did we introduce new follow-up items with our changes?



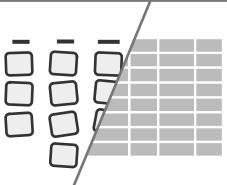
Project Description



Deliverables Map



Schedule



Follow-Up Register



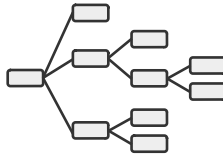
Health Register



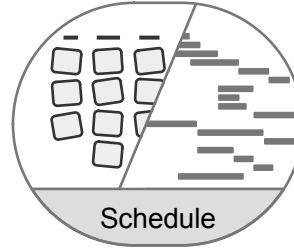
Check archives
of old projects for
inspiration.



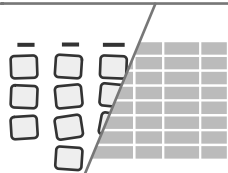
Project Description



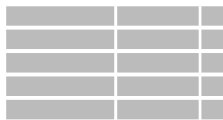
Deliverables Map



Schedule

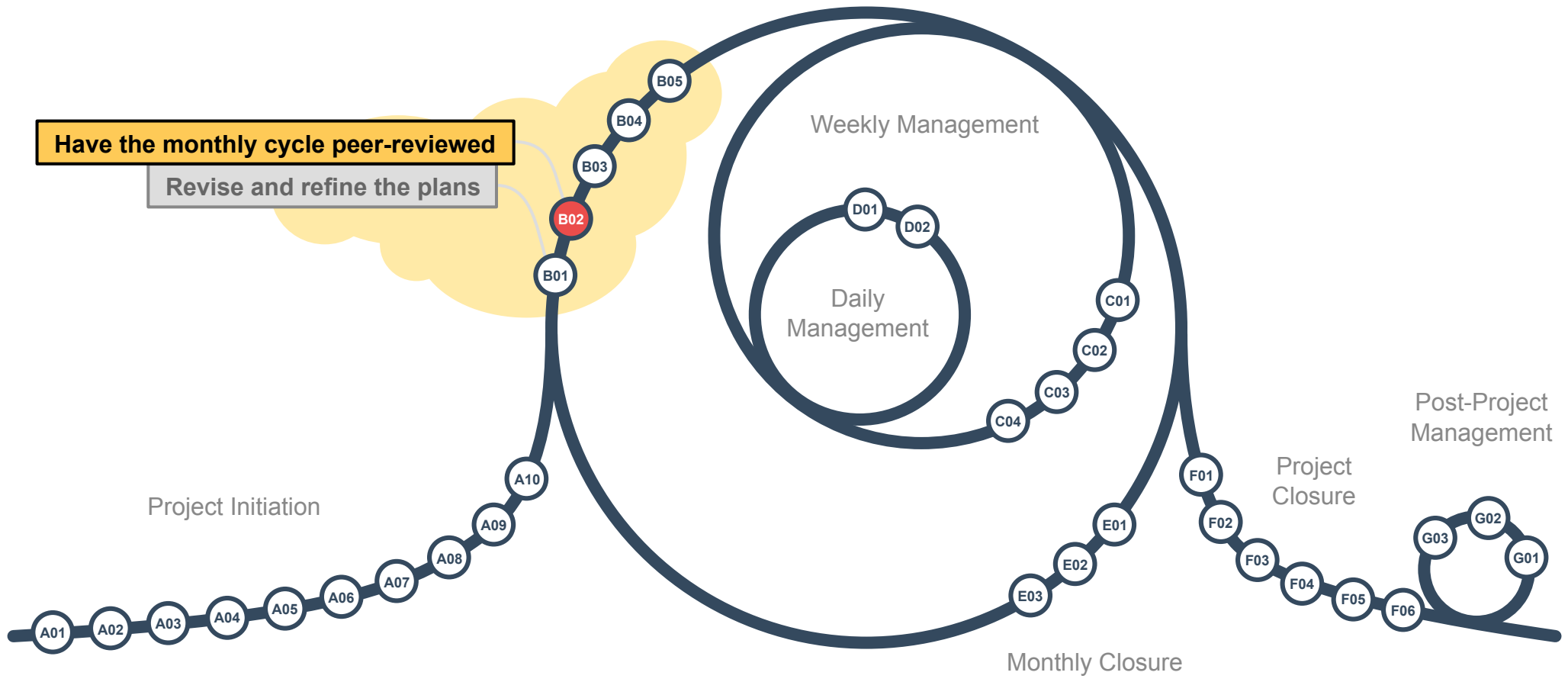


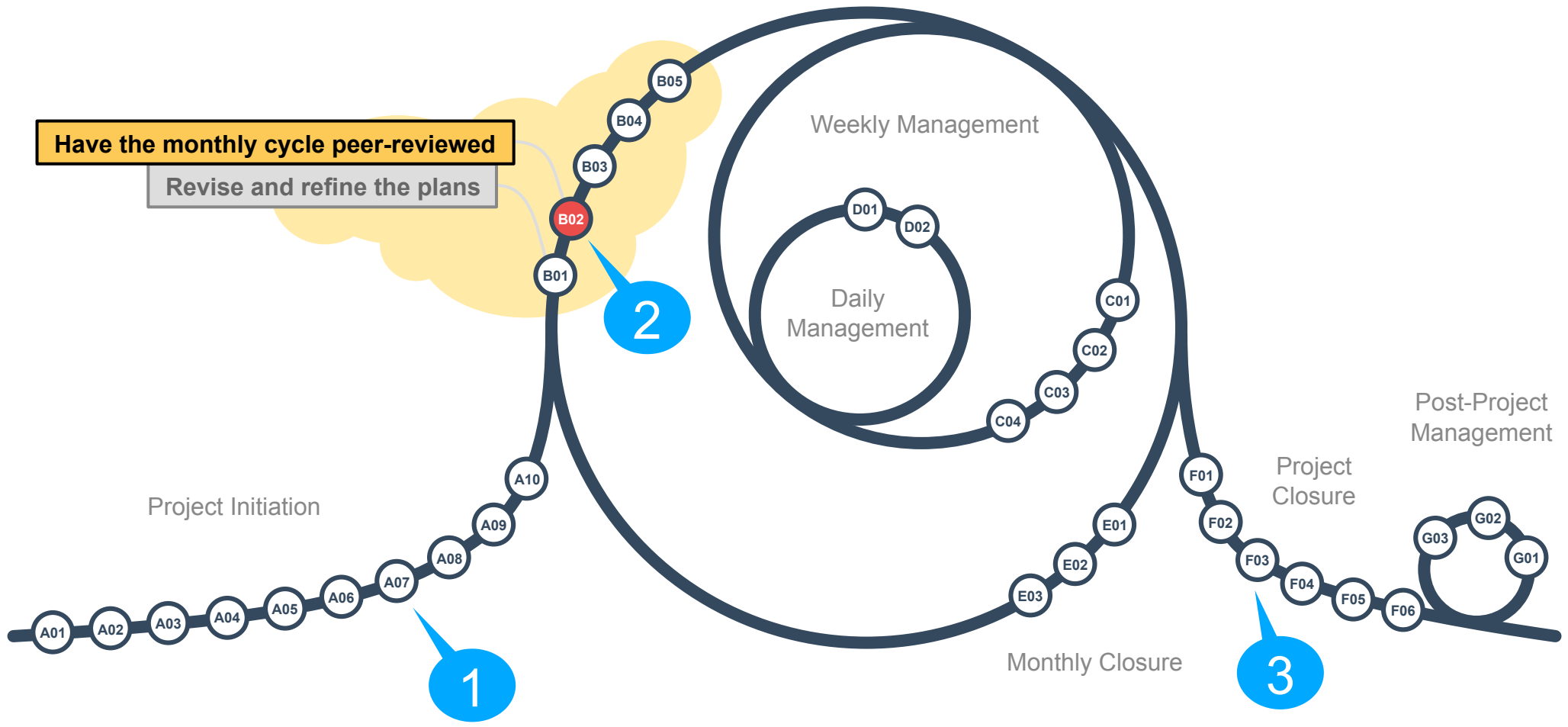
Follow-Up Register



Health Register







Have the monthly cycle peer-reviewed

Revise and refine the plans

1

2

3

Project Initiation

Weekly Management

Daily Management

Monthly Closure

Project Closure

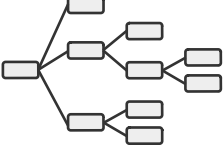
Post-Project Management

1

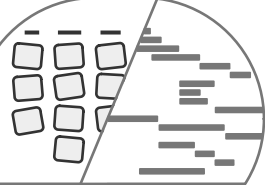


Project Description

2

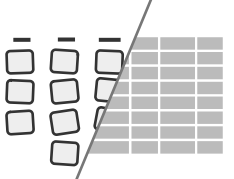


Deliverables Map



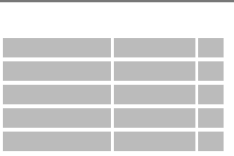
Schedule

3

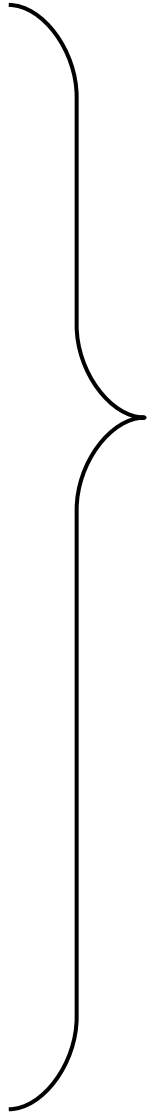


Follow-Up Register

4



Health Register



To be reviewed

Finding and fixing problems as soon as possible

Learning from each other



Peer Reviewer

A person with project management expertise, external to the project



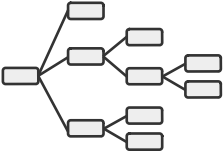
Project Manager

1

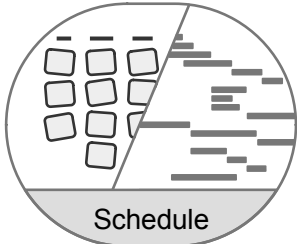


Project Description

2

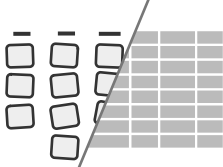


Deliverables Map



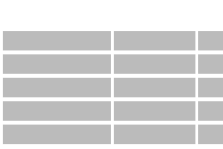
Schedule

3



Follow-Up Register

4



Health Register

Use a new person each cycle, if possible

Finding and fixing problems as soon as possible

Learning from each other



Peer Reviewer

A person with project management expertise, external to the project



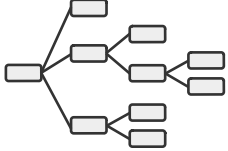
Project Manager

1

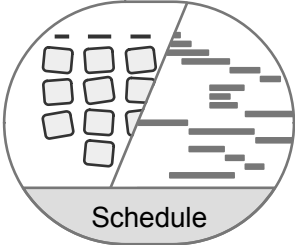


Project Description

2

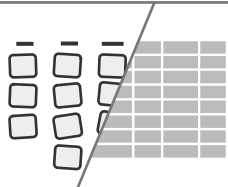


Deliverables Map



Schedule

3



Follow-Up Register

4



Health Register

Use a new person each cycle, if possible

+++

+++

Finding and fixing problems as soon as possible

Learning from each other



Peer Reviewer

A person with project management expertise, external to the project



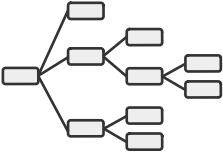
Project Manager

1

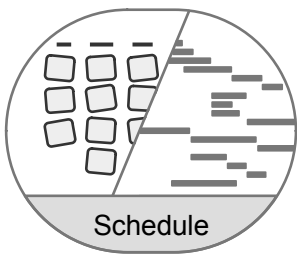


Project Description

2

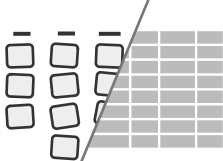


Deliverables Map



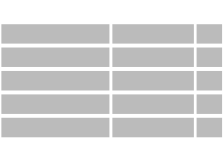
Schedule

3

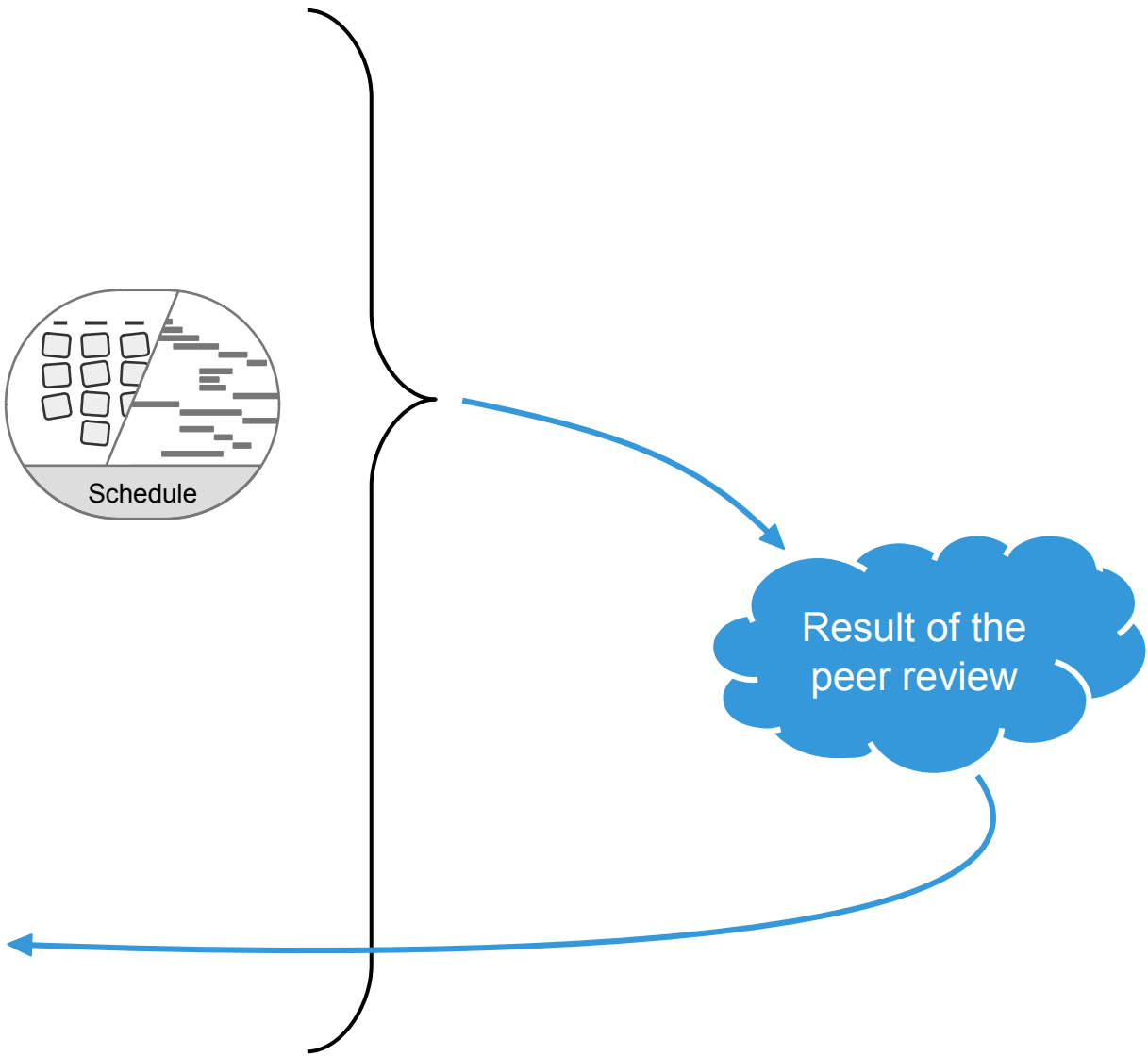


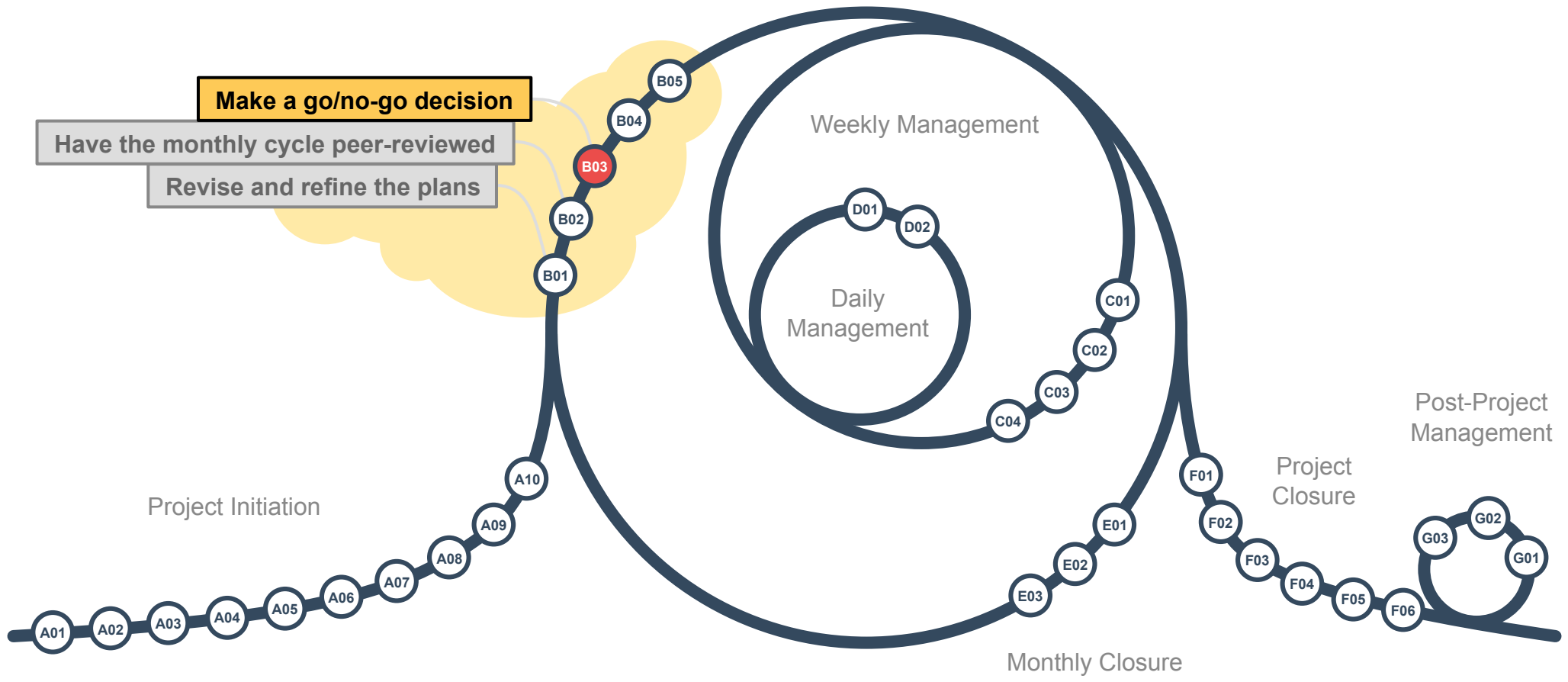
Follow-Up Register

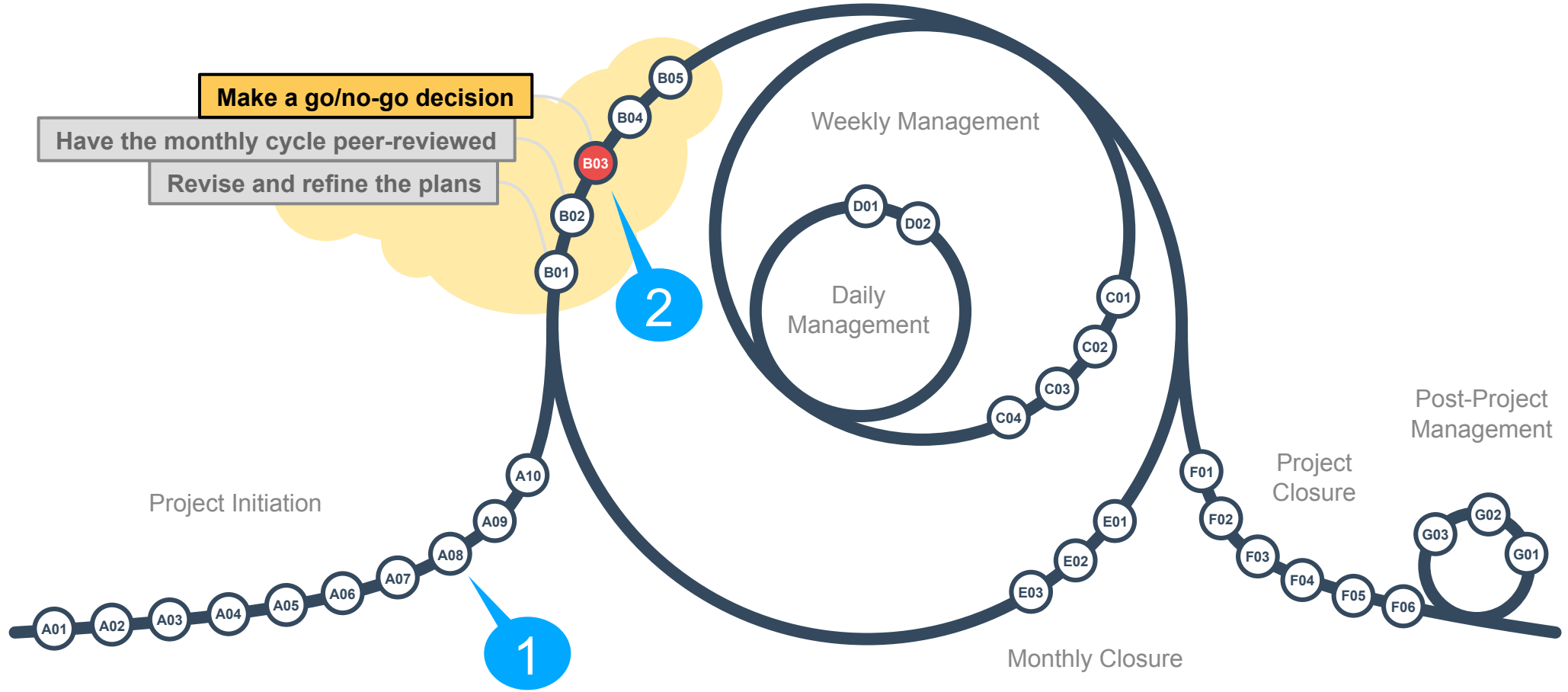
4



Health Register





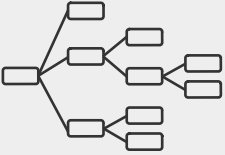


1

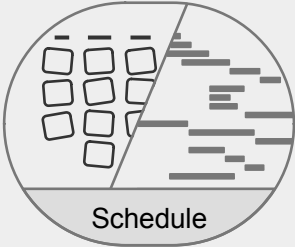


Project Description

2

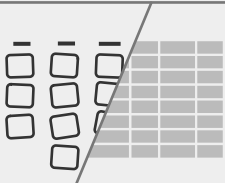


Deliverables Map



Schedule

3



Follow-Up Register

4



Health Register

So, this is our latest understanding of the project. Shall we continue with the next cycle?



Project Manager



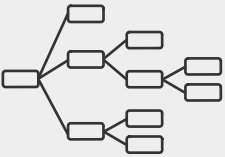
Sponsor

1

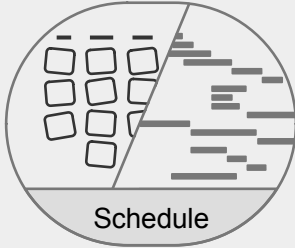


Project Description

2

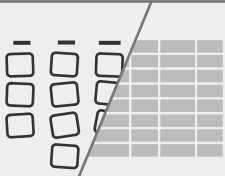


Deliverables Map



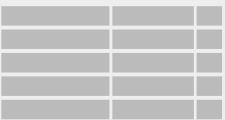
Schedule

3



Follow-Up Register

4



Health Register

So, this is our latest understanding of the project. Shall we continue with the next cycle?

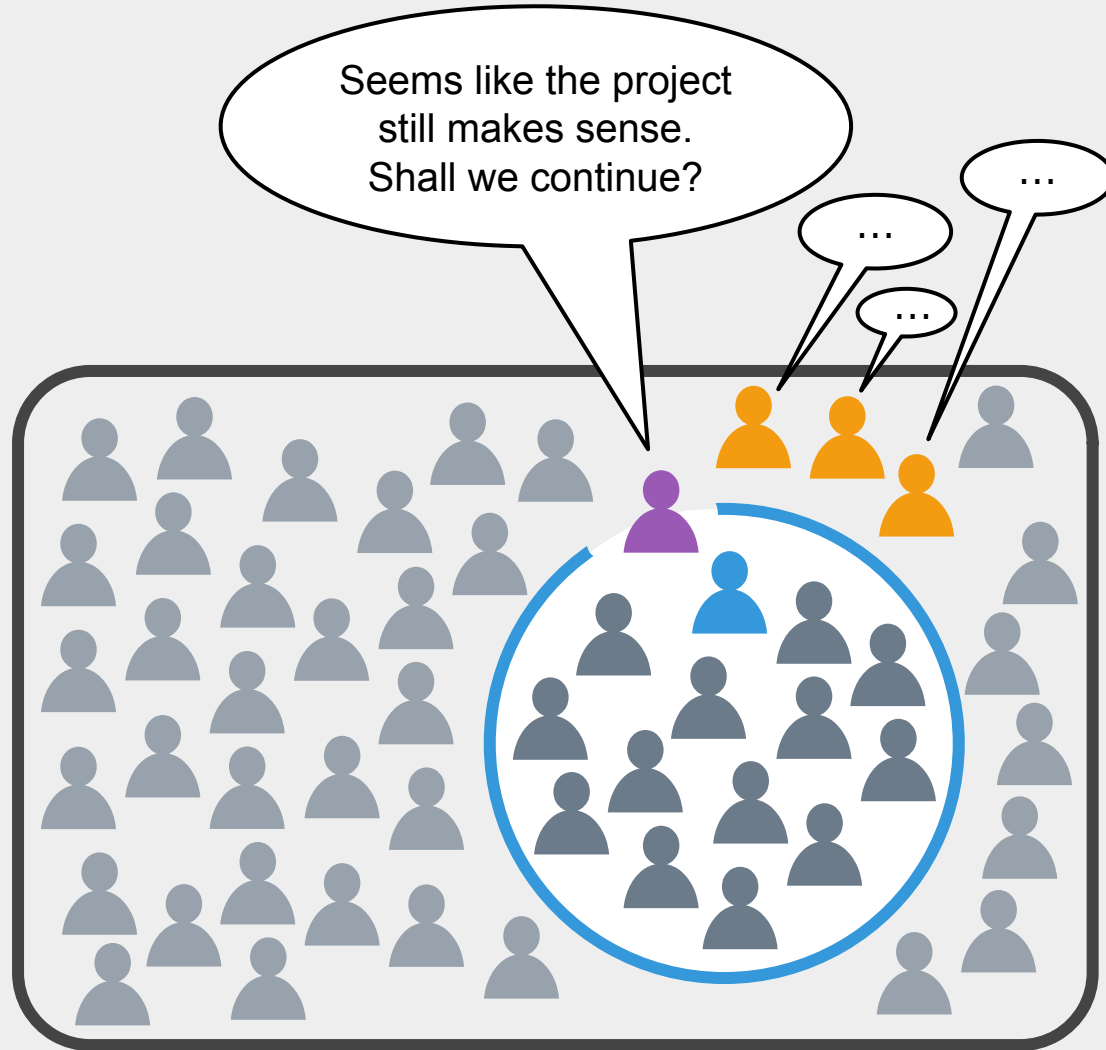
Hmm... let me check with a few people and get back to you.



Project Manager

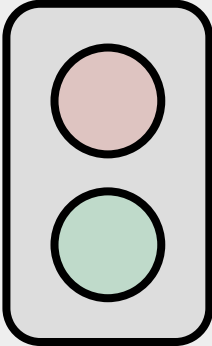


Sponsor

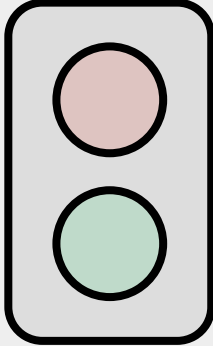


It's up to the **sponsor** to make arrangements with other decision makers (if any), and not the **project manager**.

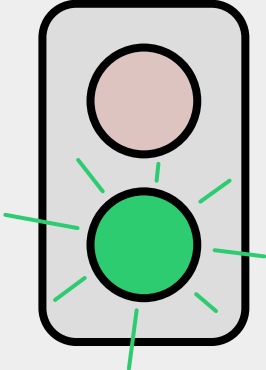
World #81



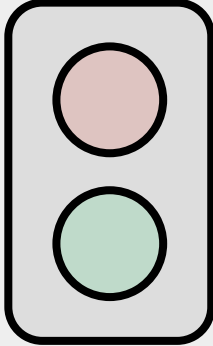
World #82



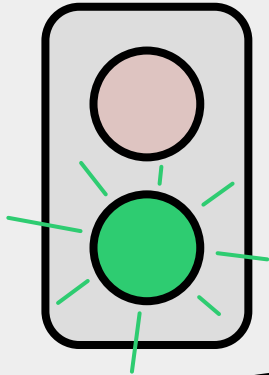
World #81



World #82



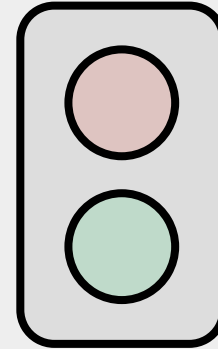
World #81



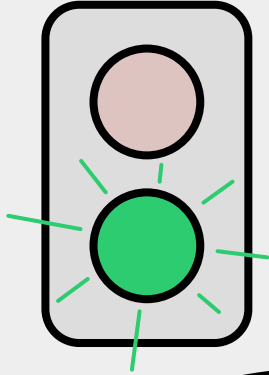
OK... let's
move on to the
next activity!



World #82



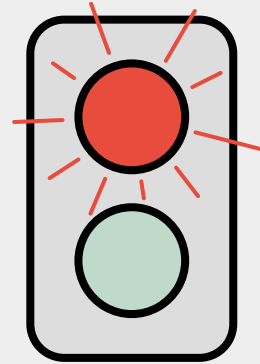
World #81



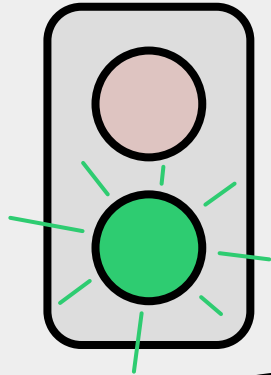
OK... let's
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World #82



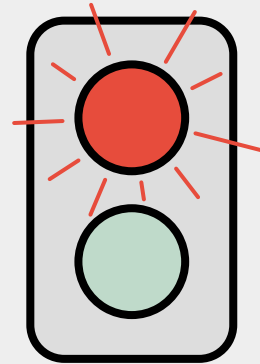
World #81



OK... let's move on to the next activity!

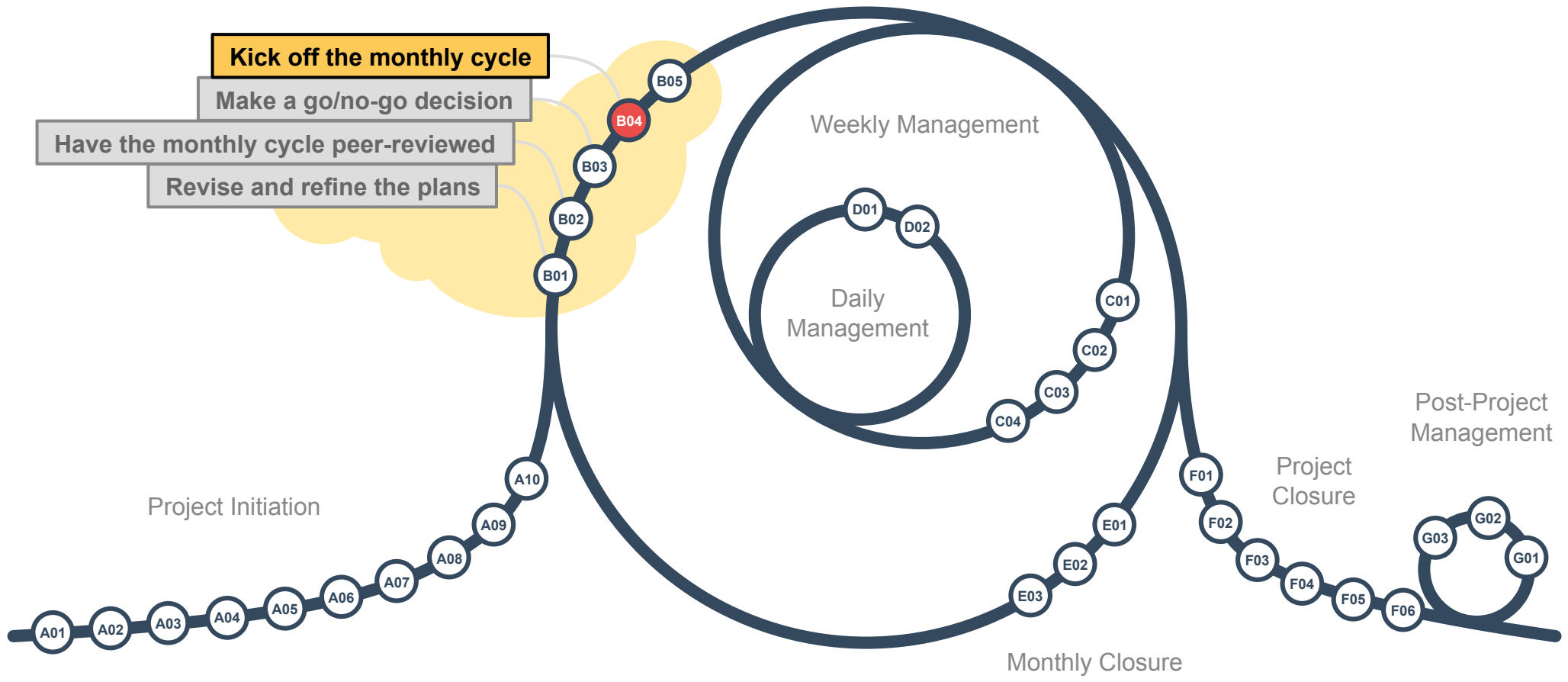


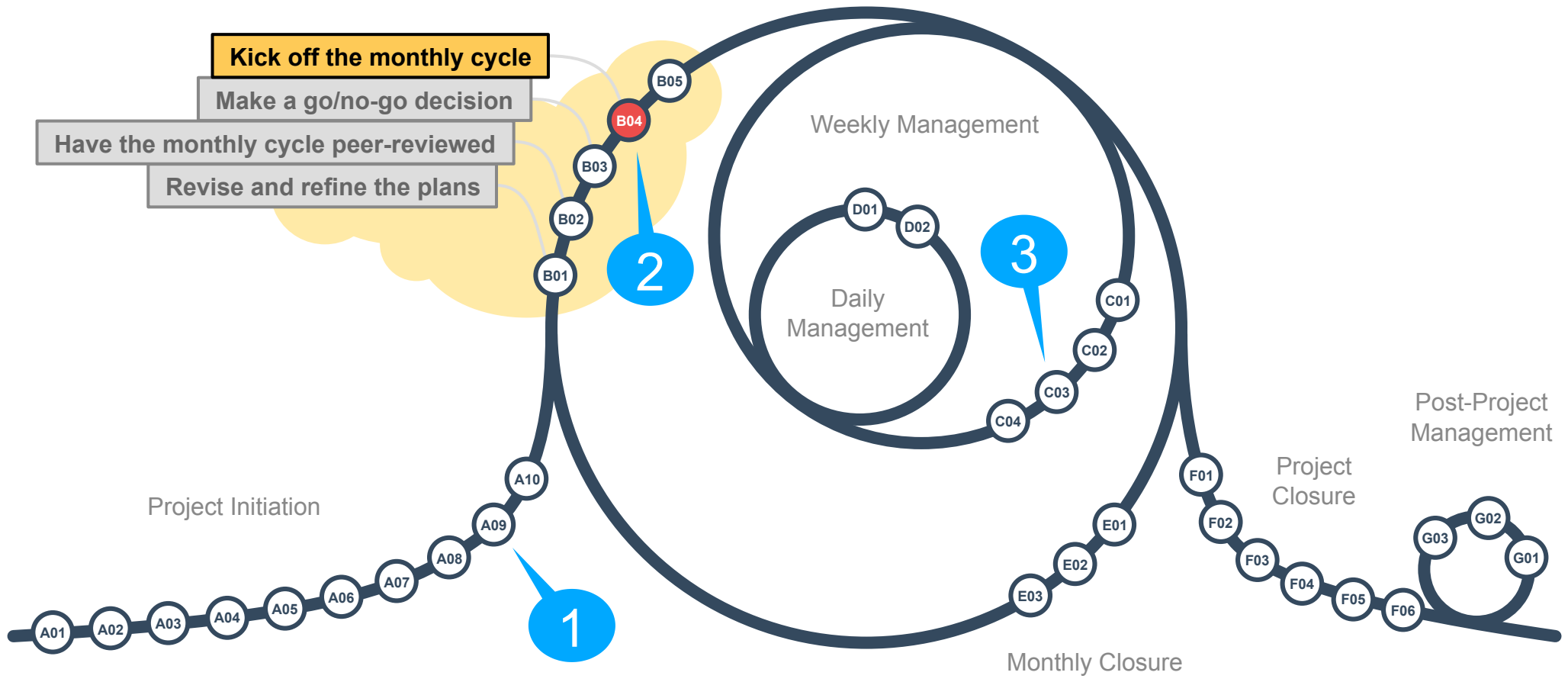
World #82

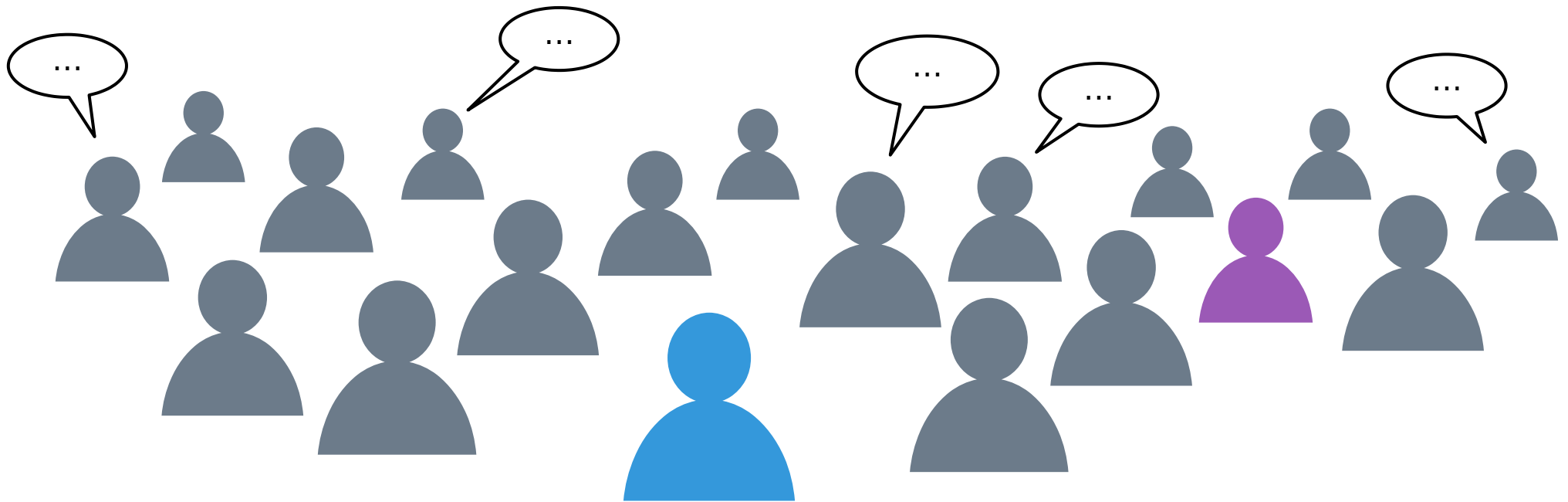


Oh... OK... let's go to Project Closure activities.

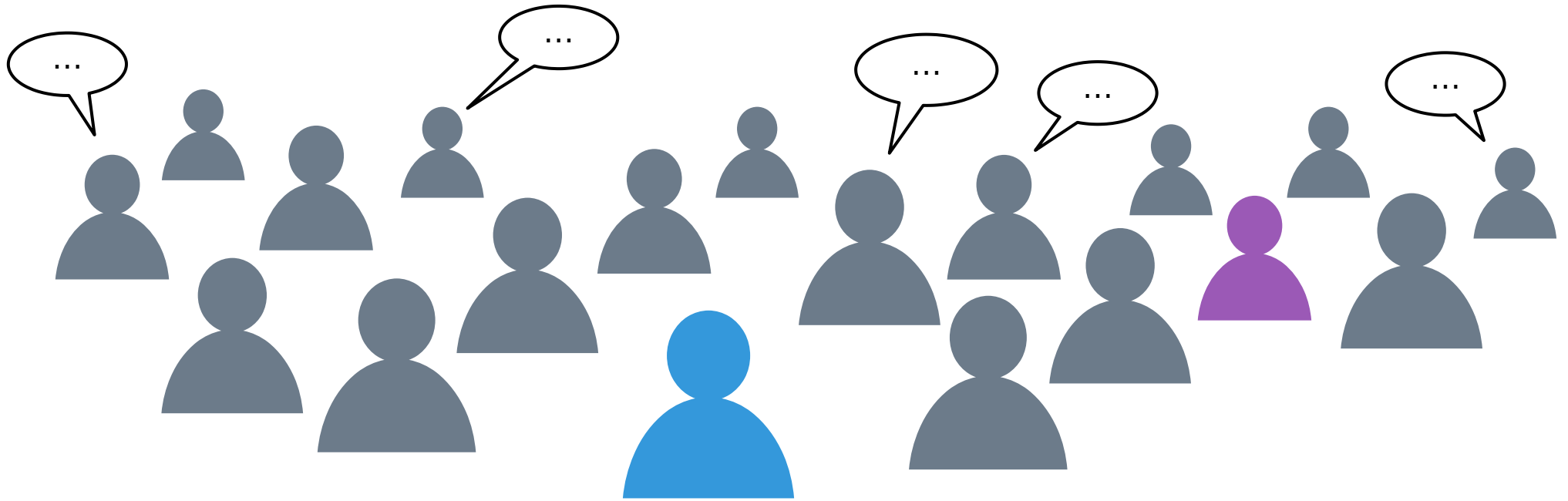






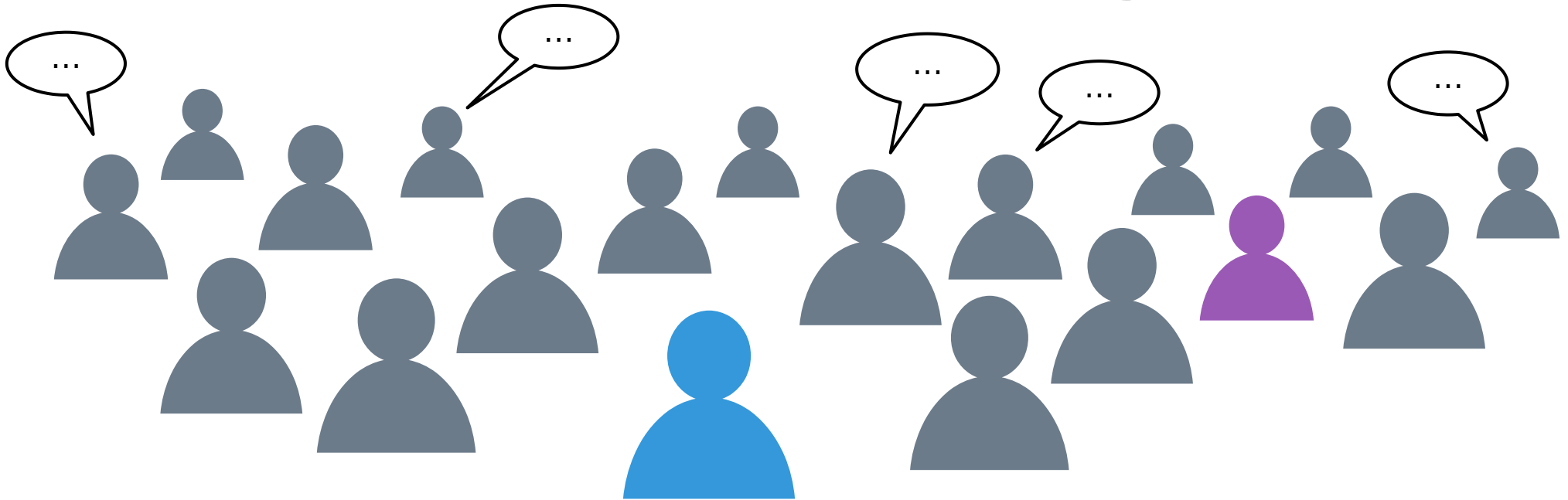


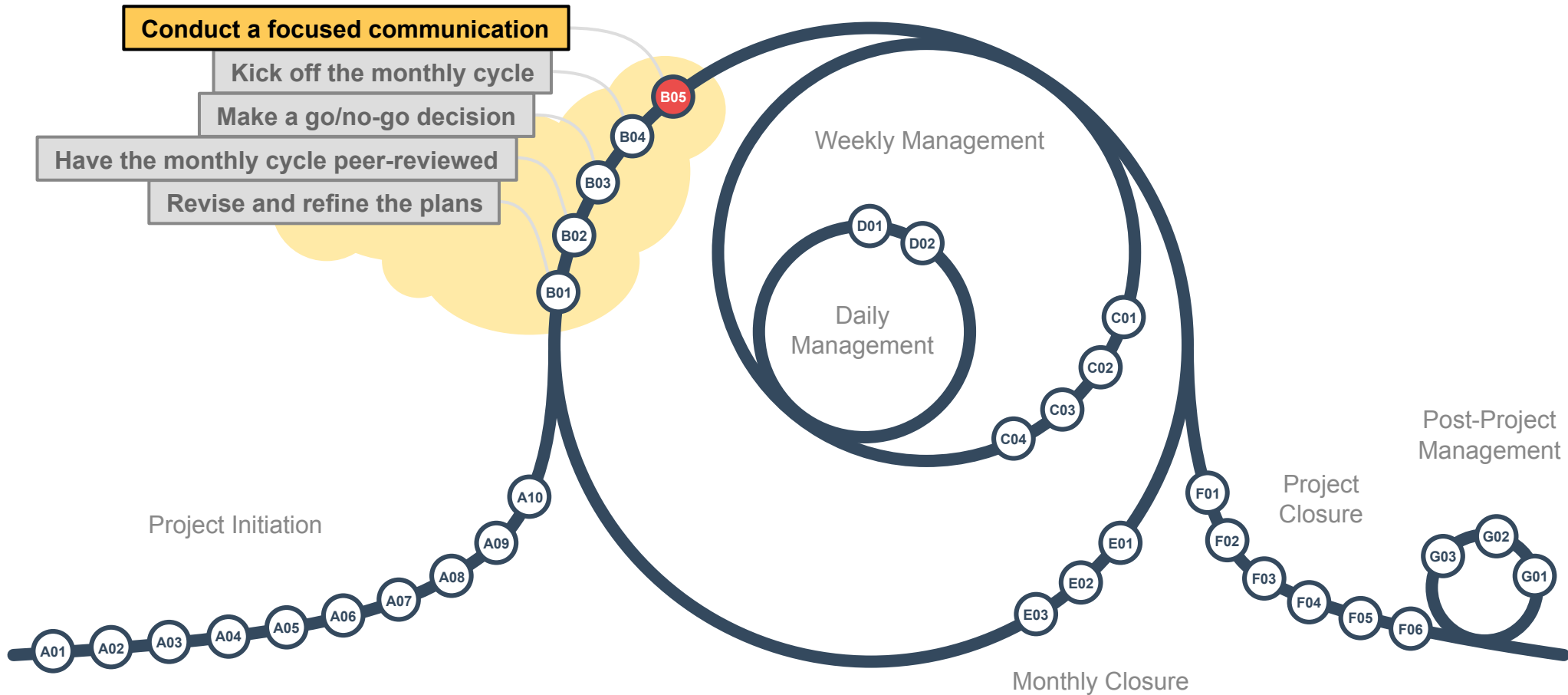
Team building



Team building

Reviewing the plan for the upcoming month





Conduct a focused communication

Kick off the monthly cycle

Make a go/no-go decision

Have the monthly cycle peer-reviewed

Revise and refine the plans

Project Initiation

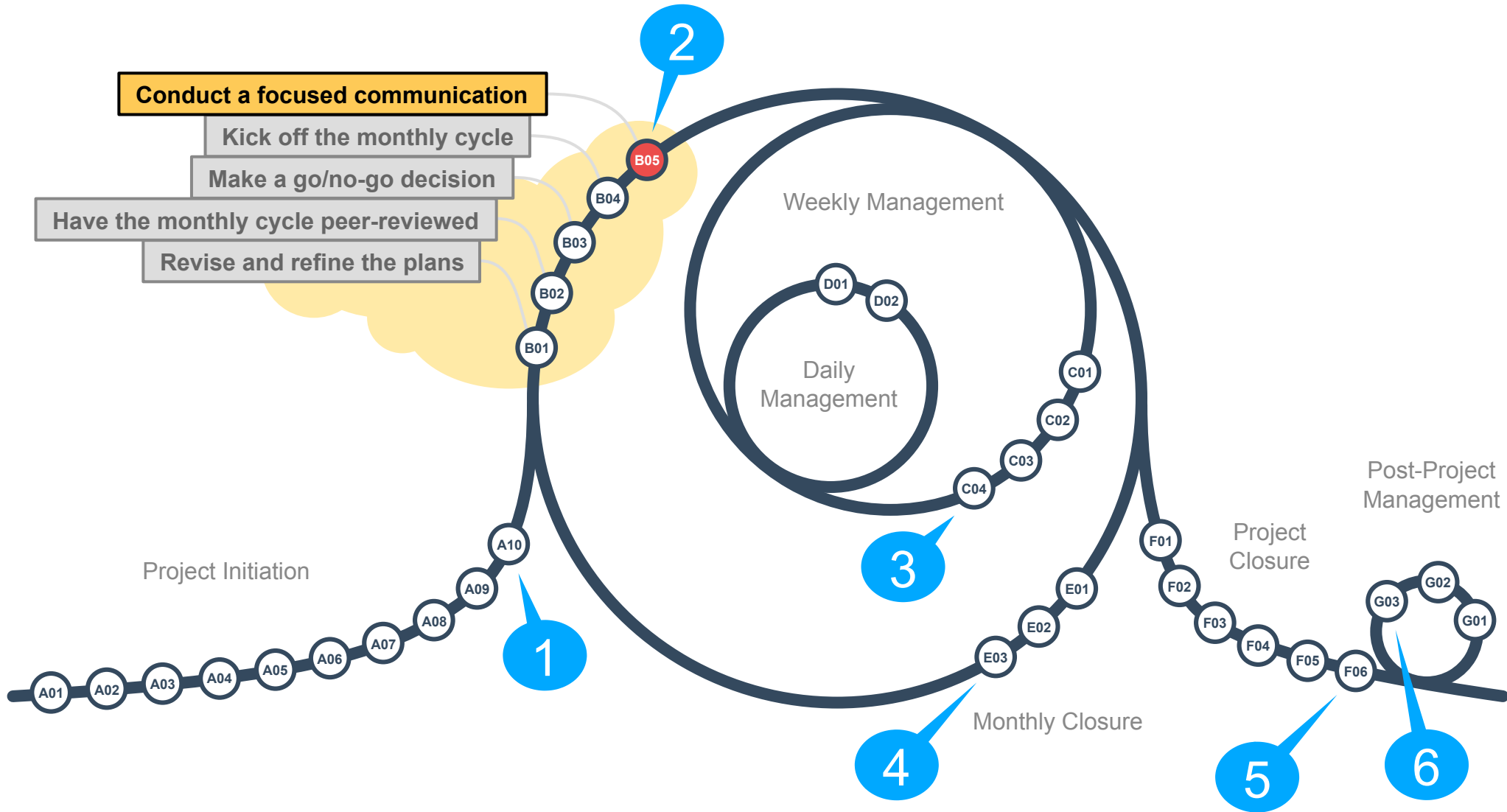
Weekly Management

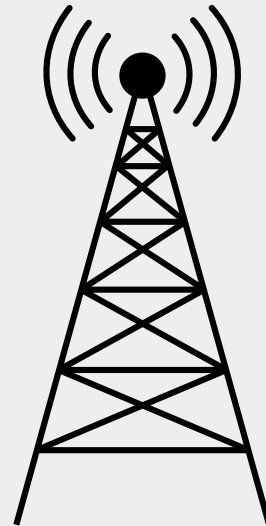
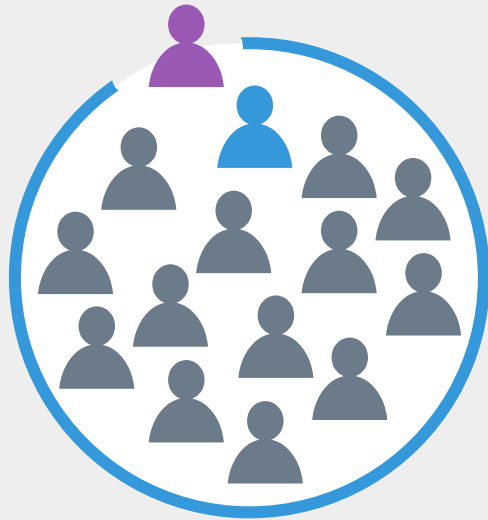
Daily Management

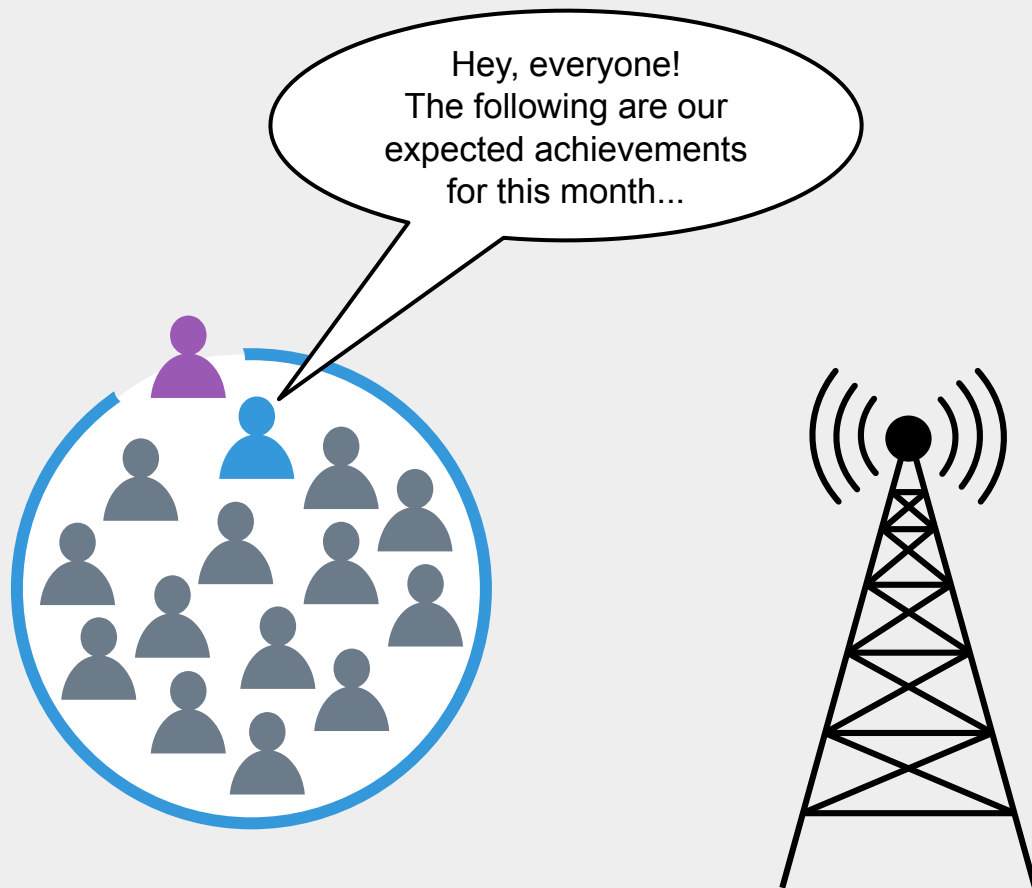
Monthly Closure

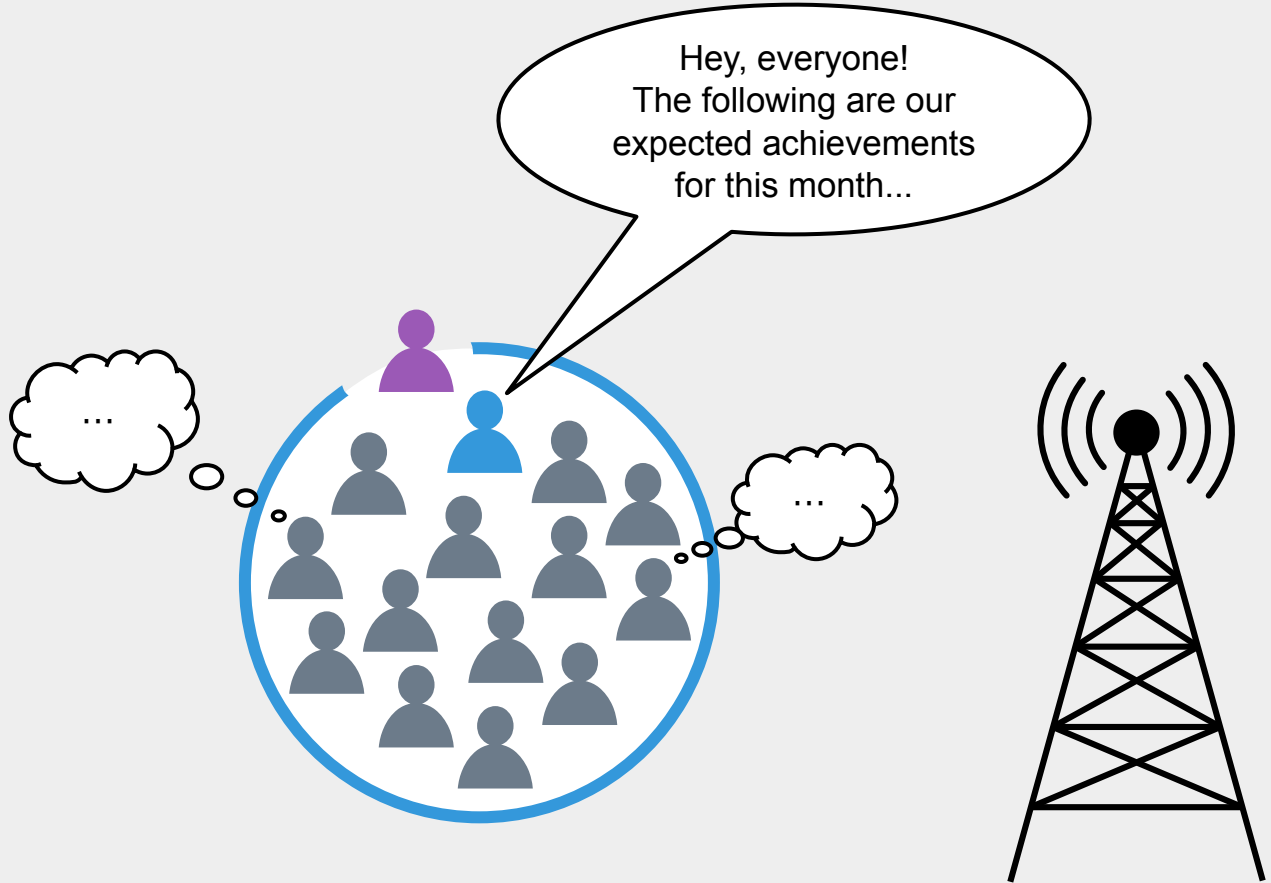
Project Closure

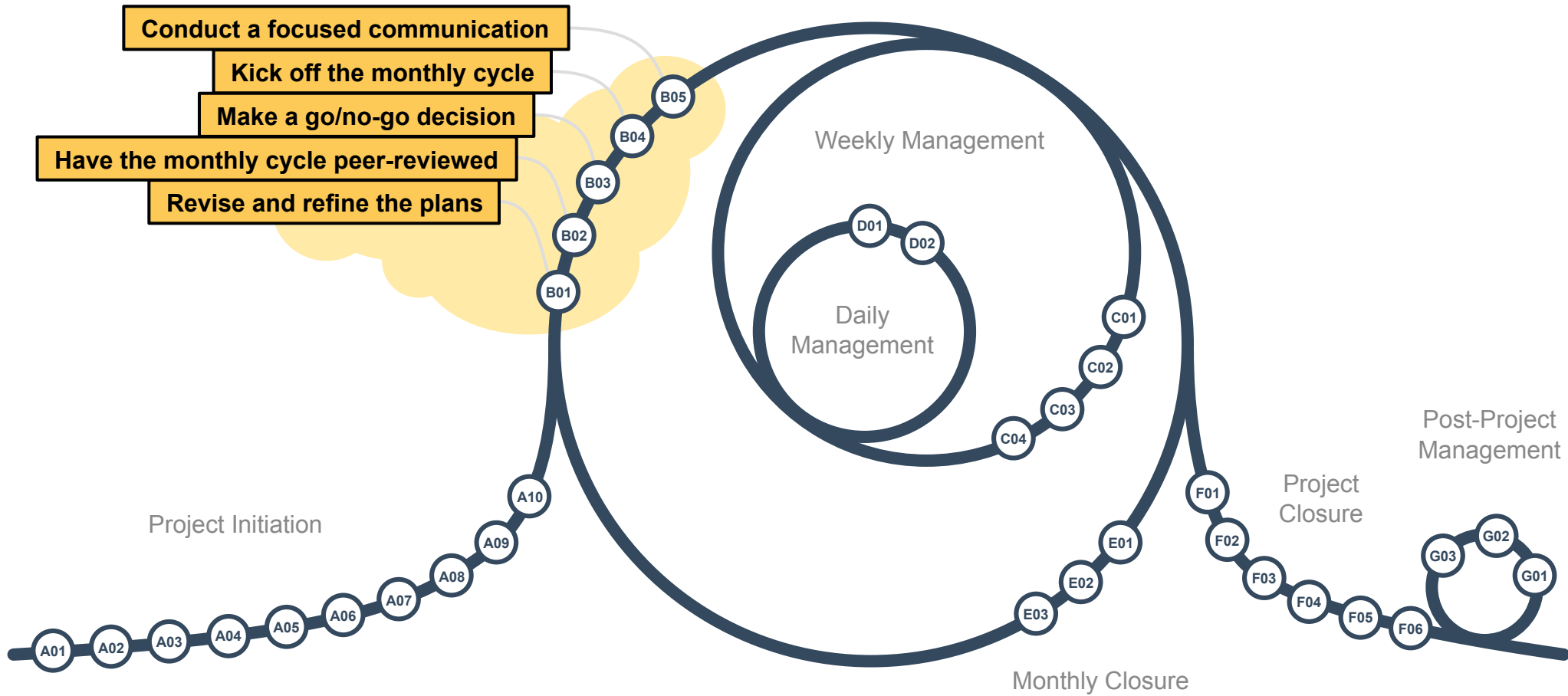
Post-Project Management











① High-level overview

② Full review

Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management



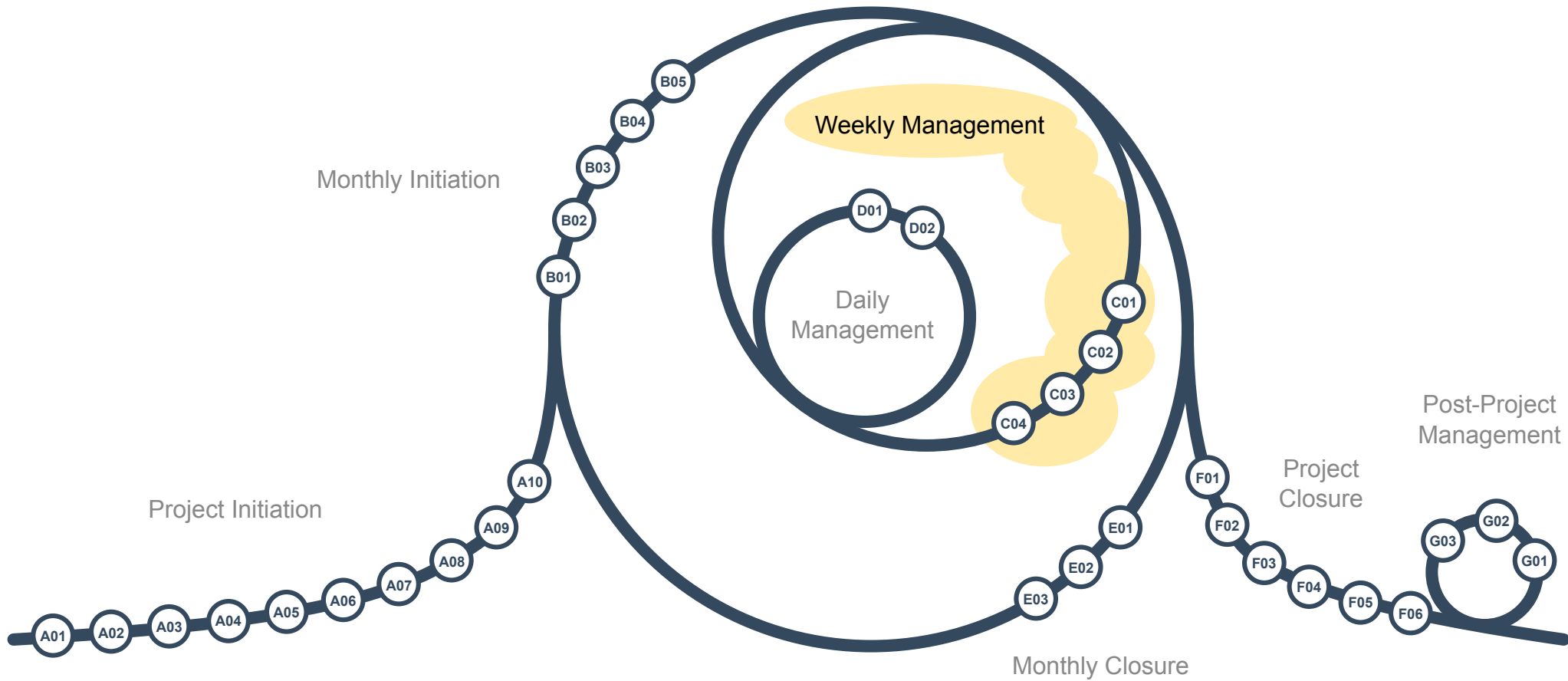
③ NUPP

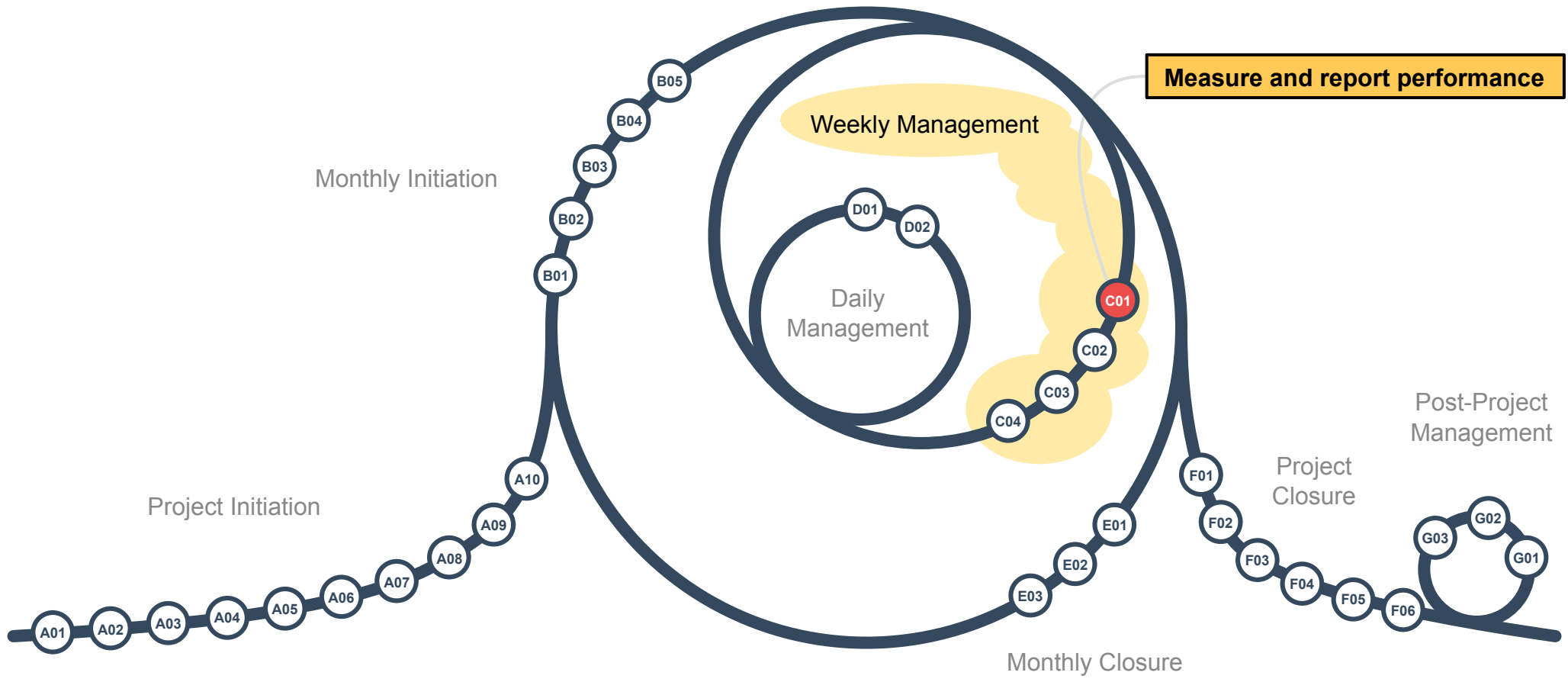
④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program





Measure and report performance

Weekly Management

Daily Management

Monthly Initiation

Project Initiation

Monthly Closure

Project Closure

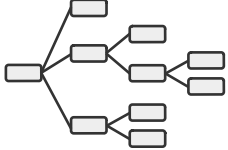
Post-Project Management

1

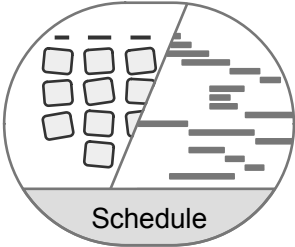


Project Description

2

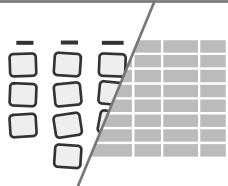


Deliverables Map



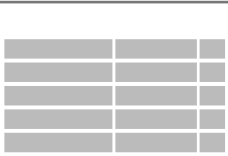
Schedule

3



Follow-Up Register

4



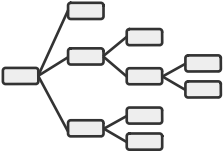
Health Register

1

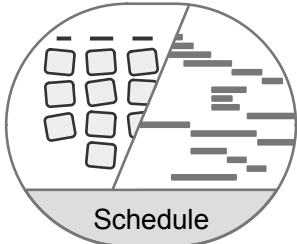


Project Description

2

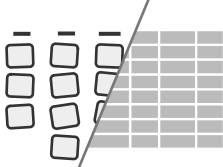


Deliverables Map



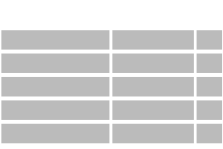
Schedule

3

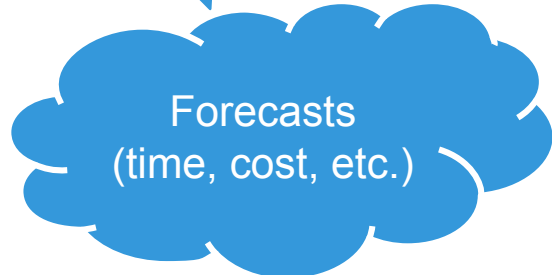
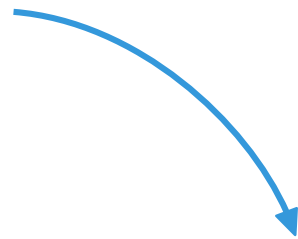
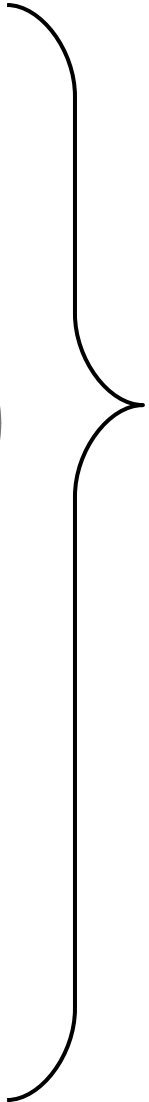


Follow-Up Register

4



Health Register



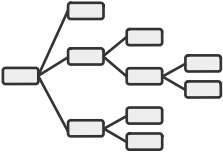
Forecasts
(time, cost, etc.)

1

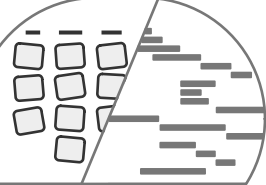


Project Description

2

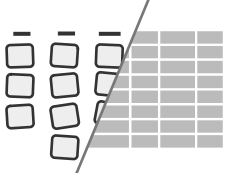


Deliverables Map



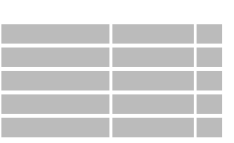
Schedule

3

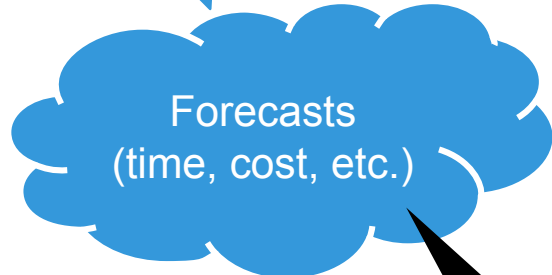
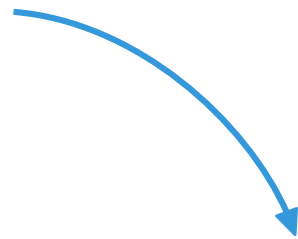
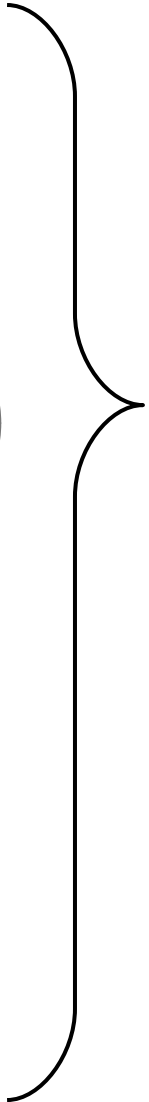


Follow-Up Register

4



Health Register



Forecasts
(time, cost, etc.)

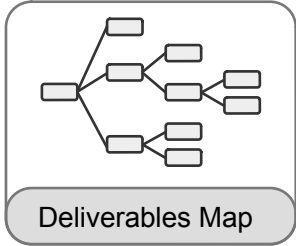


Aligned with
the goals

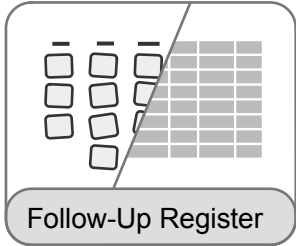
1



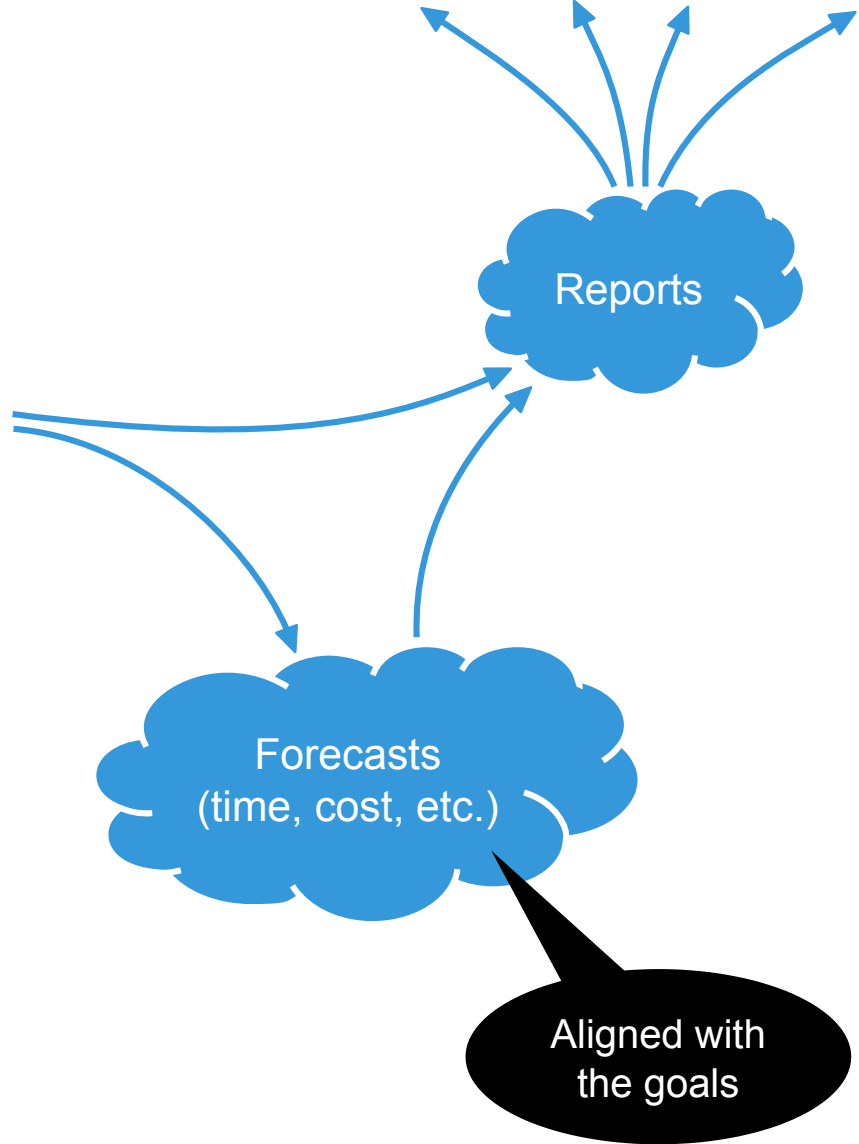
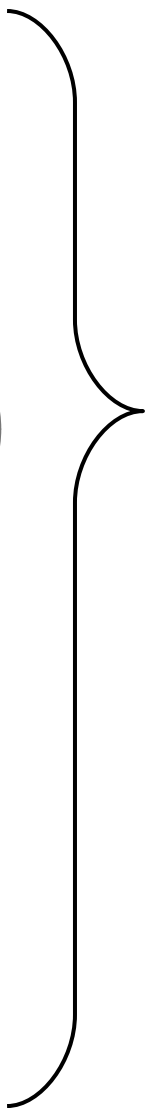
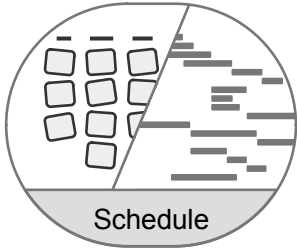
2



3



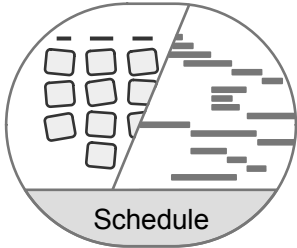
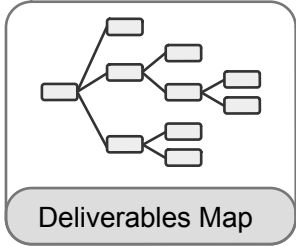
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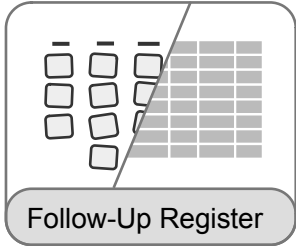
1



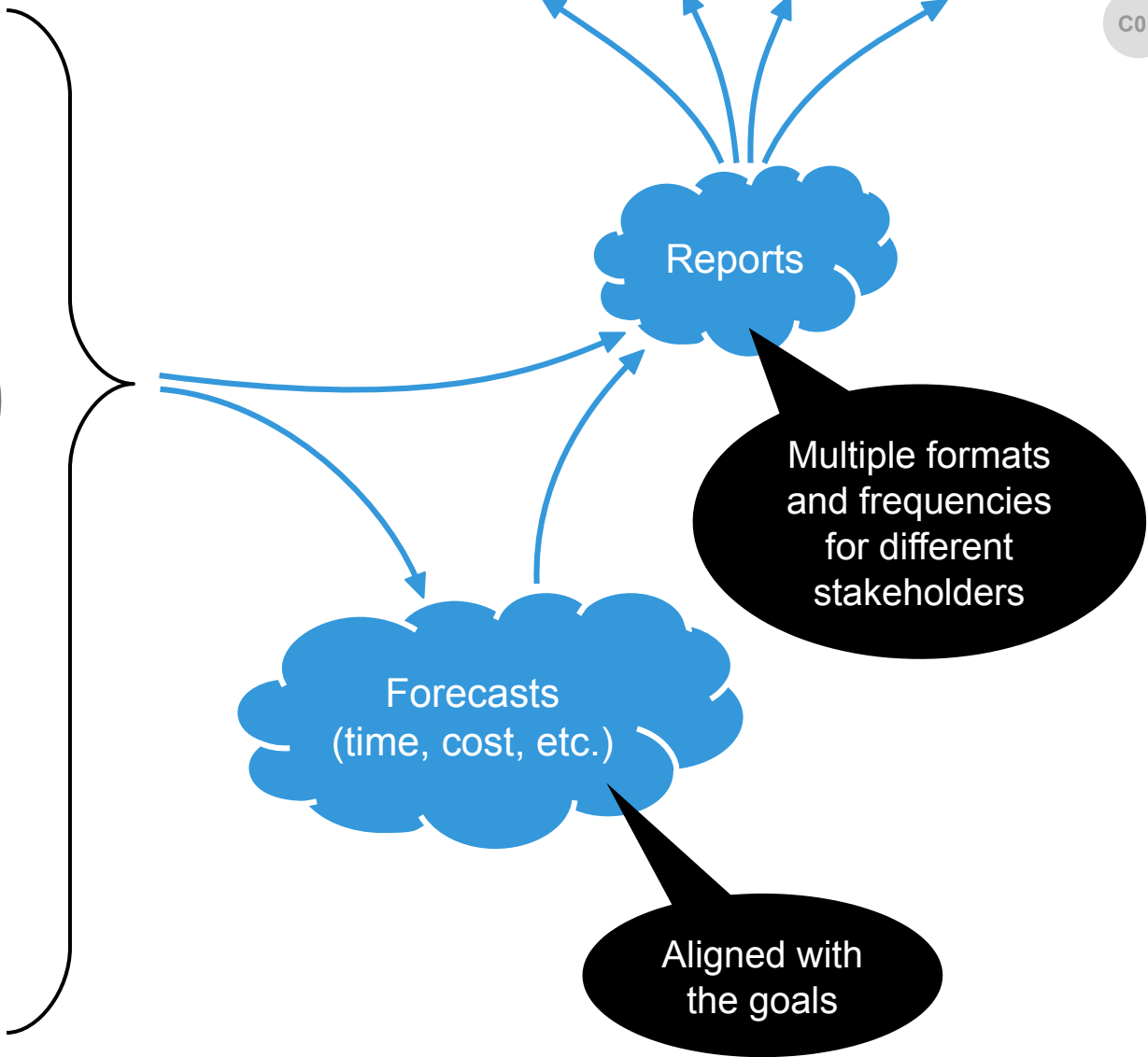
2



3

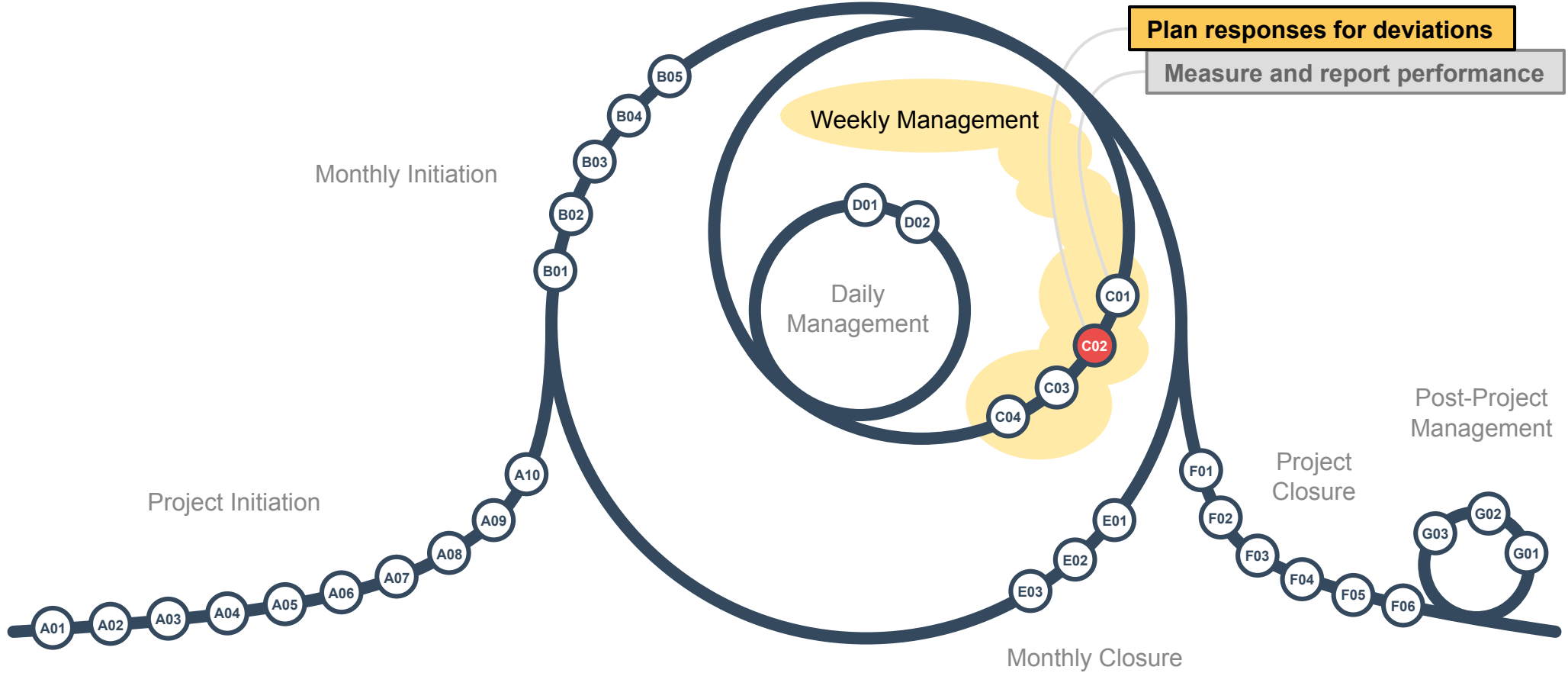


4



How would you improve the effectiveness
of your reports?





Project Initiation

Monthly Initiation

Weekly Management

Daily Management

Monthly Closure


Project Closure

Post-Project Management

Plan responses for deviations

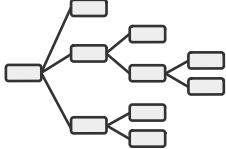
Measure and report performance

1

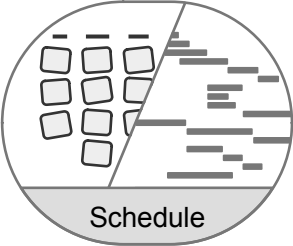


Project Description

2

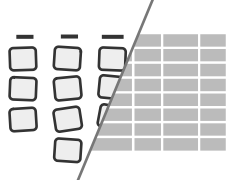


Deliverables Map



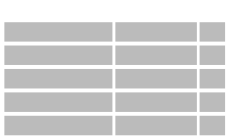
Schedule

3



Follow-Up Register

4



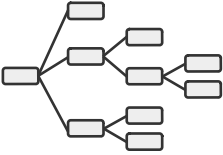
Health Register

1

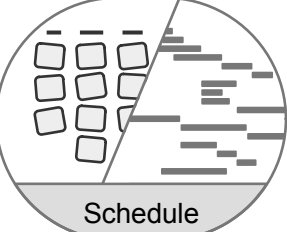


Project Description

2

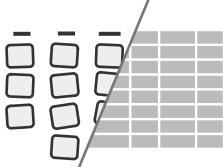


Deliverables Map



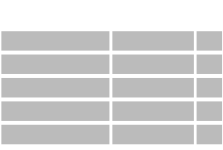
Schedule

3

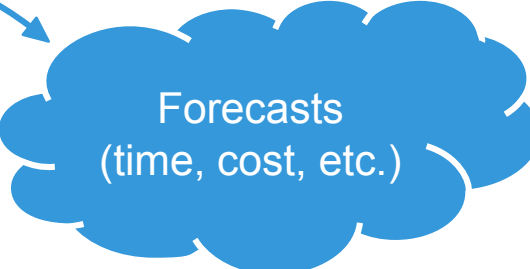
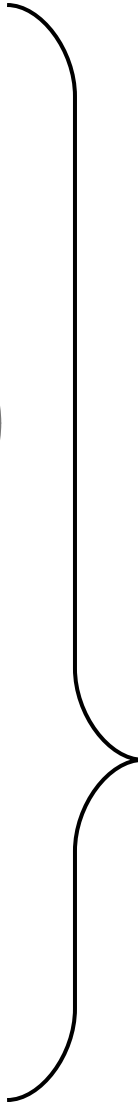


Follow-Up Register

4



Health Register



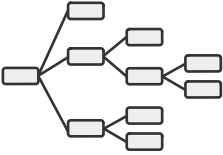
Forecasts
(time, cost, etc.)

1

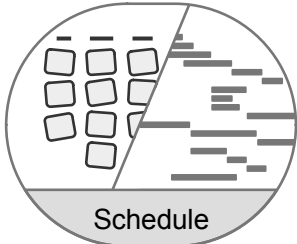


Project Description

2

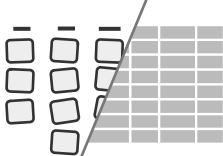


Deliverables Map



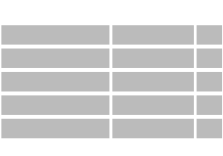
Schedule

3

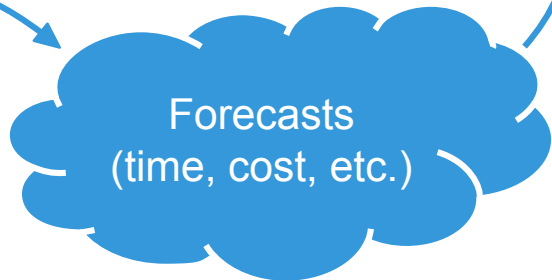
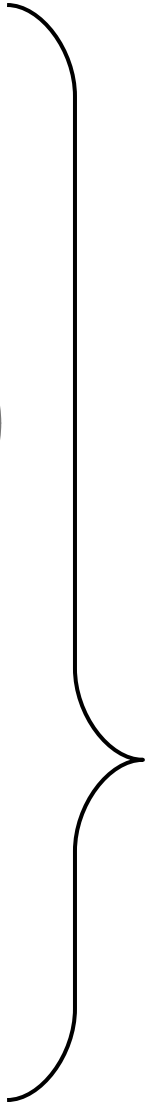


Follow-Up Register

4



Health Register



Forecasts
(time, cost, etc.)



Responses to
deviations

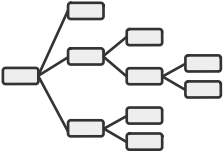


1

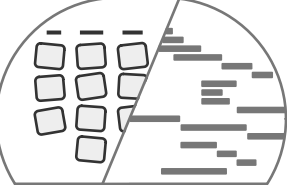


Project Description

2

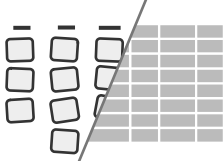


Deliverables Map



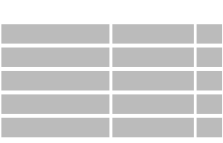
Schedule

3



Follow-Up Register

4

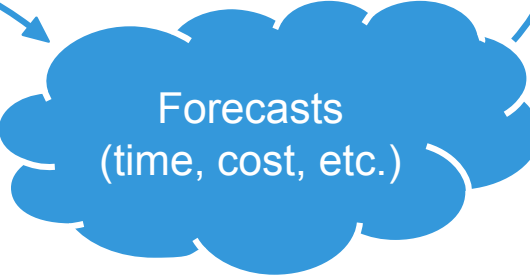


Health Register

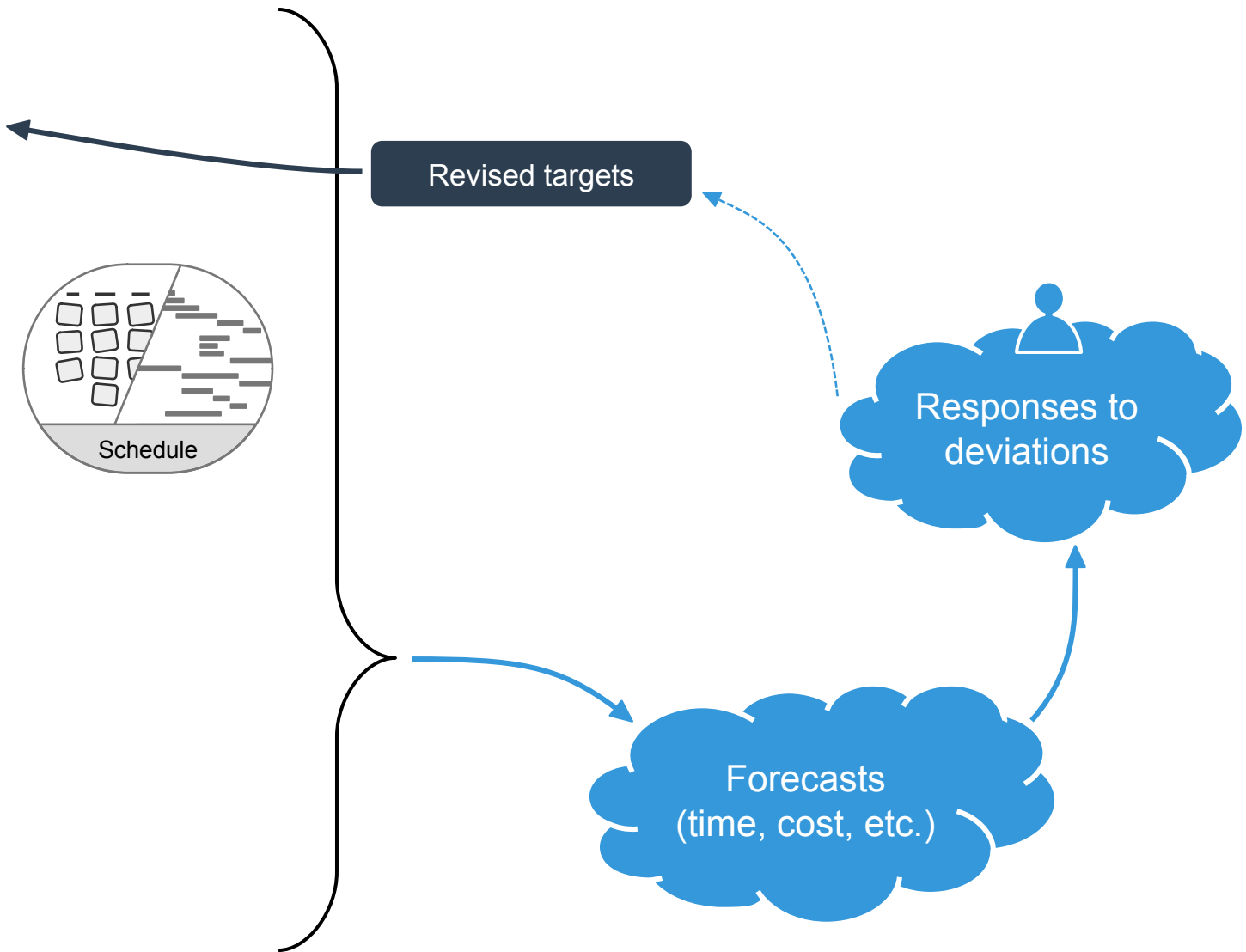
Revised targets



Responses to deviations



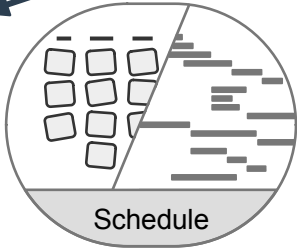
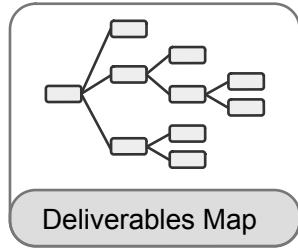
Forecasts
(time, cost, etc.)



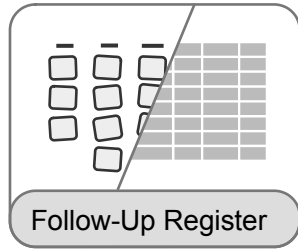
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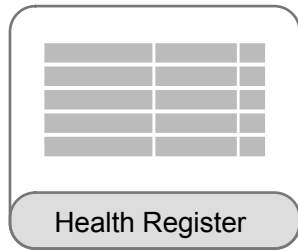
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3

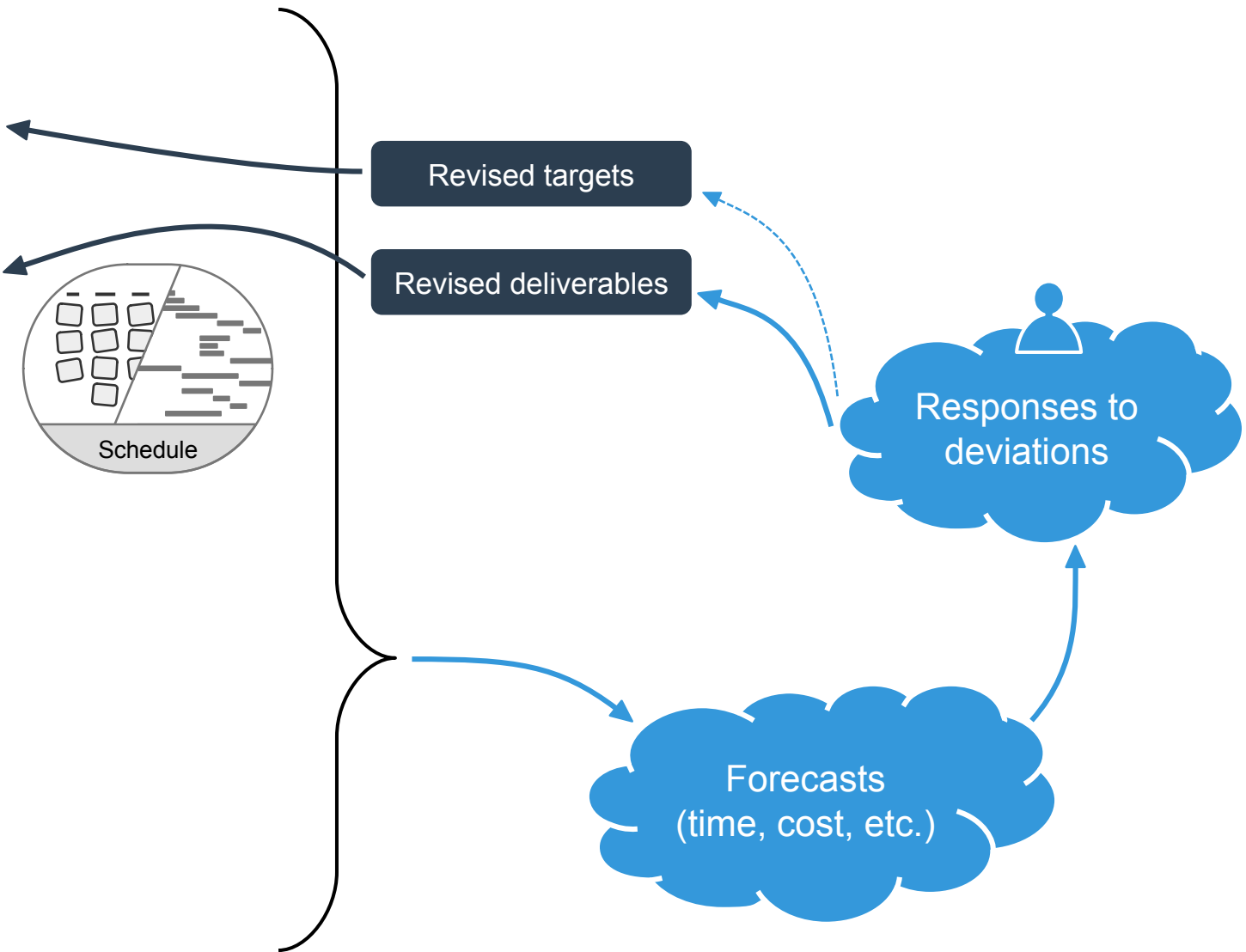
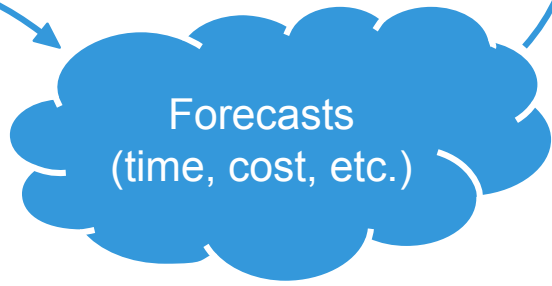


4



Revised targets

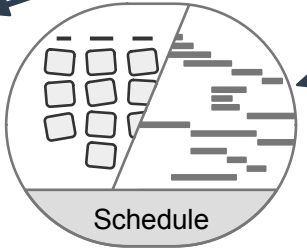
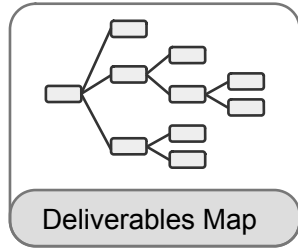
Revised deliverables



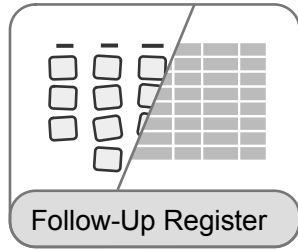
1



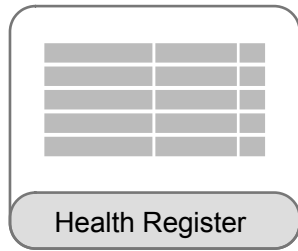
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3



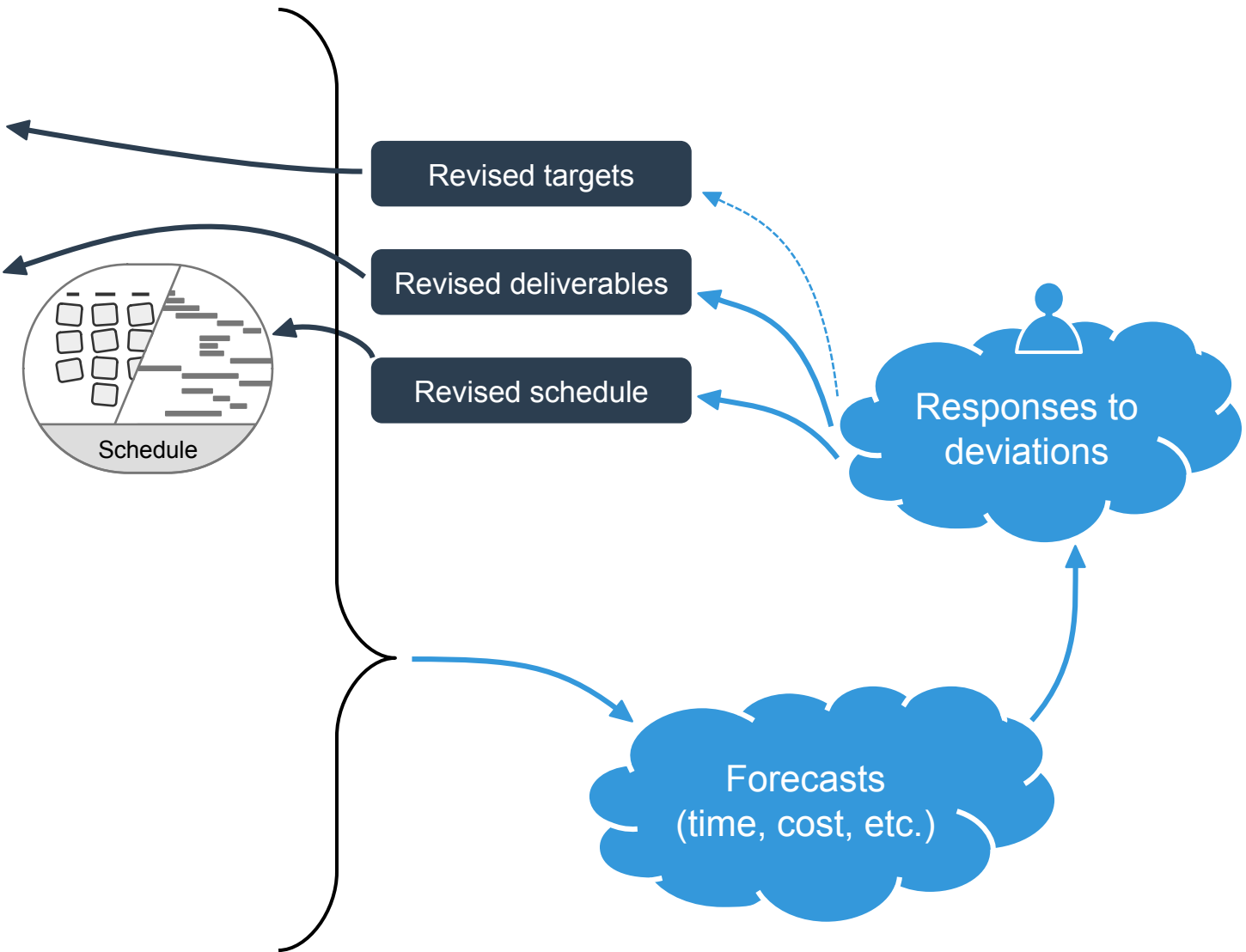
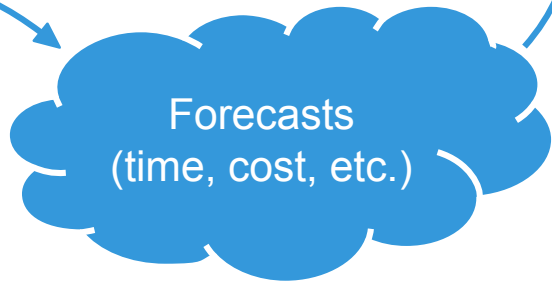
4



Revised targets

Revised deliverables

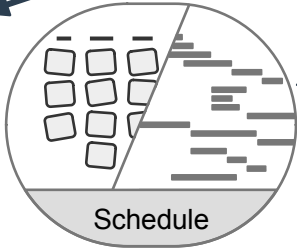
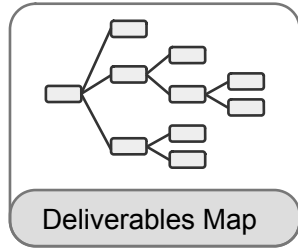
Revised schedule



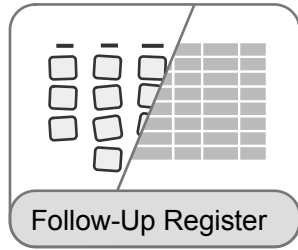
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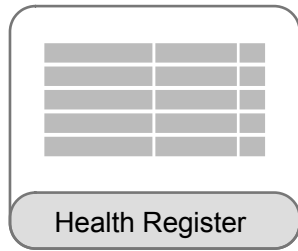
2



3



4

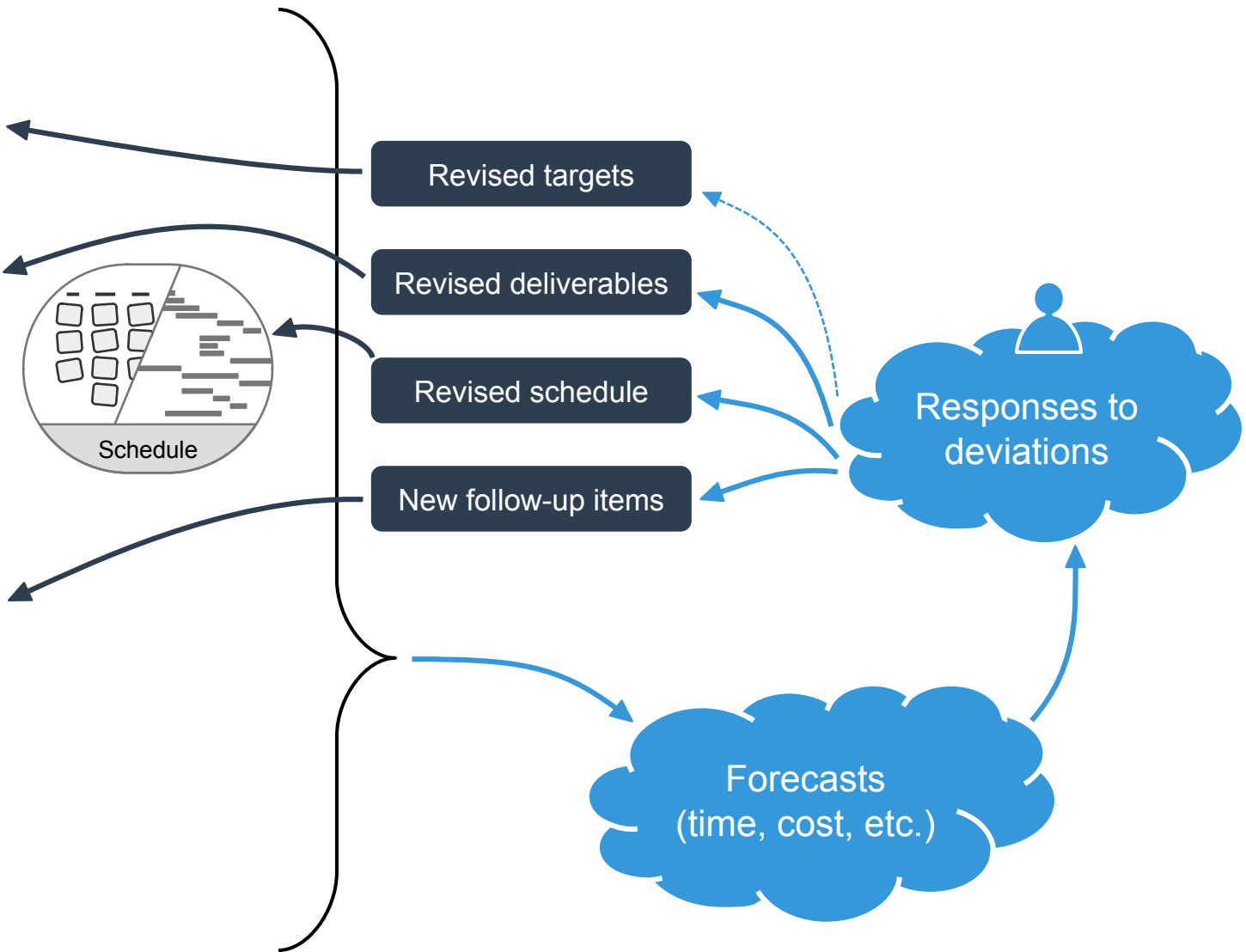
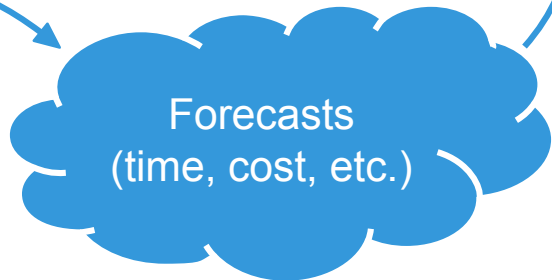


Revised targets

Revised deliverables

Revised schedule

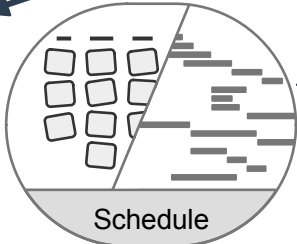
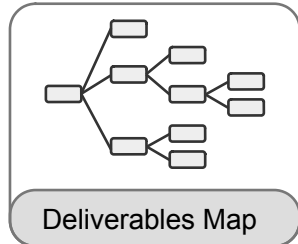
New follow-up items



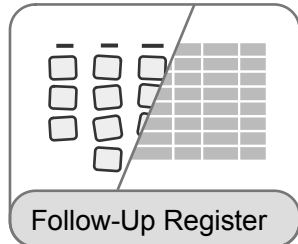
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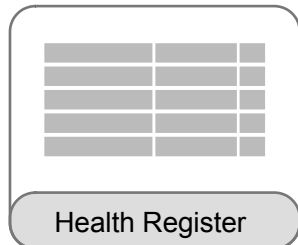
2



3



4

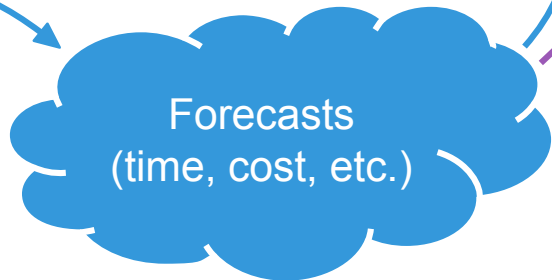


Revised targets

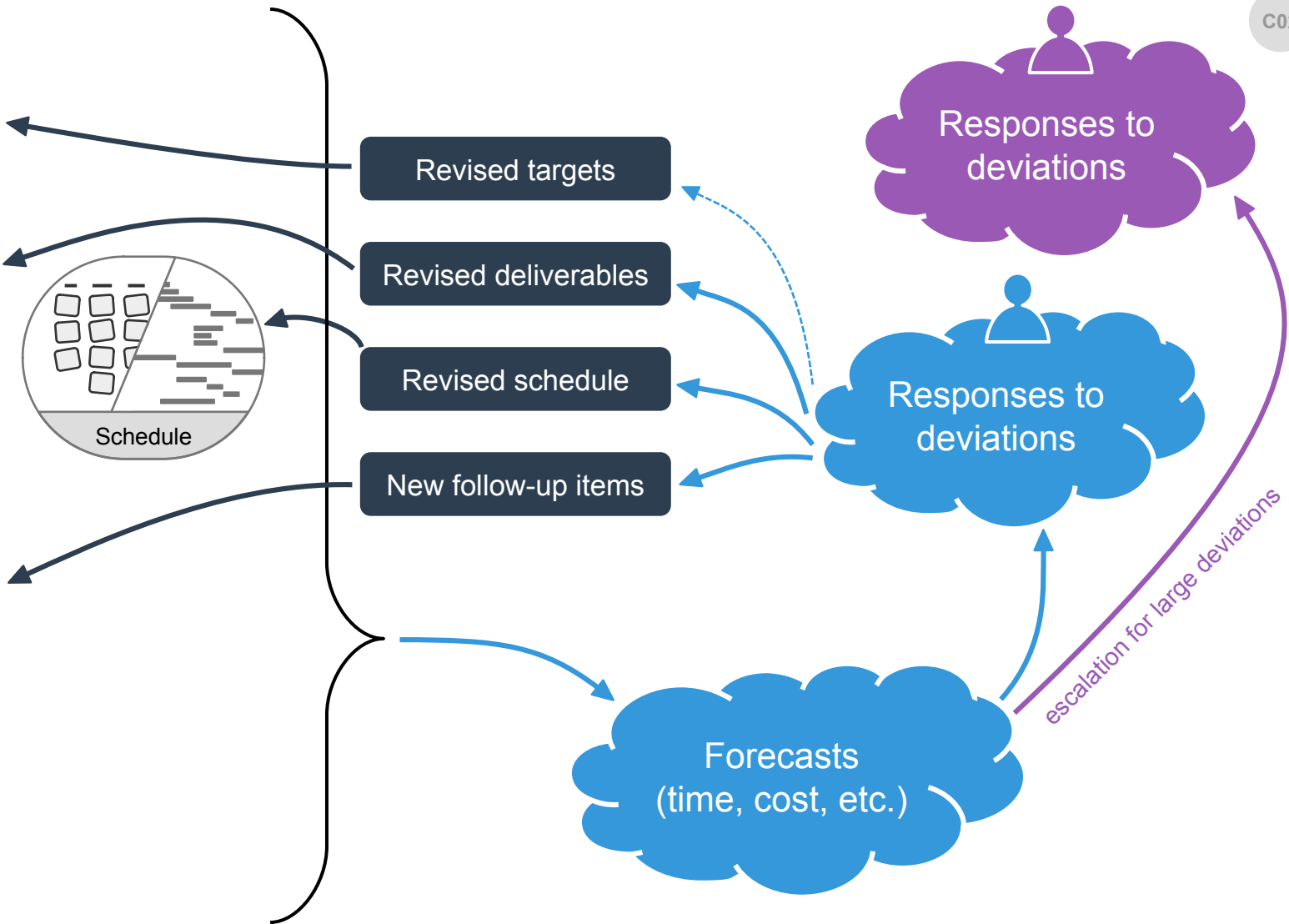
Revised deliverables

Revised schedule

New follow-up items



escalation for large deviations







This is too
complicated!



Responses to
deviations

This is too complicated!

Responses to deviations



This is too complicated!

Hey, everyone!
How do you think we can recover from this deviation?

Responses to deviations

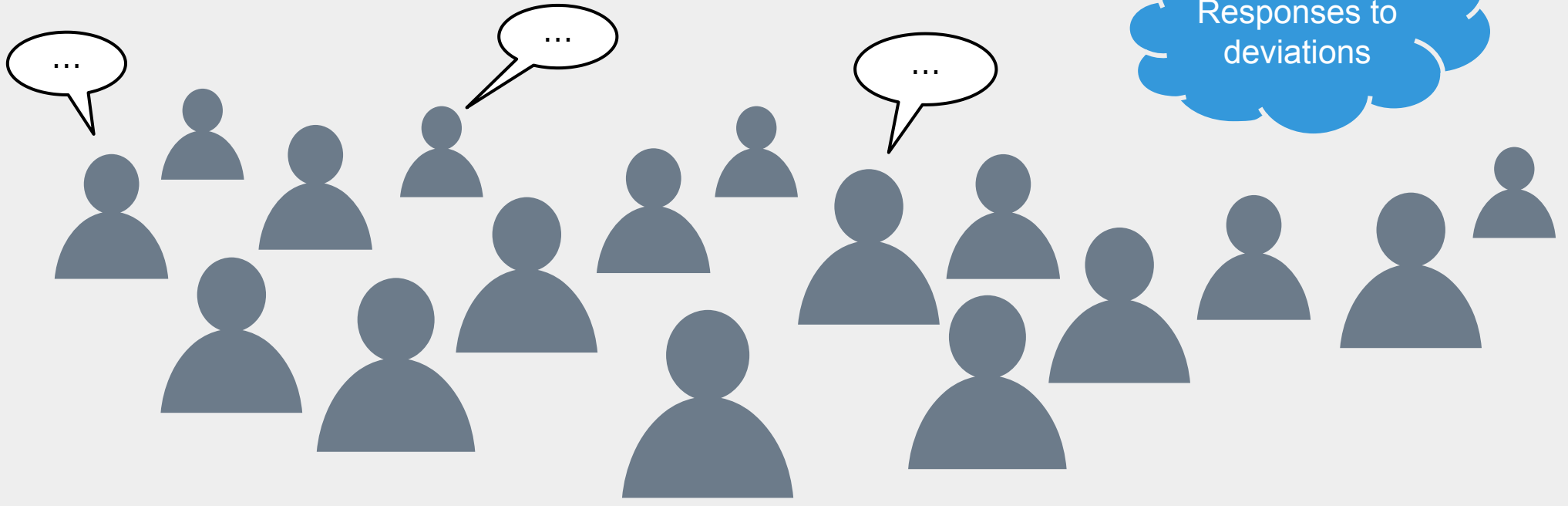


Wisdom of Crowds

This is too complicated!

Hey, everyone!
How do you think we can recover from this deviation?

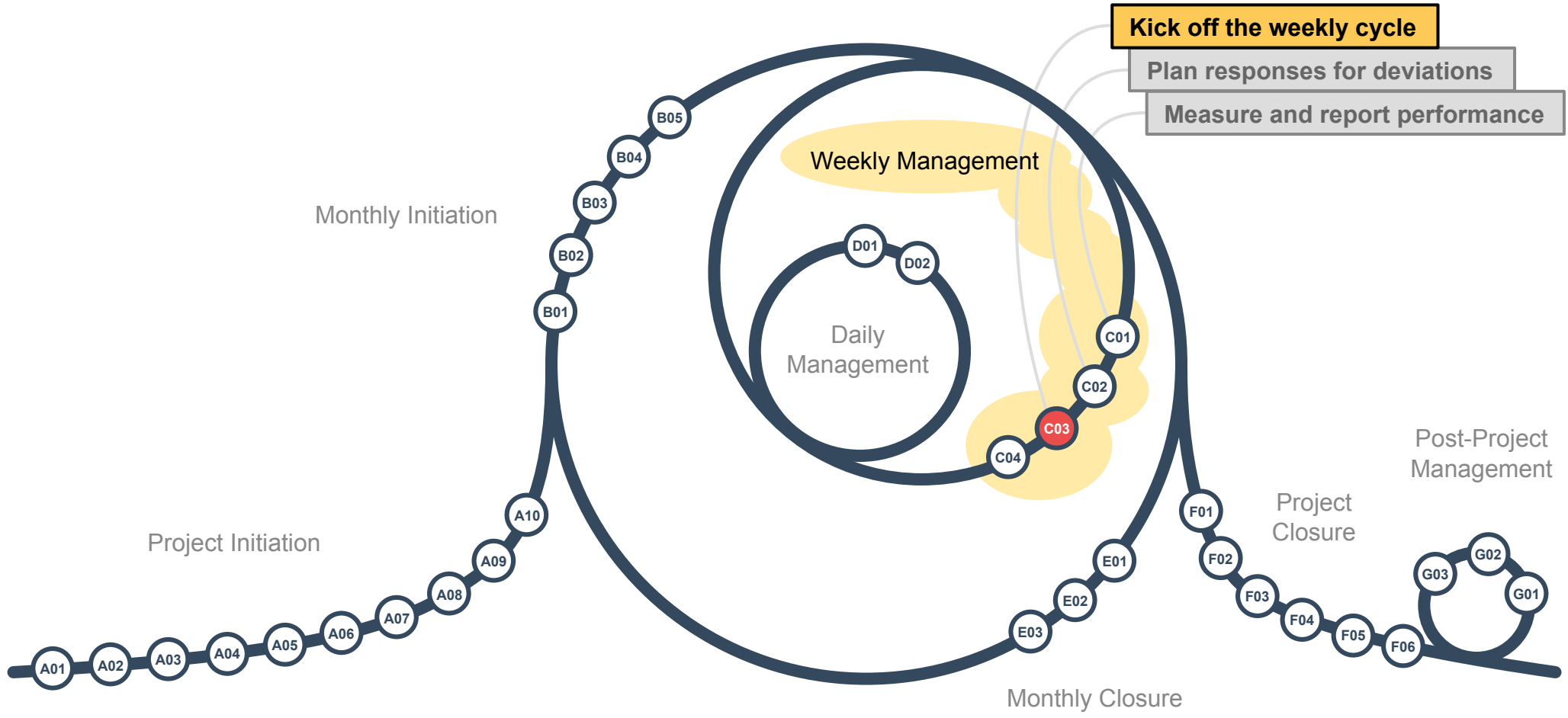
Responses to deviations

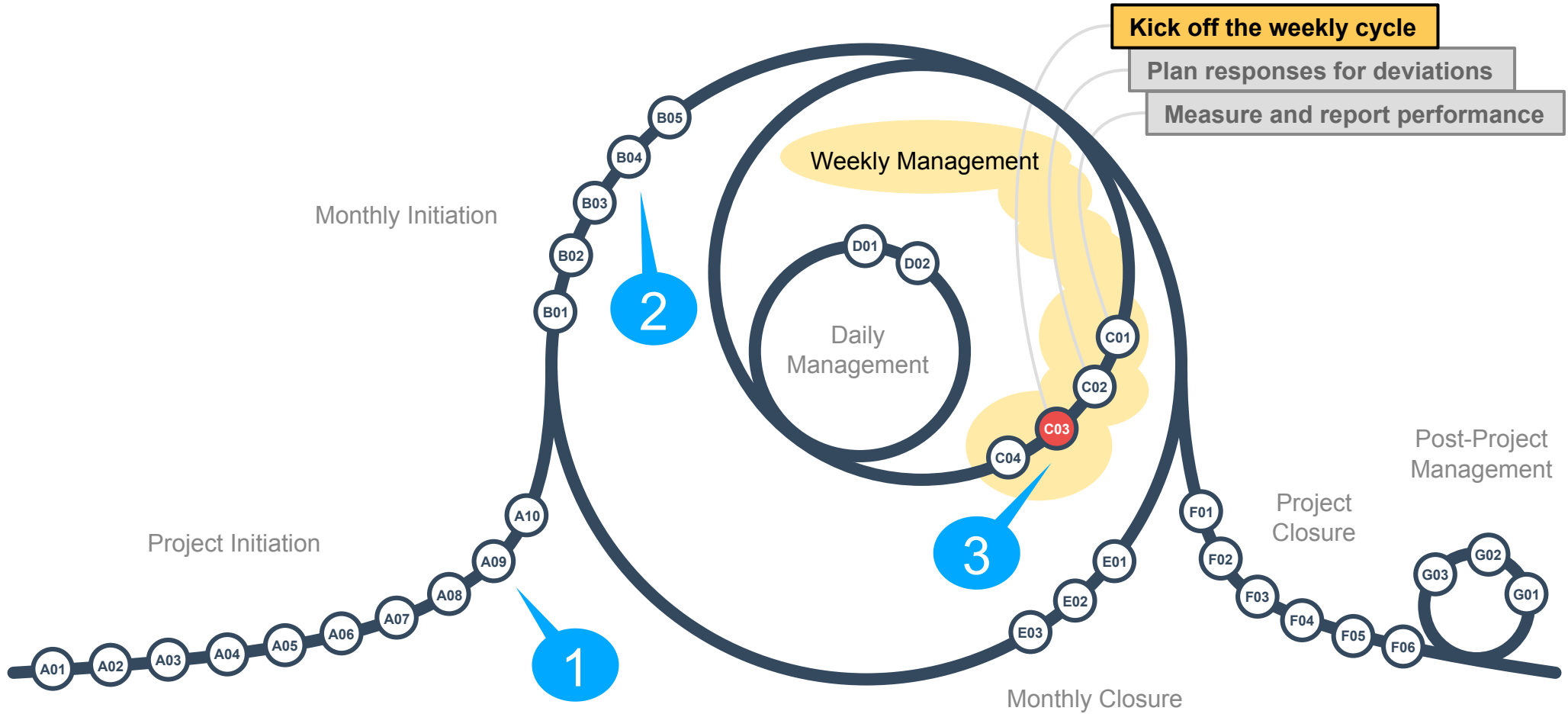


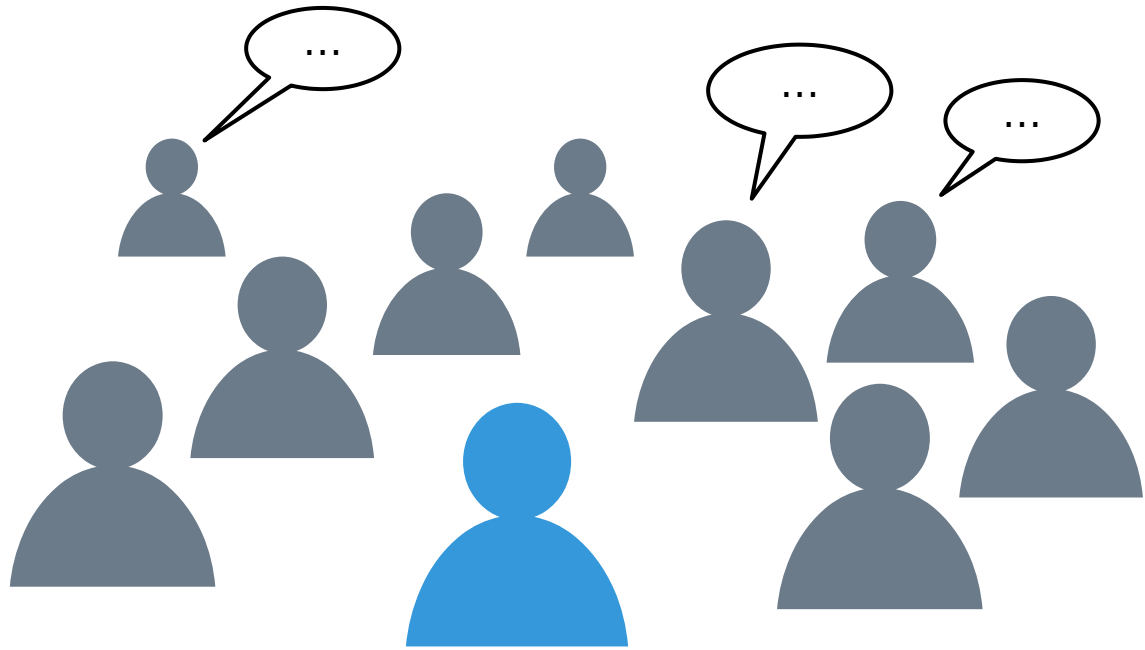
“Sometimes, working on more deliverables in parallel can increase speed and help recover from deviations.”

Do you agree?









Reviewing the
deliverables and
follow-up items for
the upcoming week



Encouraging
teams to limit
work in progress

Reviewing the
deliverables and
follow-up items for
the upcoming week



Discovering
conflicts

Encouraging
teams to limit
work in progress

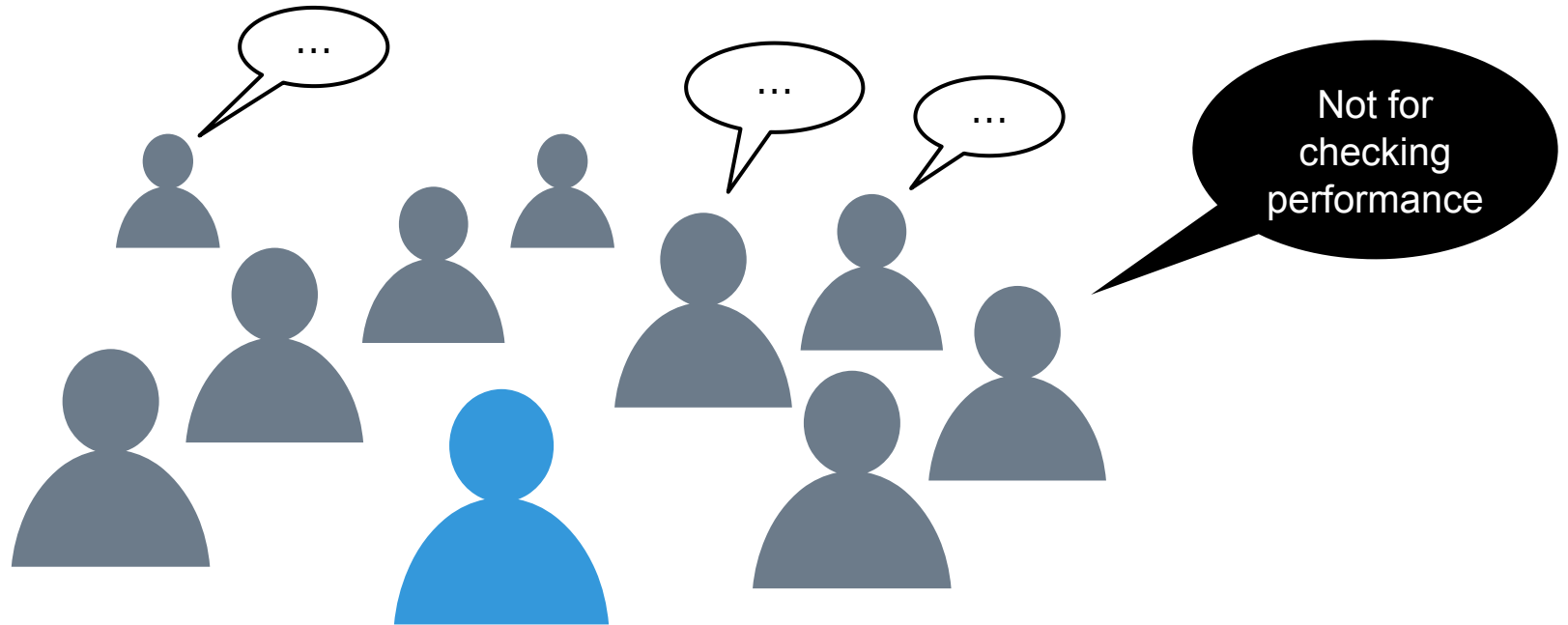
Reviewing the
deliverables and
follow-up items for
the upcoming week



Discovering
conflicts

Encouraging
teams to limit
work in progress

Reviewing the
deliverables and
follow-up items for
the upcoming week



Not for
checking
performance

Discovering conflicts

Encouraging teams to limit work in progress

Reviewing the deliverables and follow-up items for the upcoming week

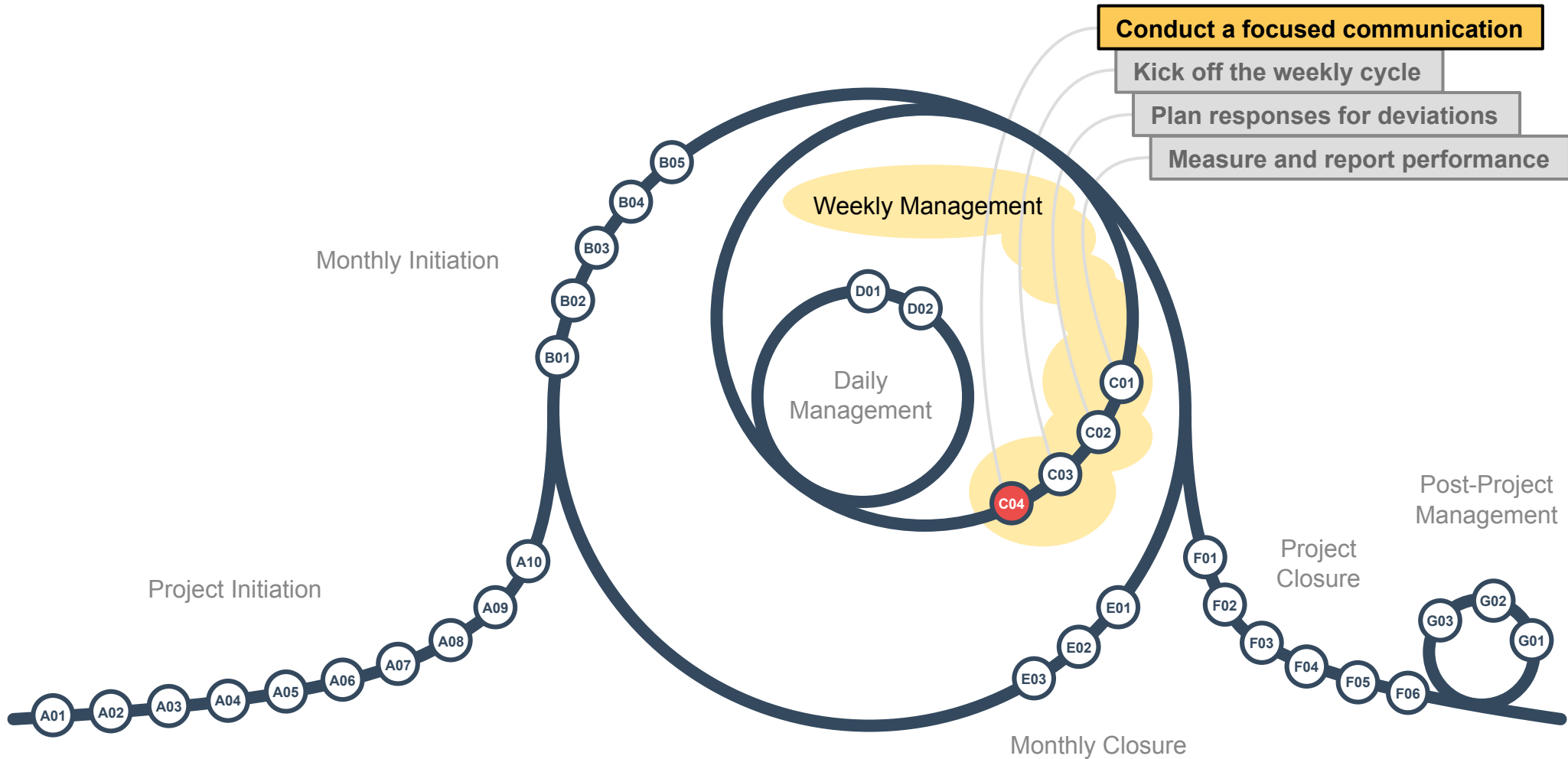
Only the team members

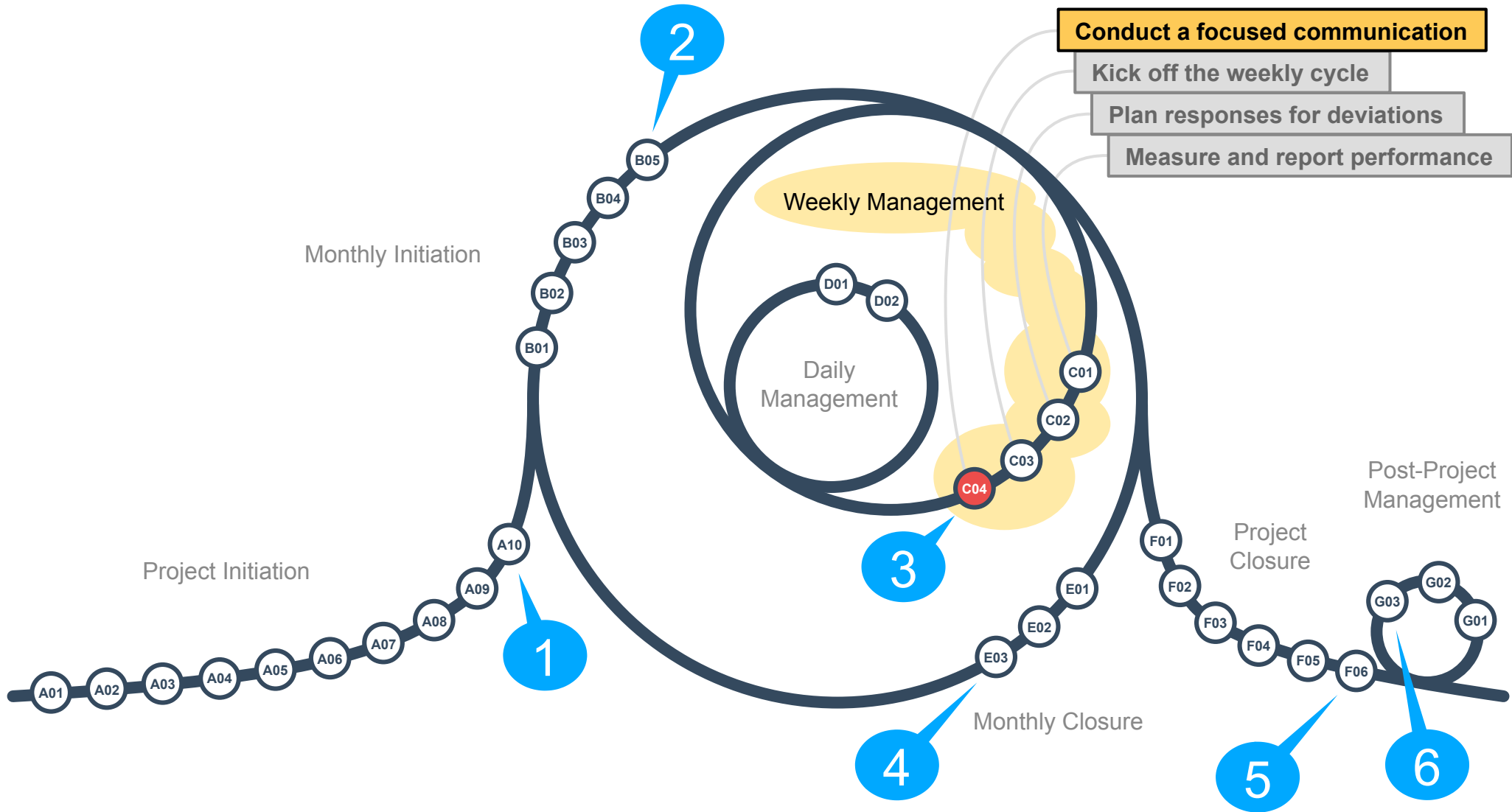
Not for checking performance

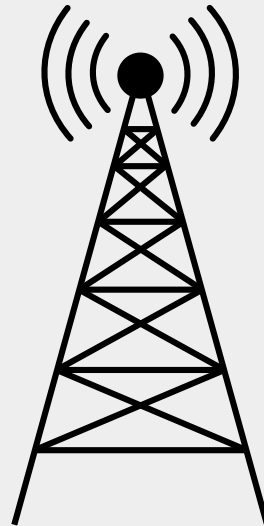
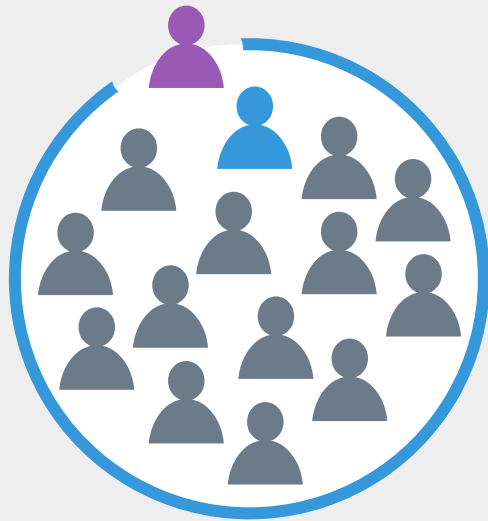


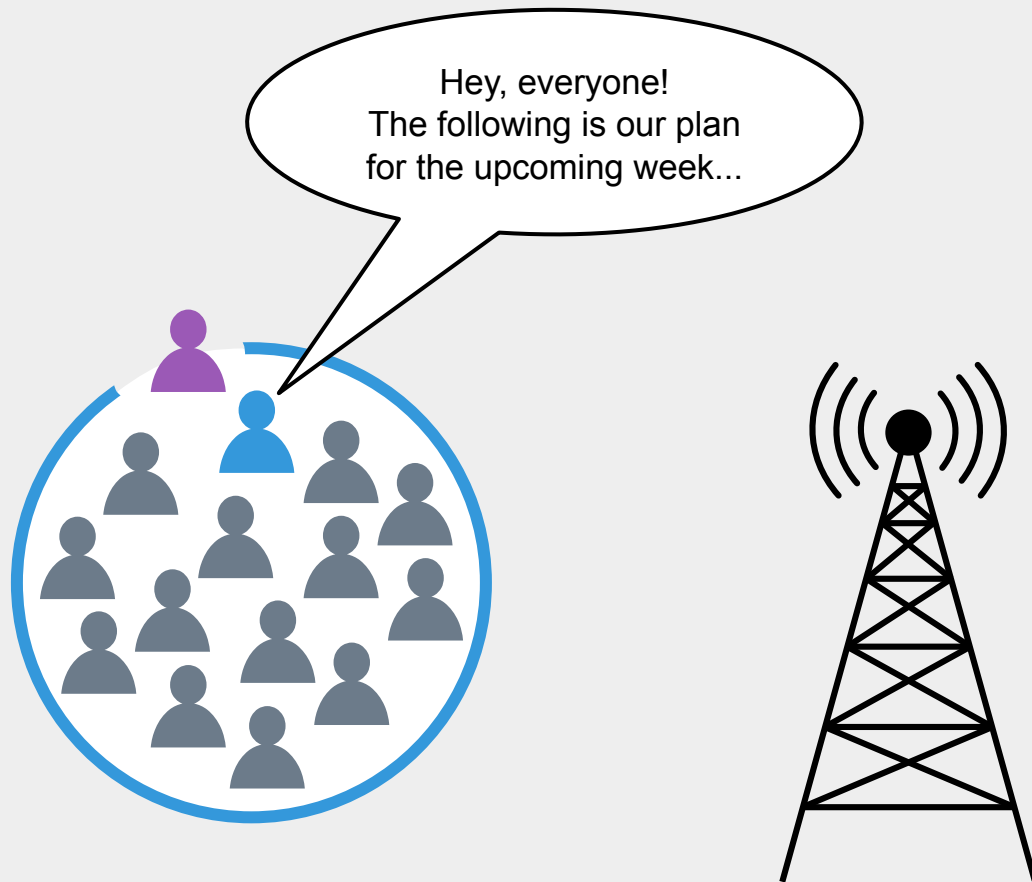
How would you create an effective and pleasant weekly kick-off?

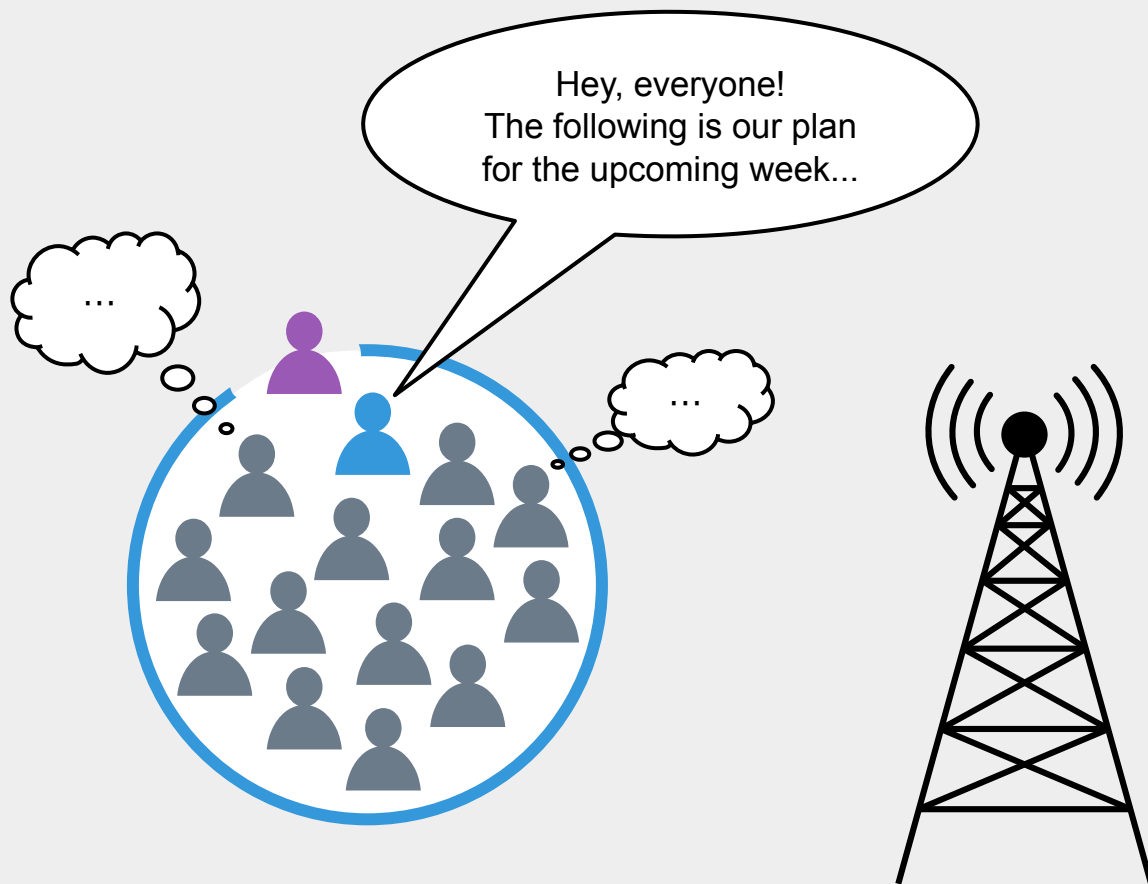


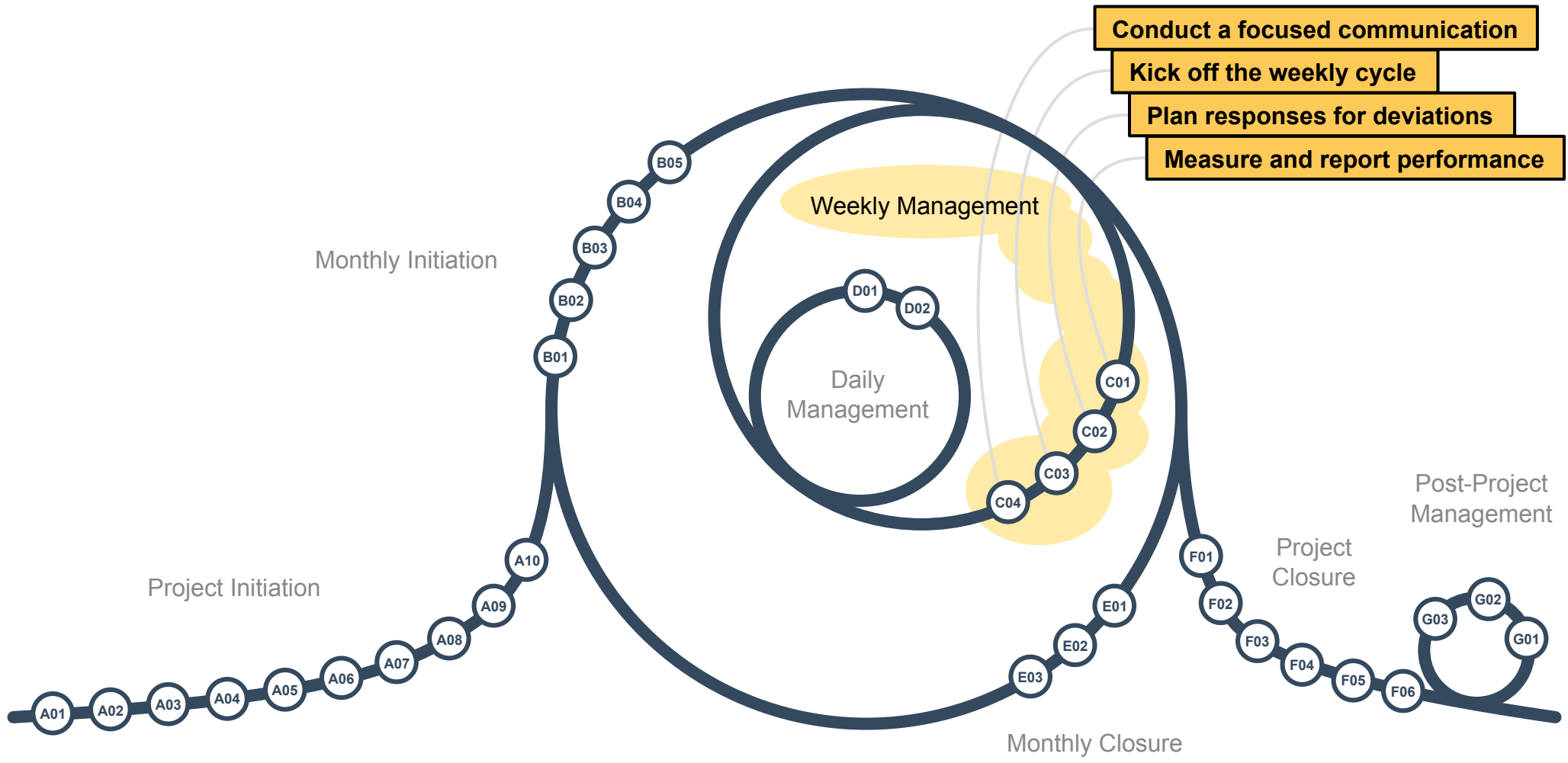












① High-level overview

② Full review

Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management



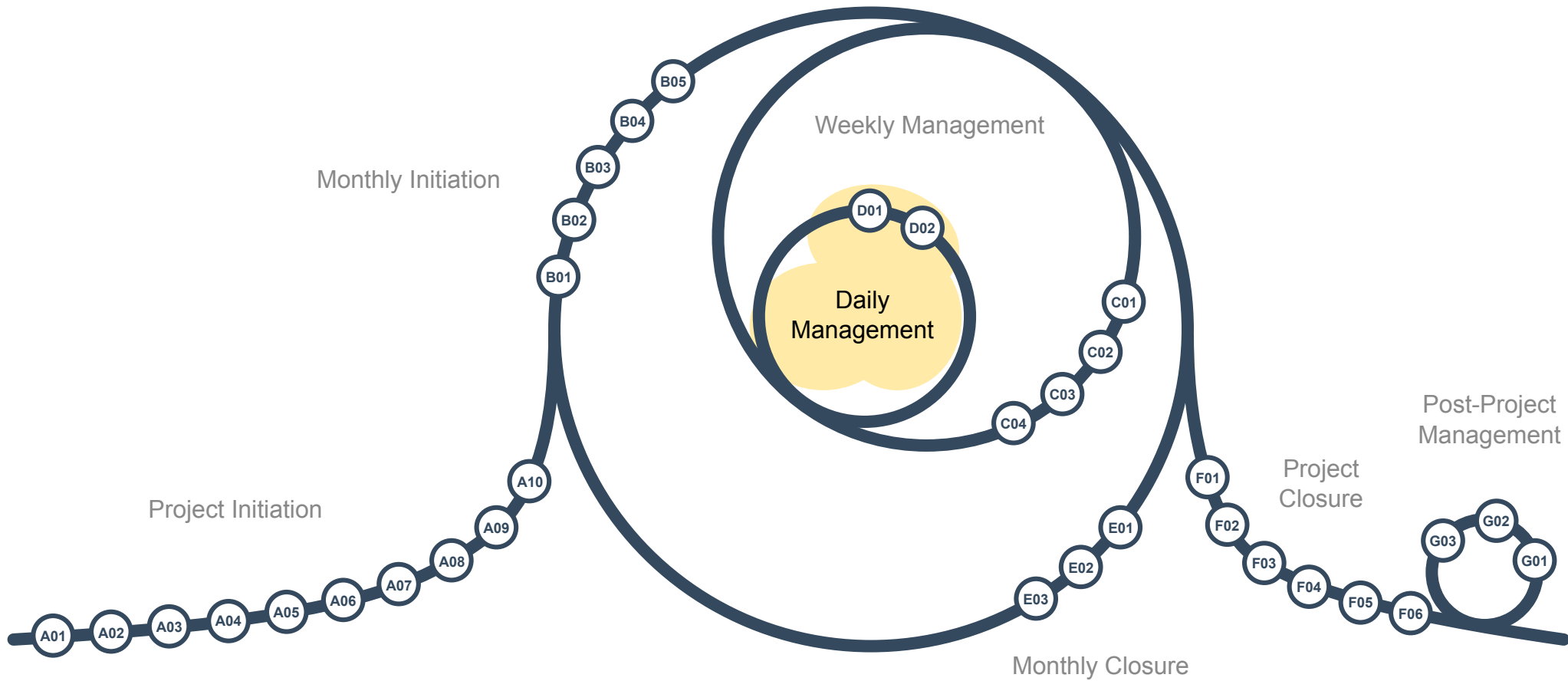
③ NUPP

④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program



Project Initiation

Monthly Initiation

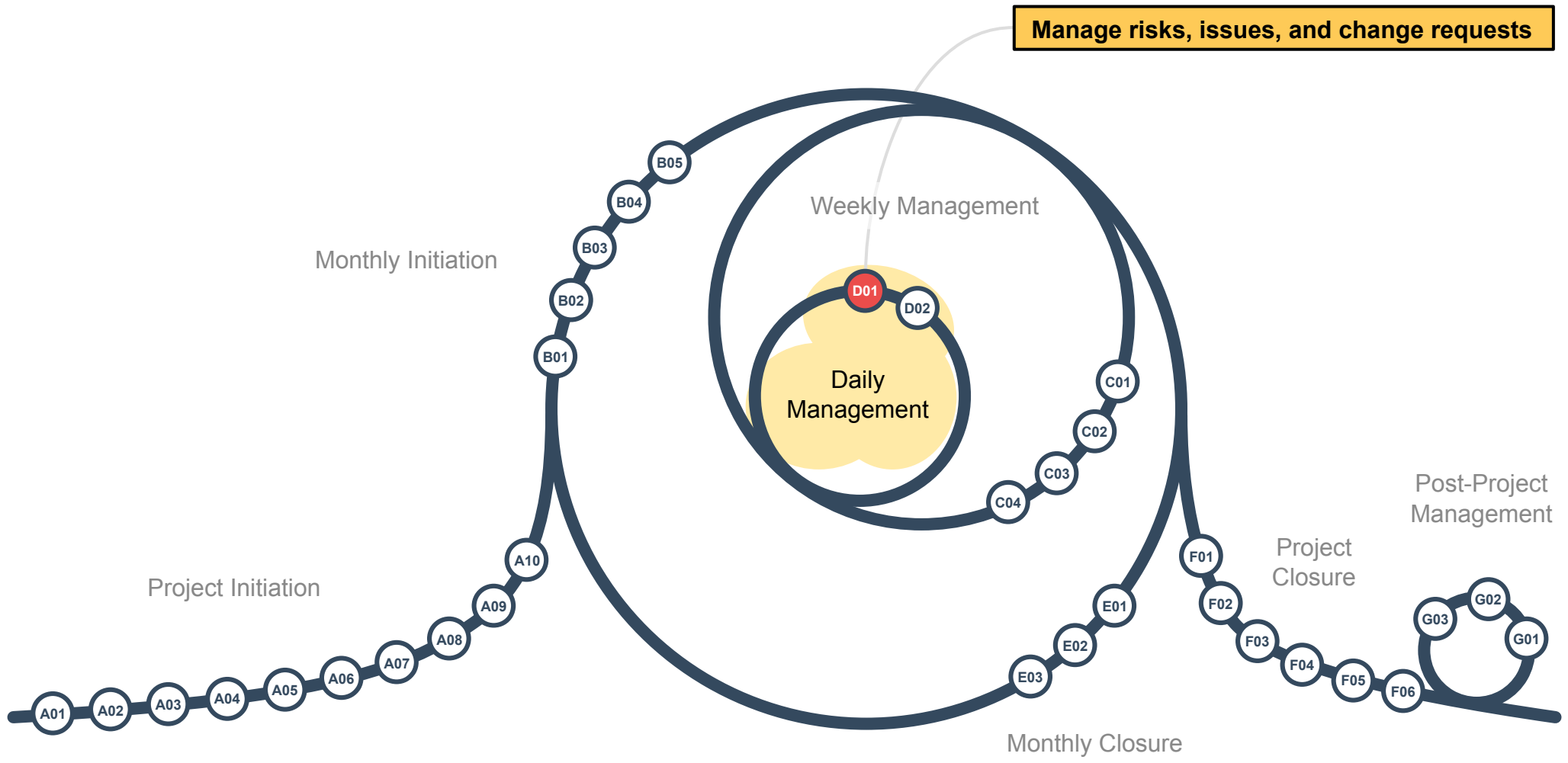
Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management



Manage risks, issues, and change requests

Monthly Initiation

Weekly Management

Daily Management


Project Initiation

Post-Project Management

Project Closure

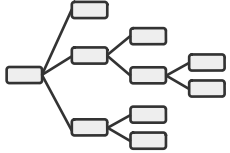
Monthly Closure

1



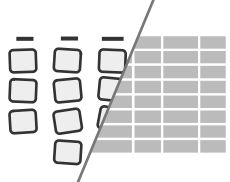
Project Description

2



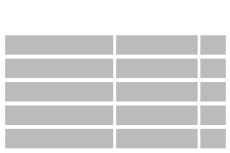
Deliverables Map

3



Follow-Up Register

4



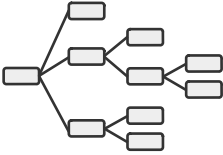
Health Register

1



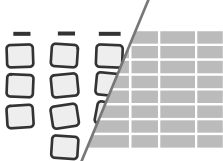
Project Description

2



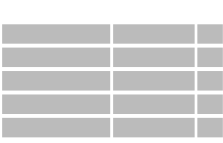
Deliverables Map

3



Follow-Up Register

4



Health Register

Follow-up items

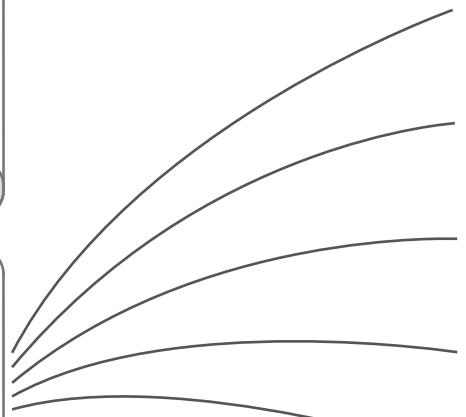
Issue

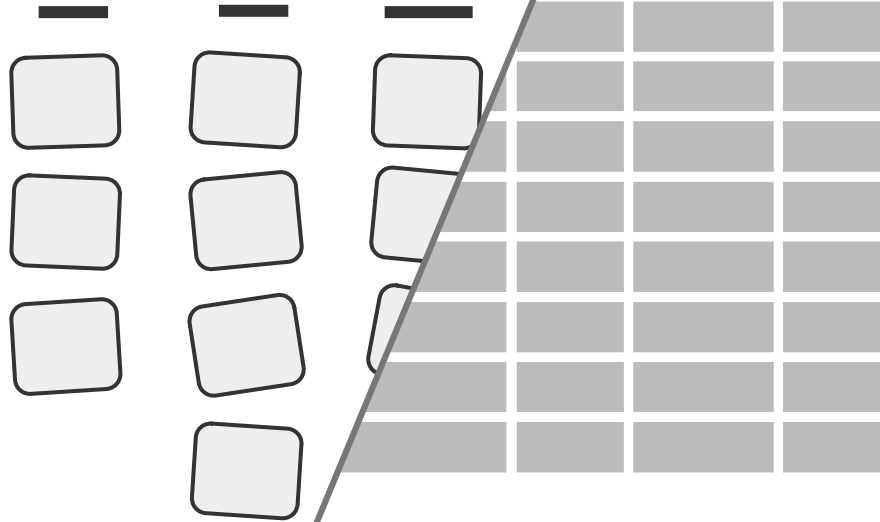
Risk

Improvement Plan

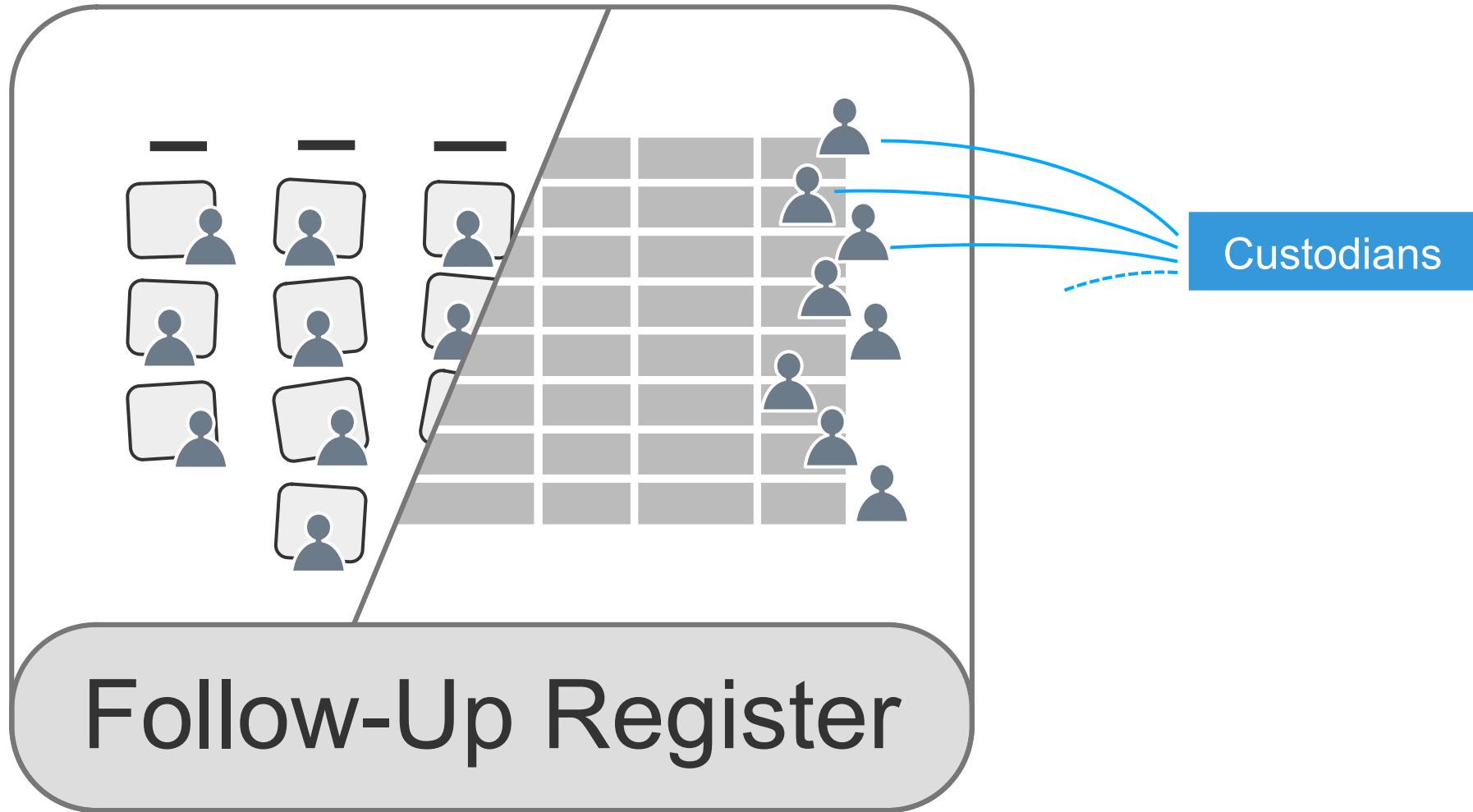
Change Request

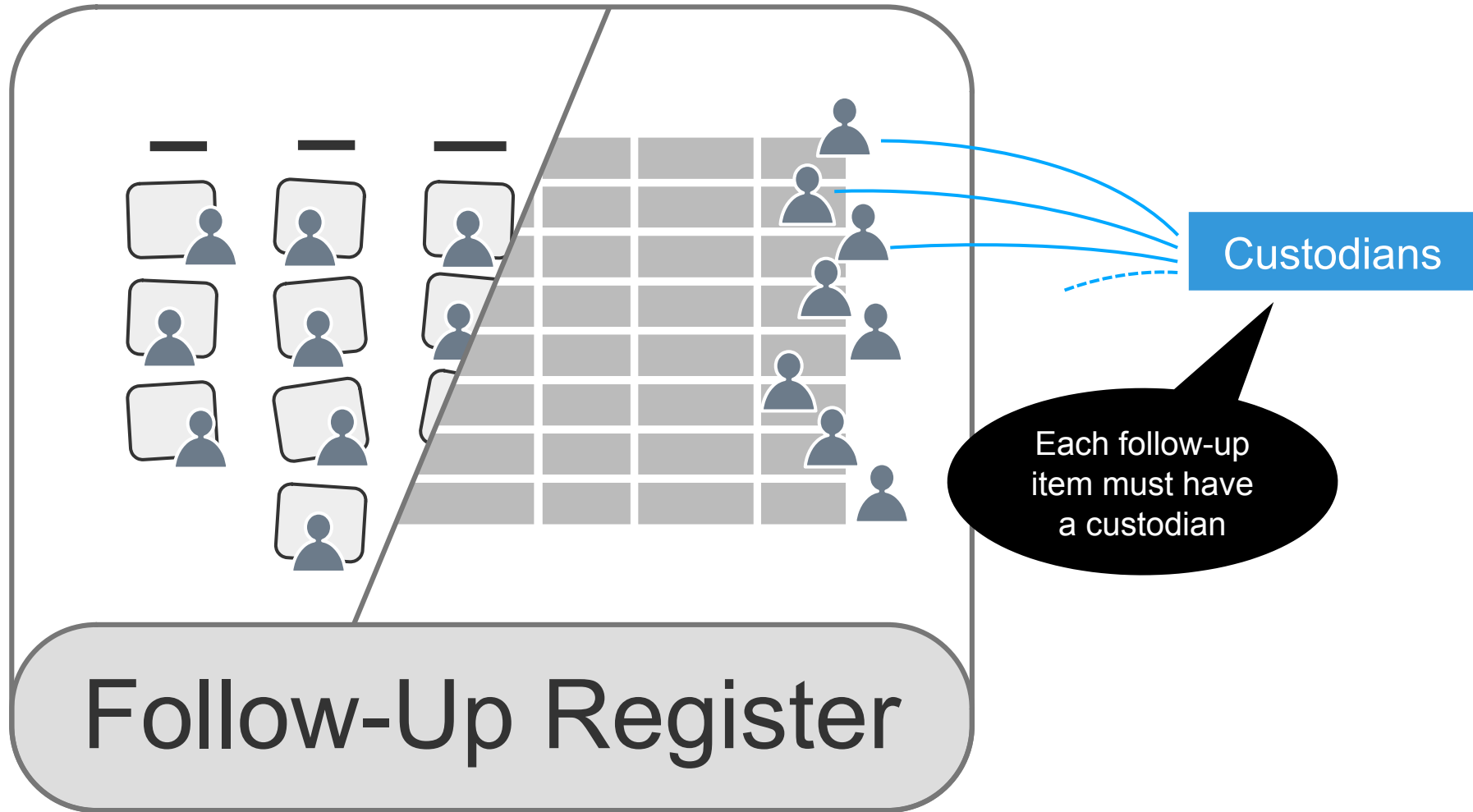
Lesson Learned

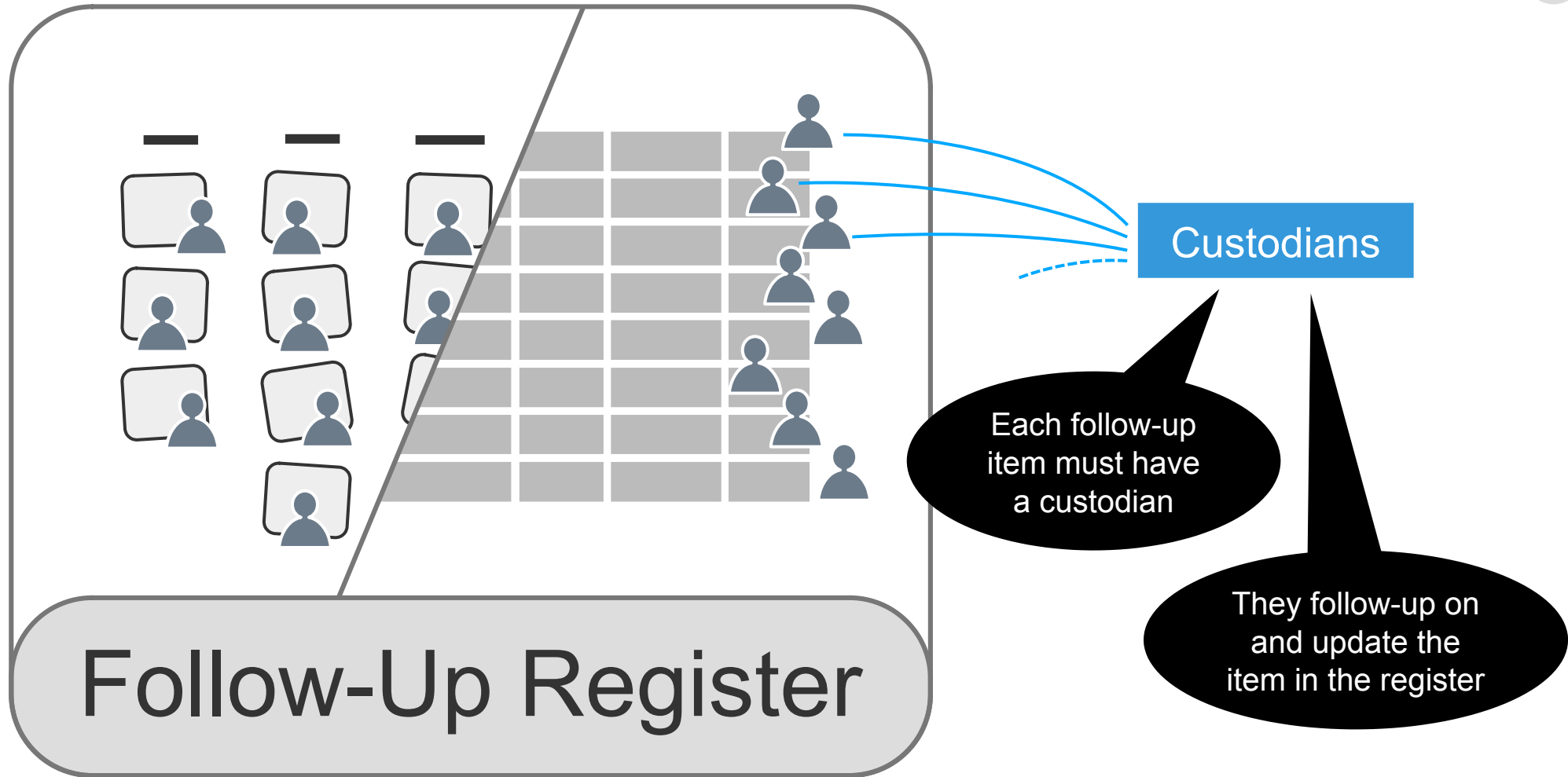




Follow-Up Register





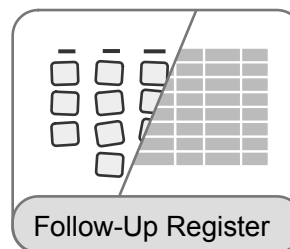


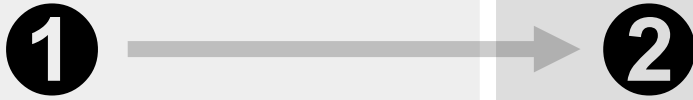
Do we need to assign custodians to follow-up items that are low in the list and won't have any actions soon?



1

Identify and plan a new follow-up item and add it to the register
(conversations, focused workshops, etc.)





Identify and plan a new follow-up item and add it to the register
(conversations, focused workshops, etc.)



Assign one team member as its custodian



Identify and plan a new follow-up item and add it to the register
(conversations, focused workshops, etc.)



Assign one team member as its custodian



The custodian follows up on the item...

1



Identify and plan a new follow-up item and add it to the register
(conversations, focused workshops, etc.)

2



Assign one team member as its custodian

3

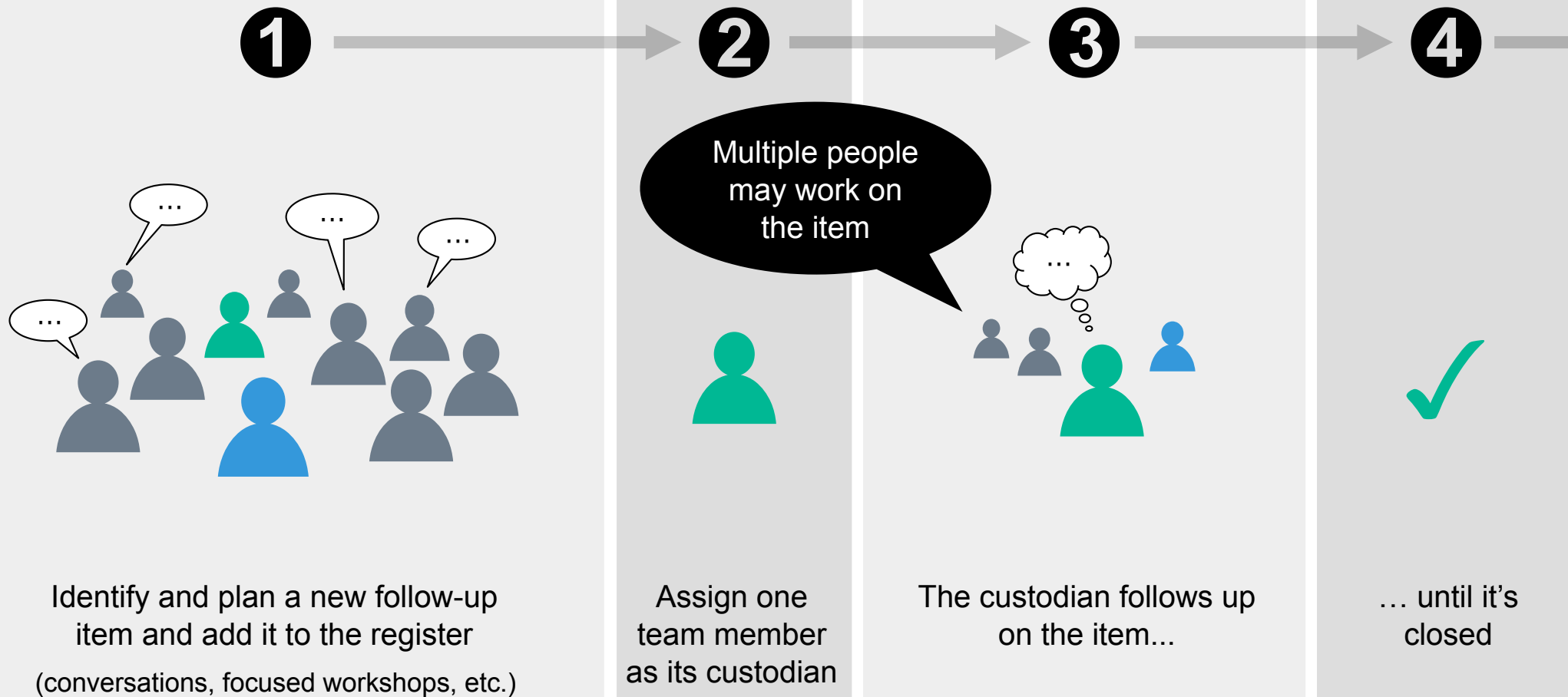


The custodian follows up on the item...

4



... until it's closed





Identify and plan a new follow-up item and add it to the register
(conversations, focused workshops, etc.)

2

Multiple people may work on the item



Assign one team member as its custodian

3



The custodian on the

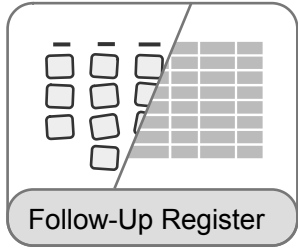
Project manager makes sure items are followed up on

4





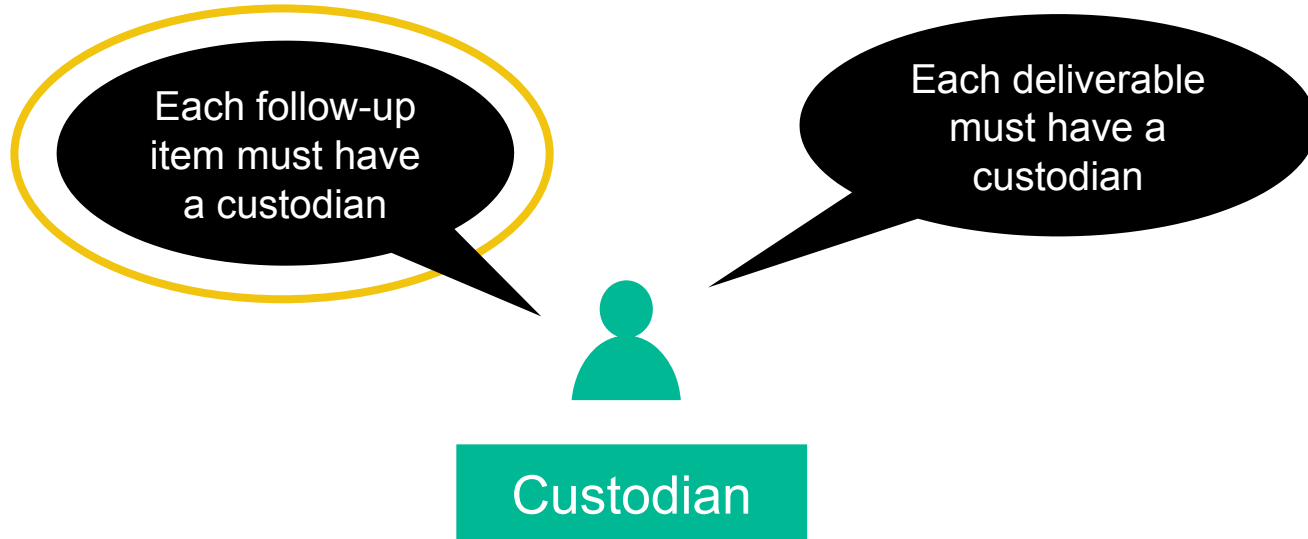
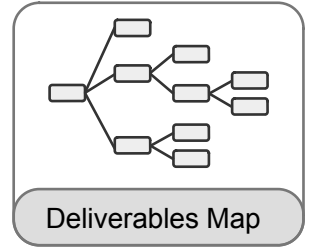
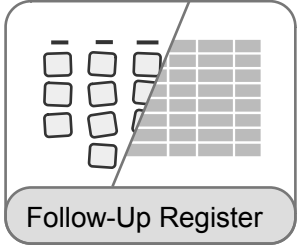
Custodian

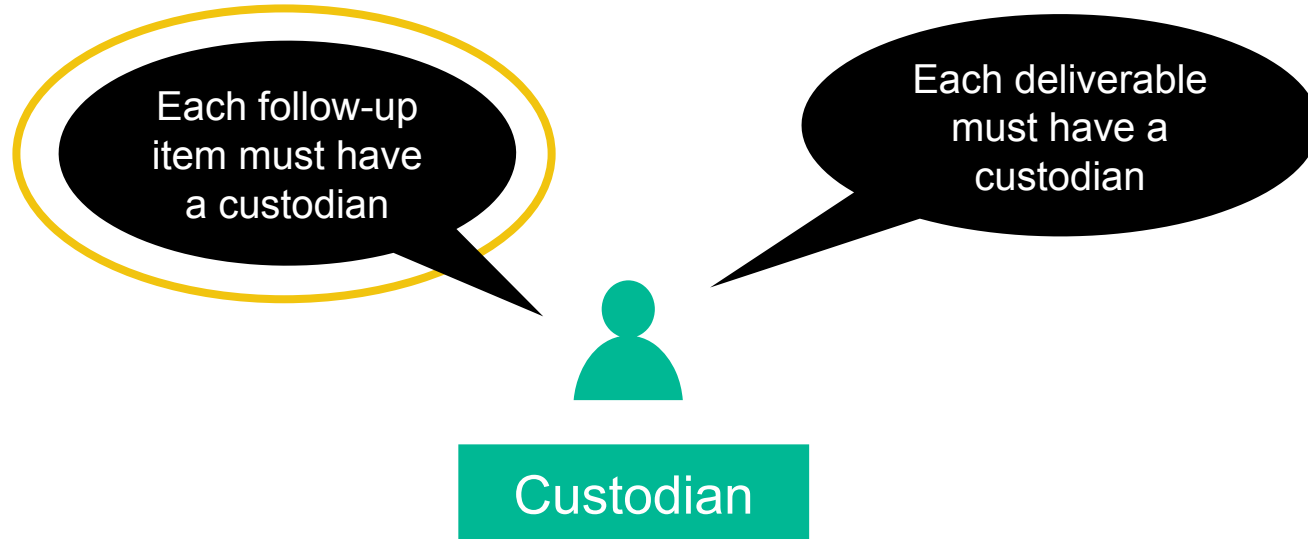
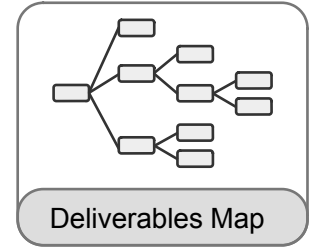
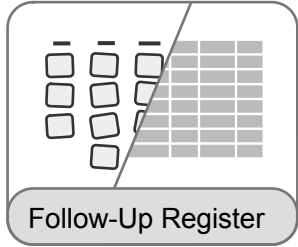


Each follow-up item must have a custodian



Custodian

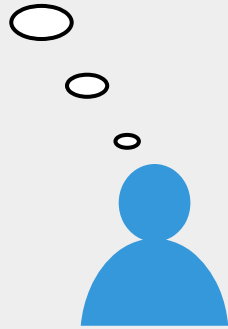




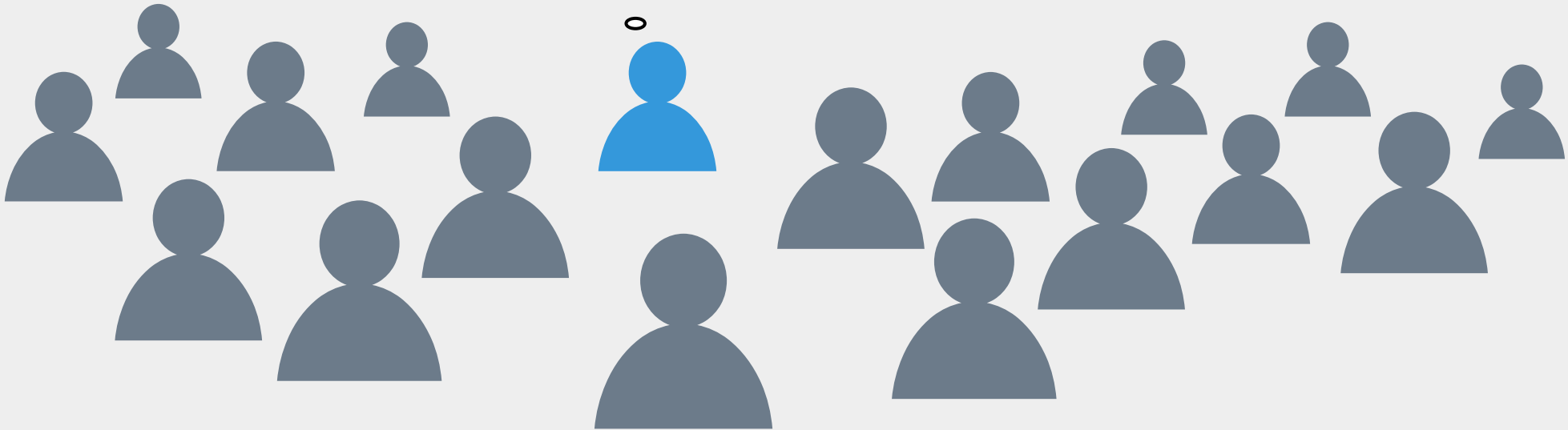
Involve as many of the team members as possible as custodians.



This is too complicated!

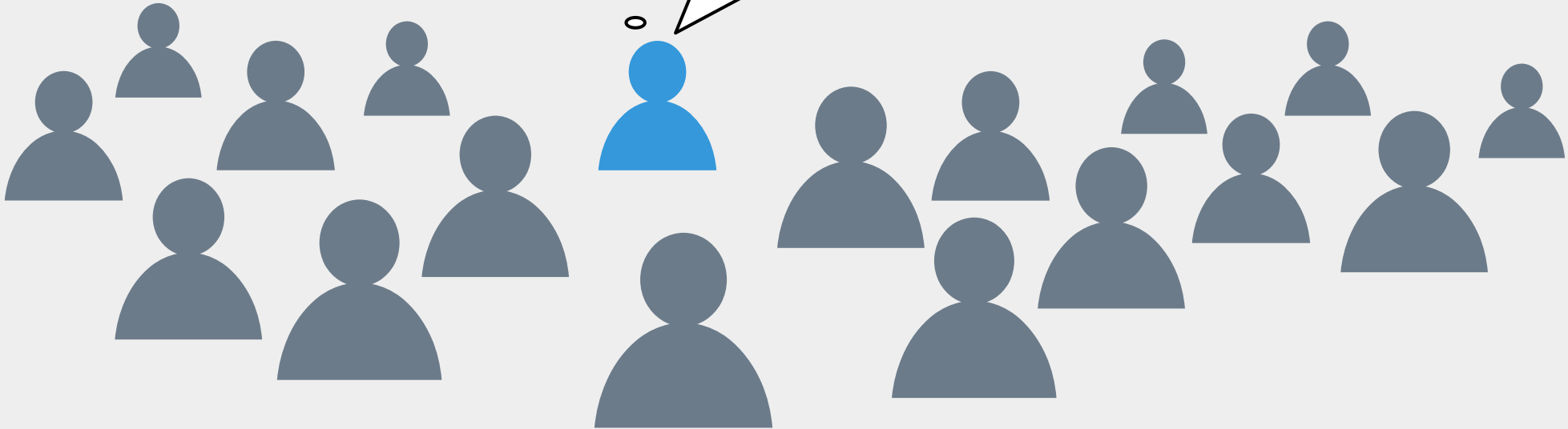


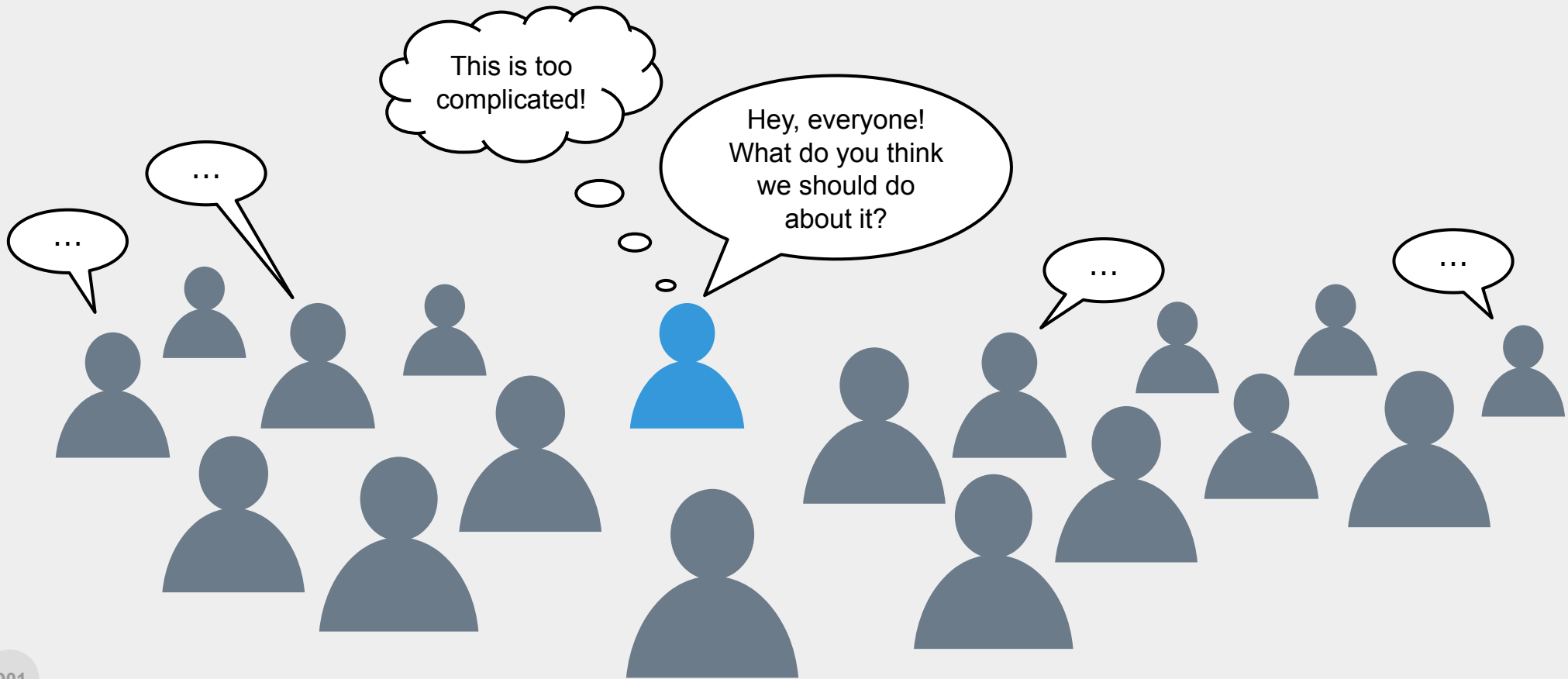
This is too complicated!



This is too complicated!

Hey, everyone!
What do you think
we should do
about it?





Wisdom of Crowds

This is too complicated!

Hey, everyone!
What do you think we should do about it?

...

...

...

...

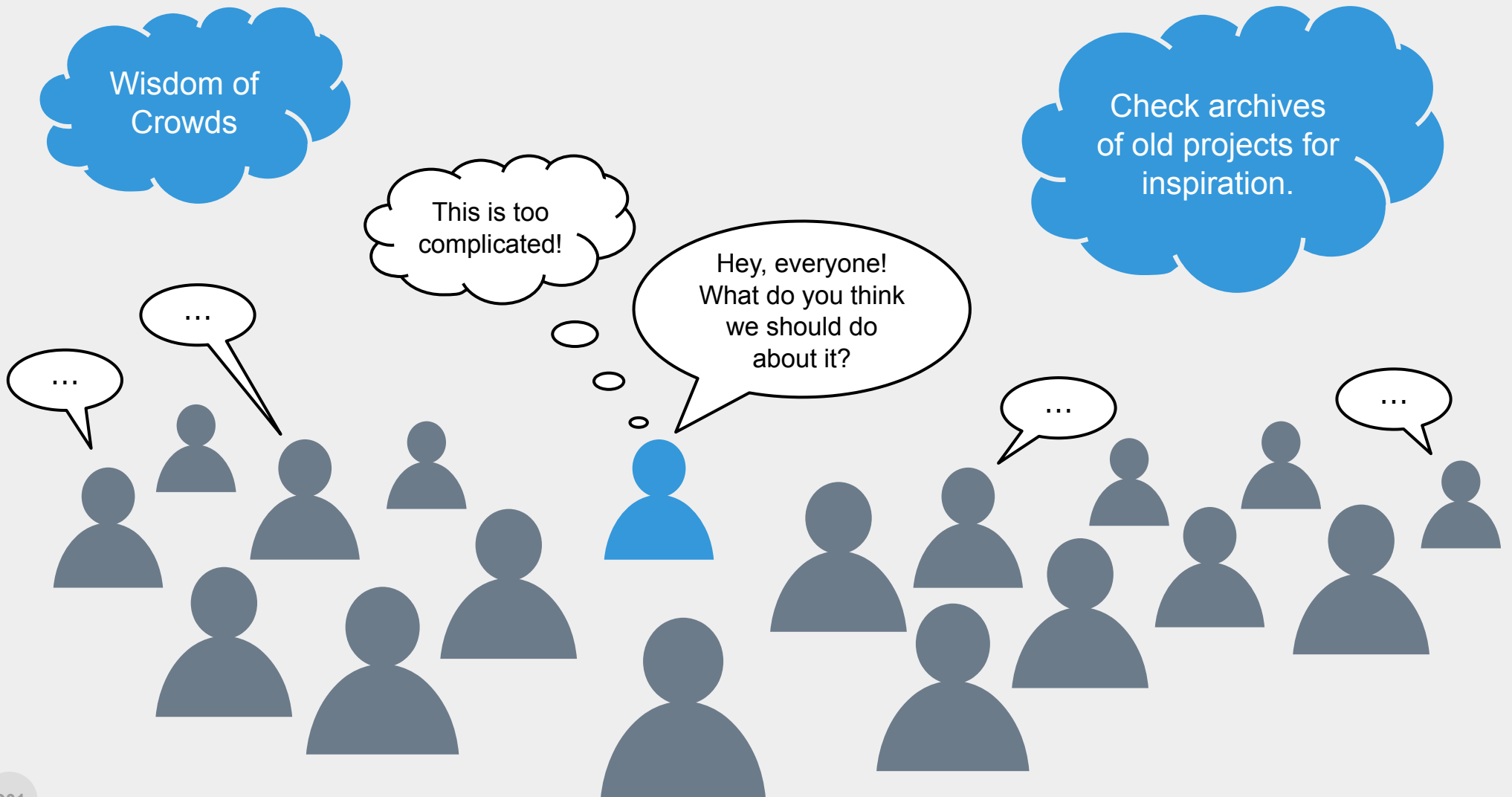


Wisdom of
Crowds

Check archives
of old projects for
inspiration.

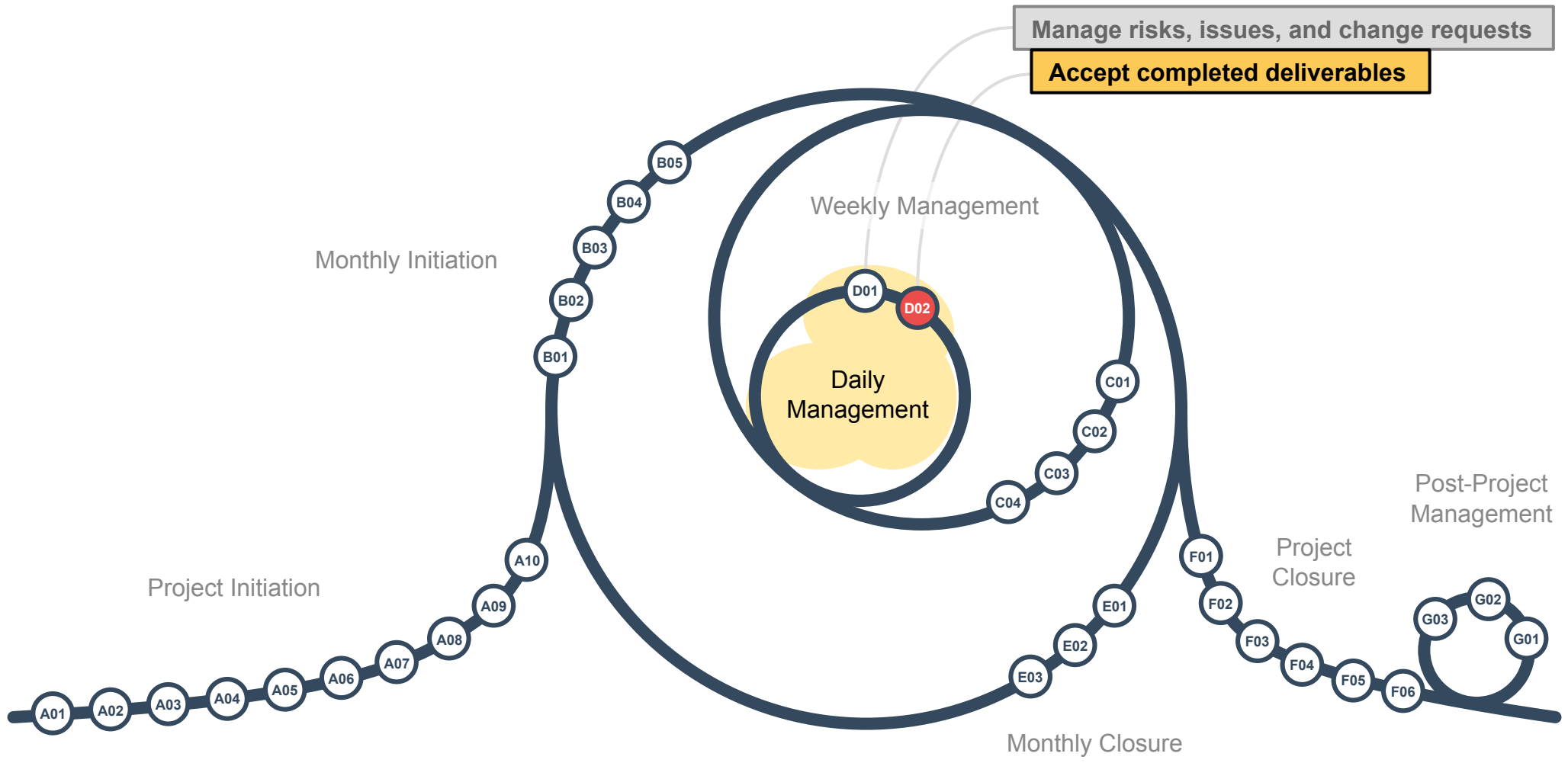
This is too
complicated!

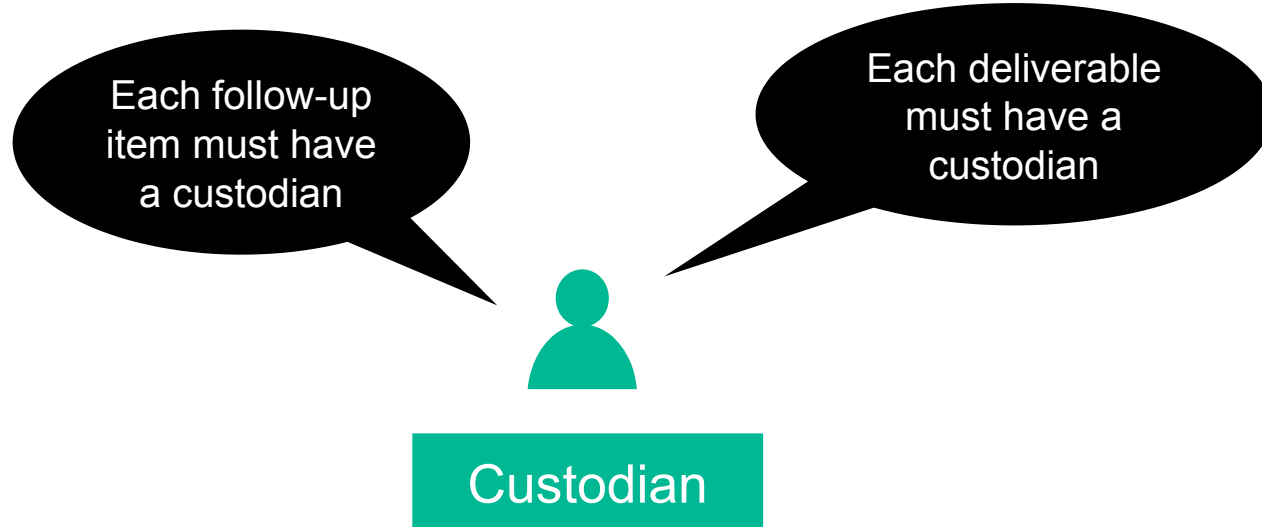
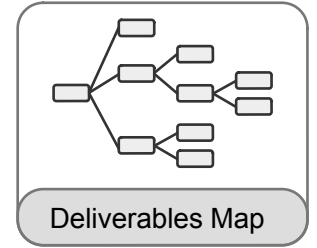
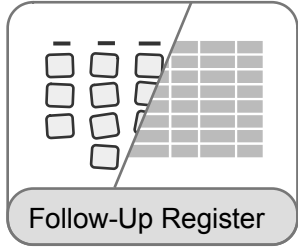
Hey, everyone!
What do you think
we should do
about it?



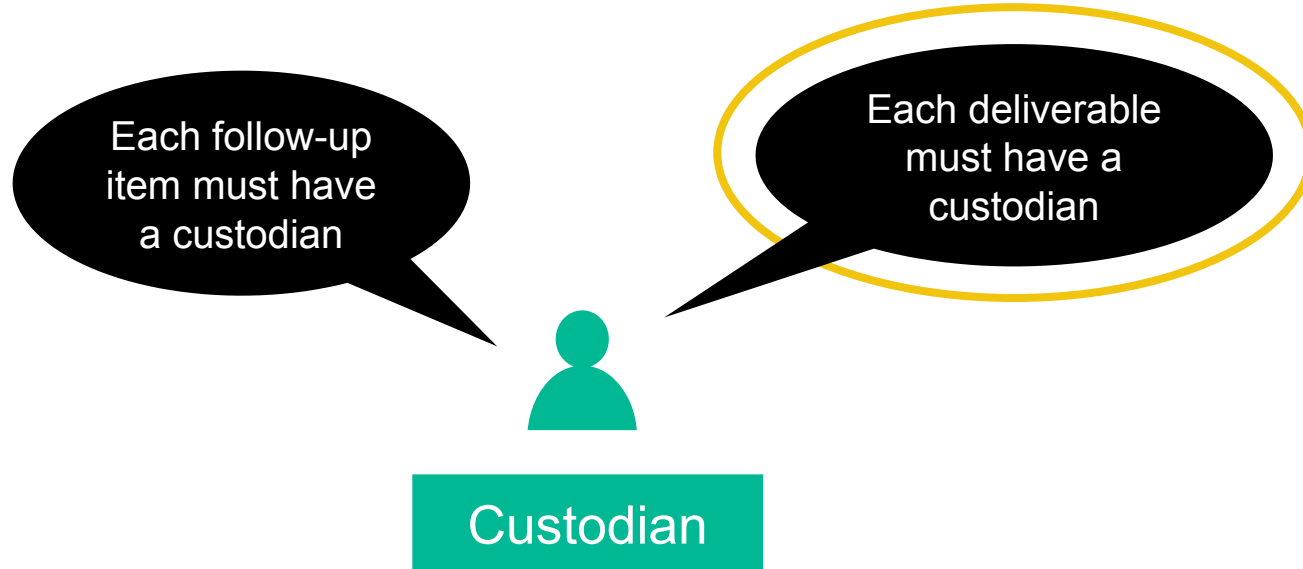
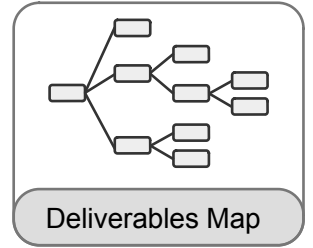
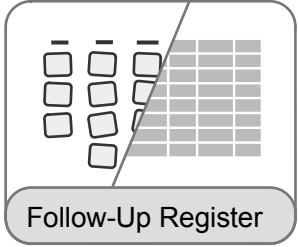
What's the first thing we should do after identifying a new follow-up item?



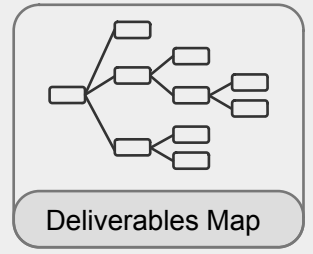
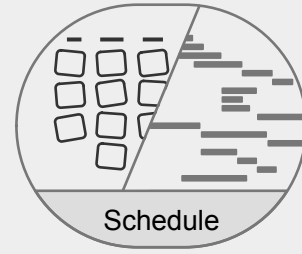




Involve as many of the team members as possible as custodians.



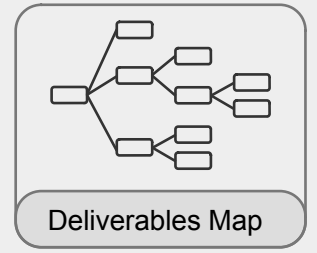
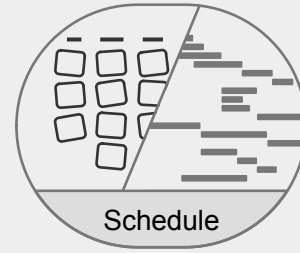
Involve as many of the team members as possible as custodians.



Custodian



Project manager



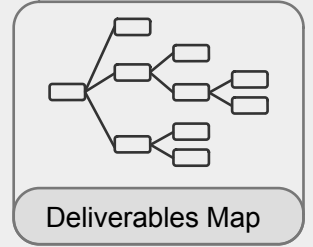
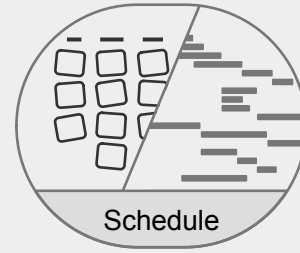
Our deliverable is complete!



Custodian

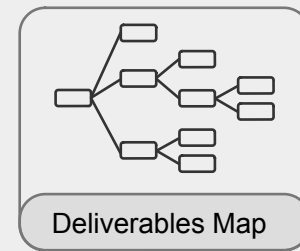
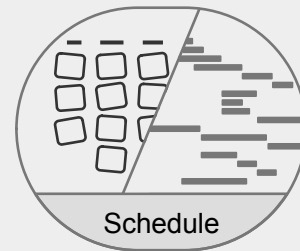


Project manager



Custodian

Project manager



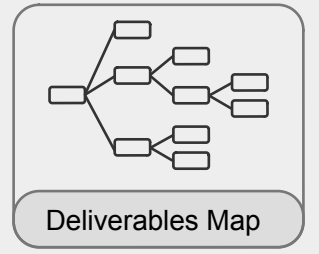
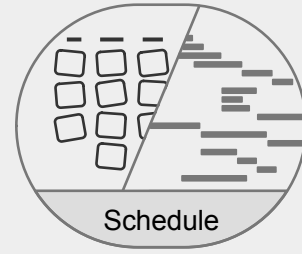
Everything seems fine. Let's mark it as "closed".



Custodian



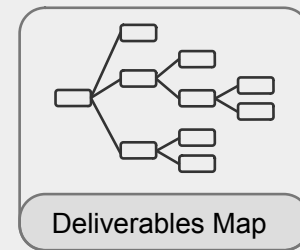
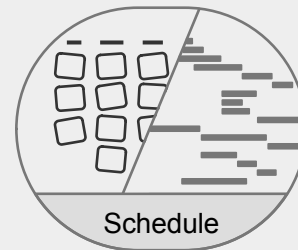
Project manager



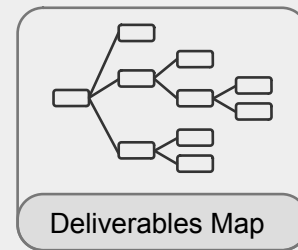
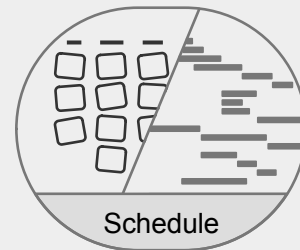
Project manager



We're going to start working on this deliverable.



Project manager

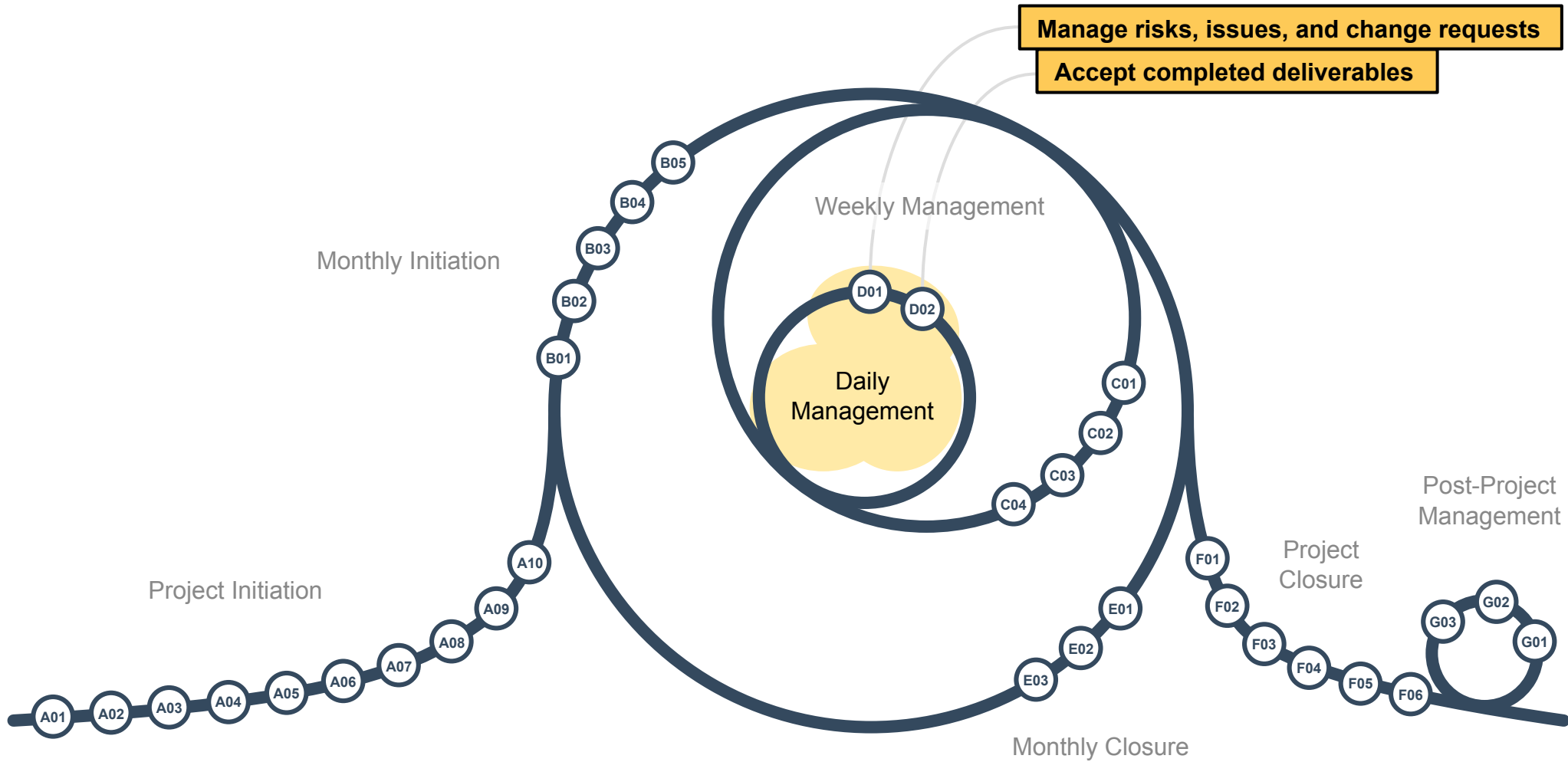


We're going to start working on this deliverable.

But you have two other in-progress deliverables. Isn't it better to finish them first?



Project manager



① High-level overview

② Full review

Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management



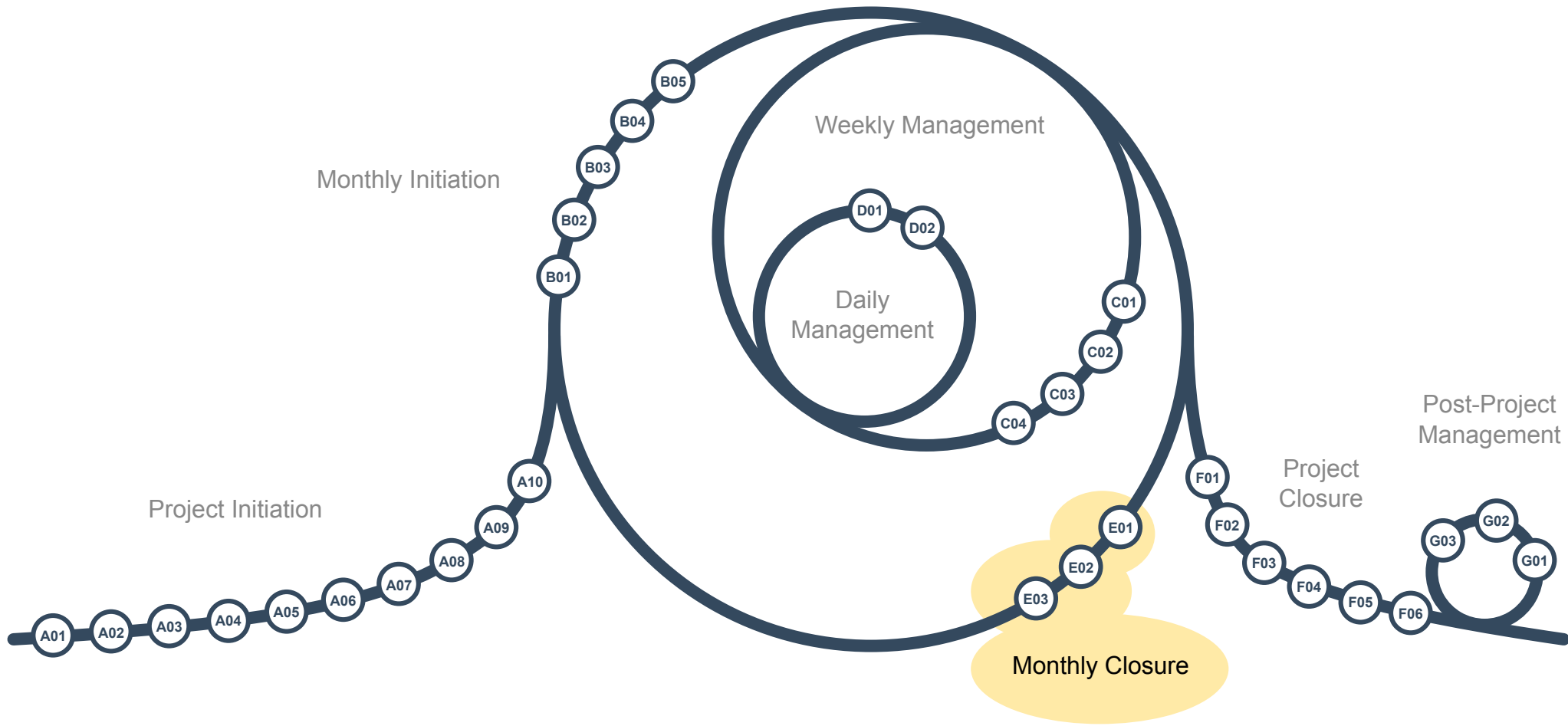
③ NUPP

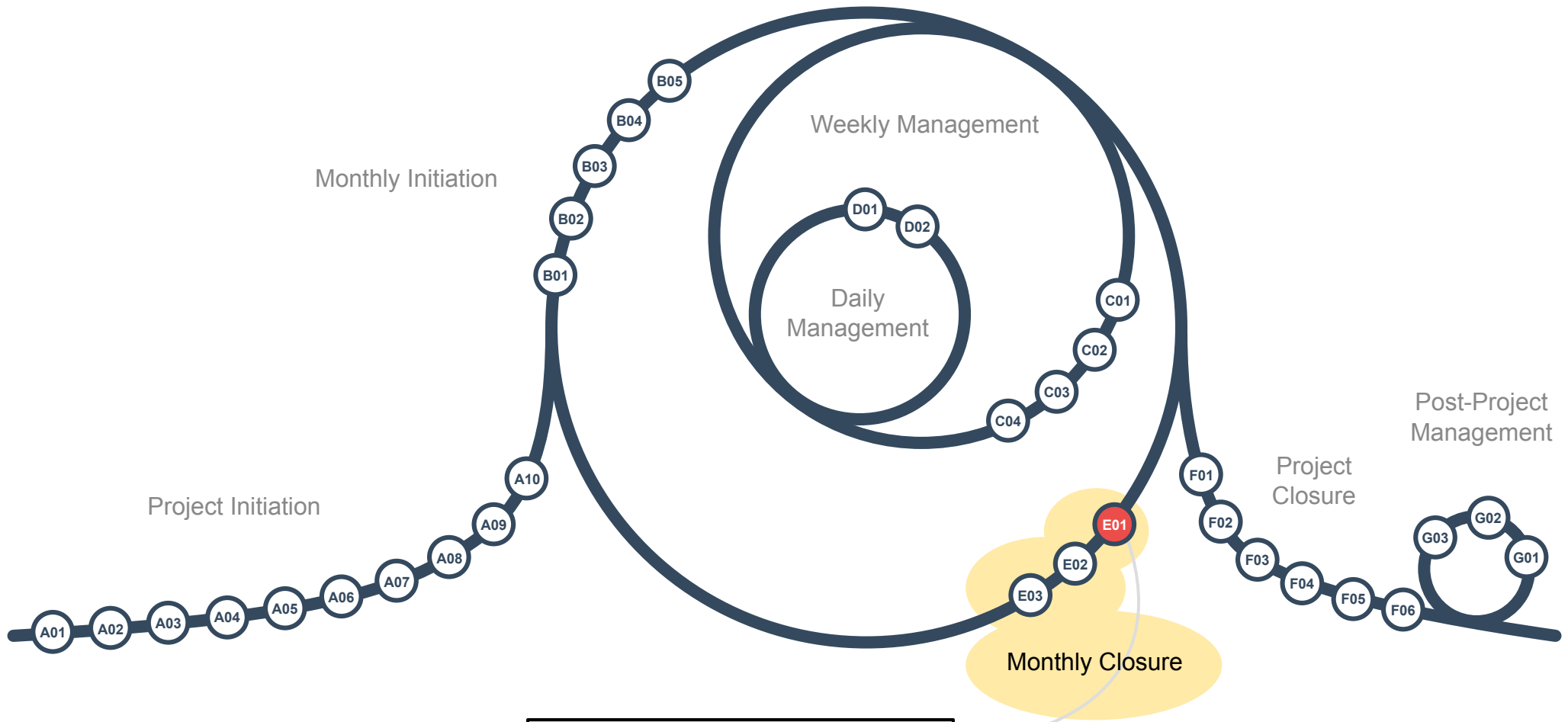
④ Tailoring

⑤ Development methods

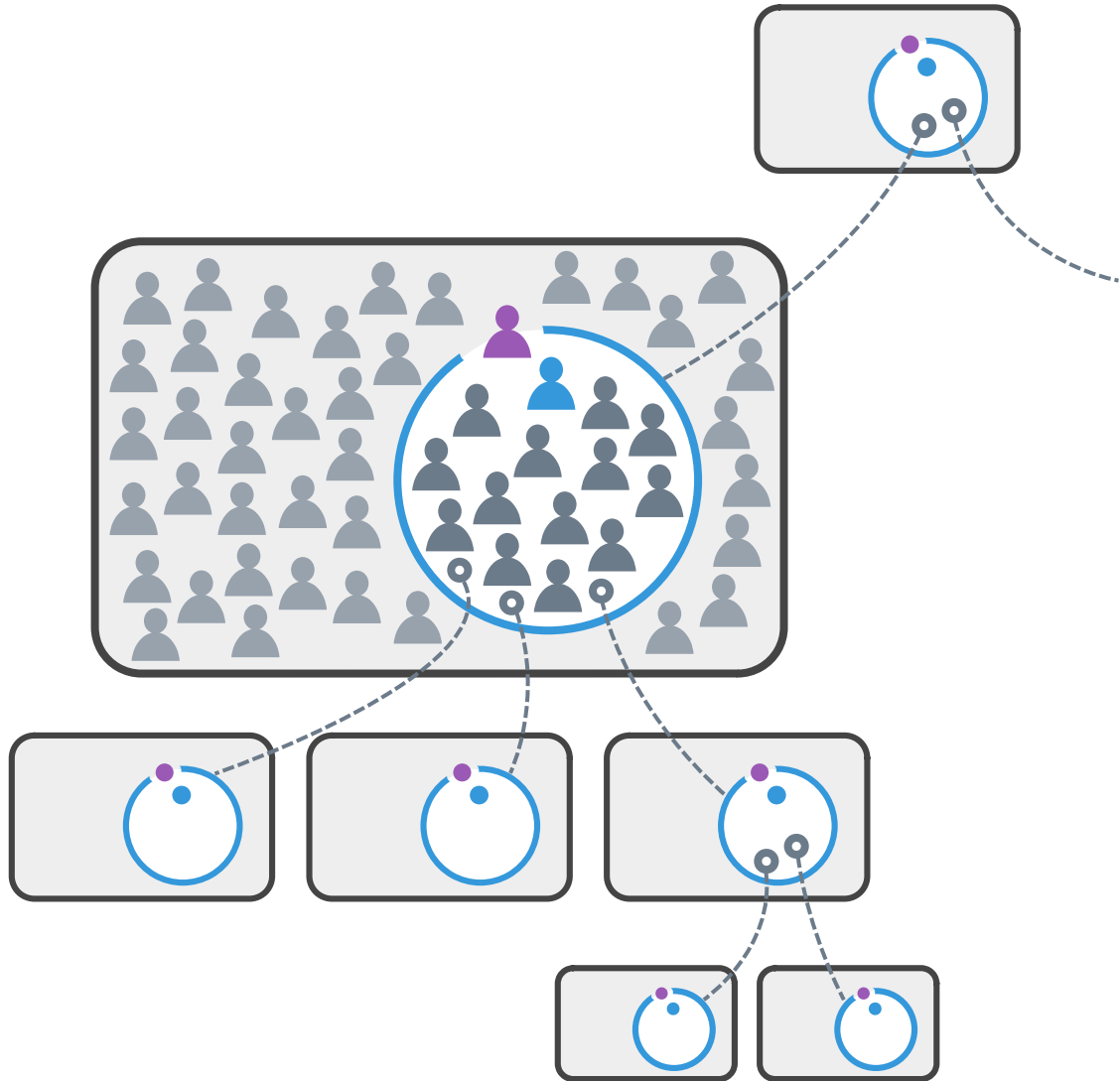
⑥ Context

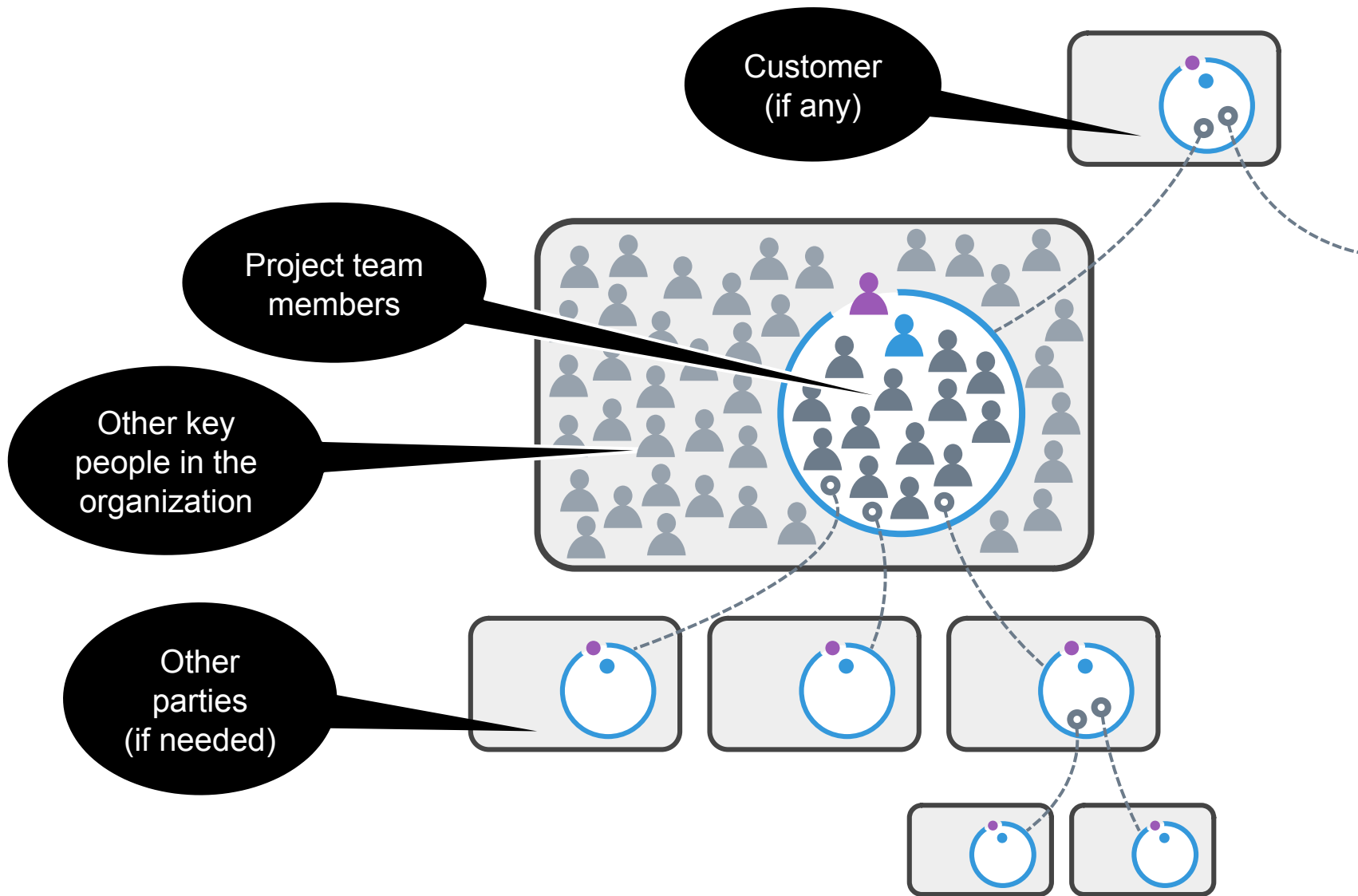
⑦ Certification program



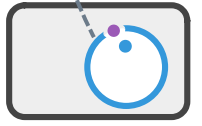
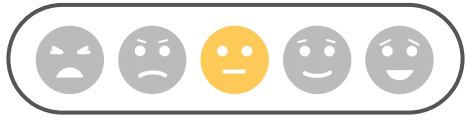
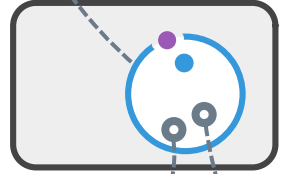
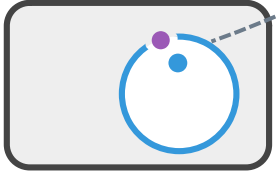
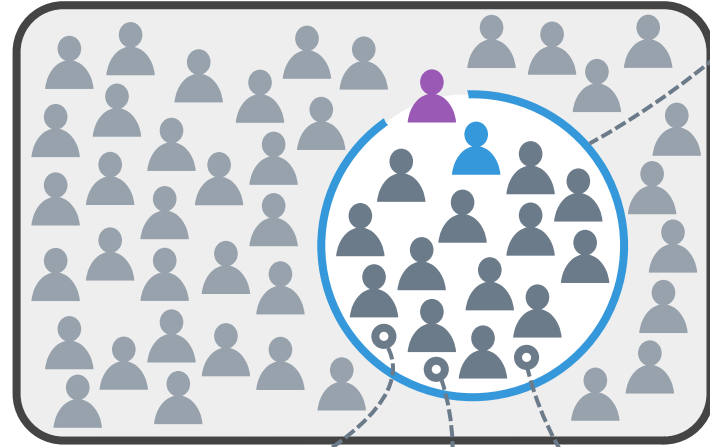
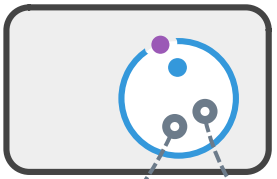
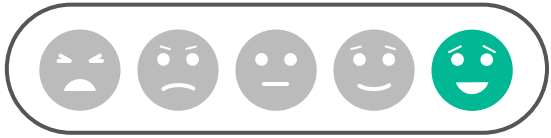


Evaluate stakeholder satisfaction

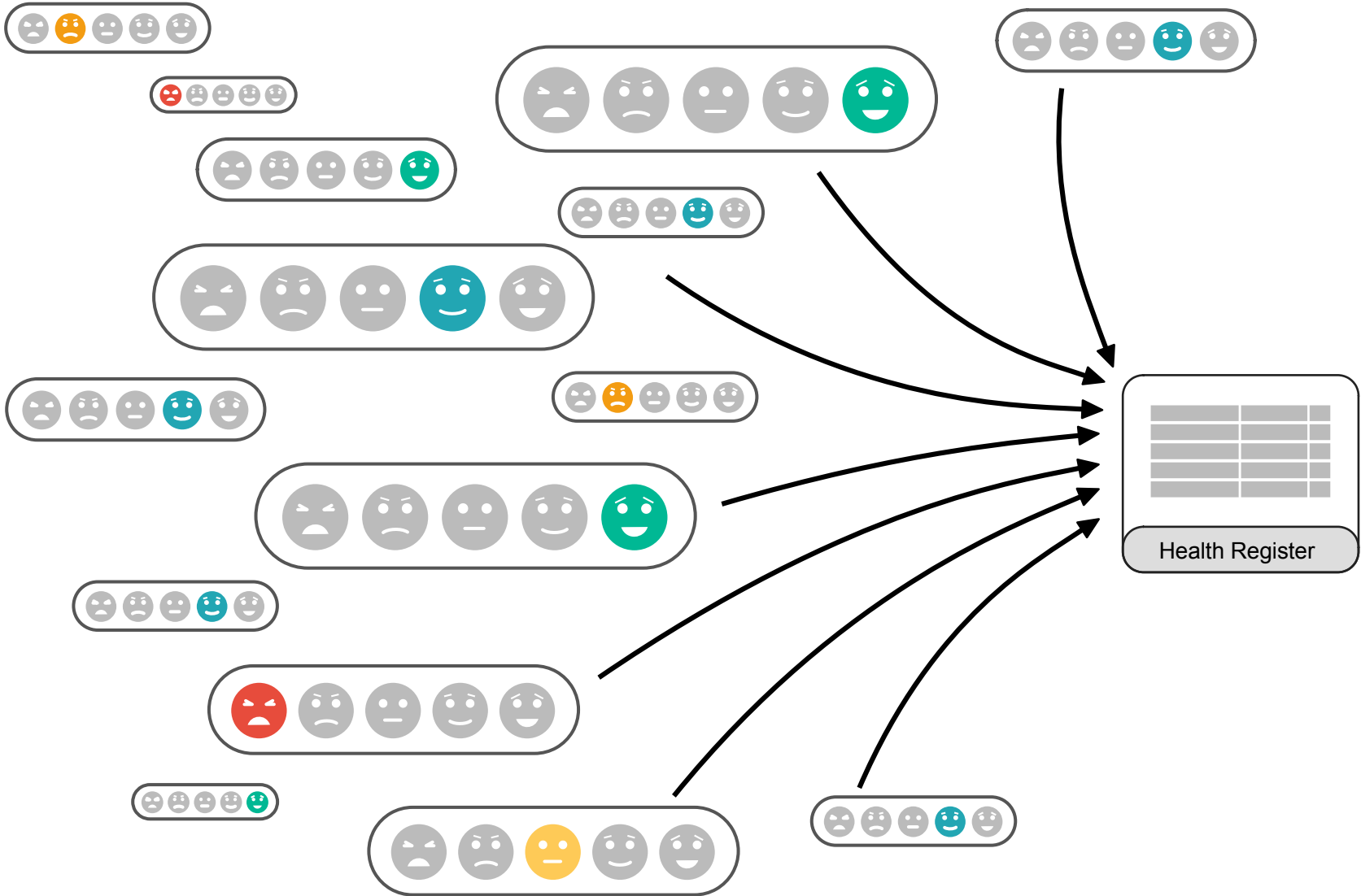




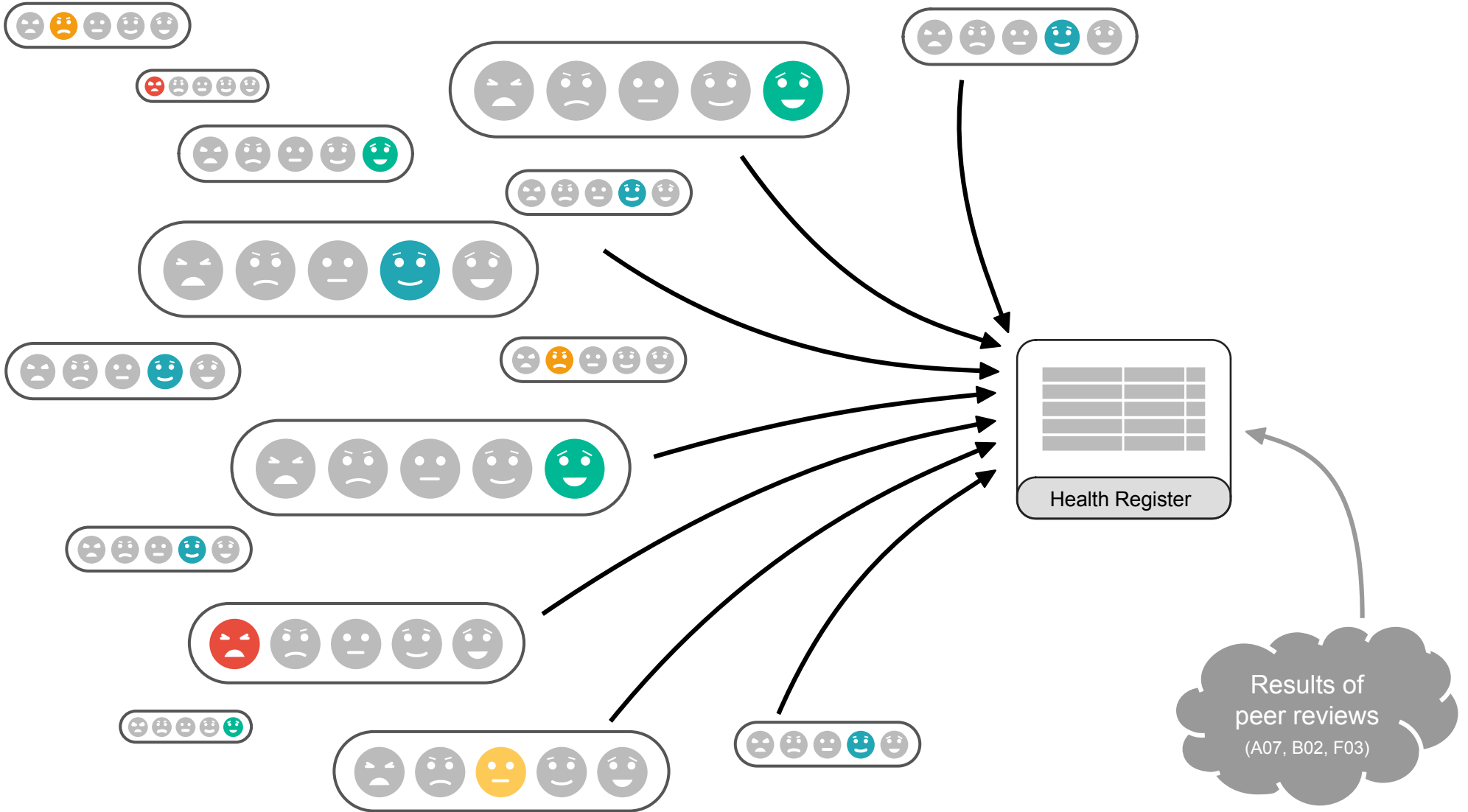
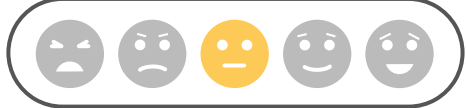
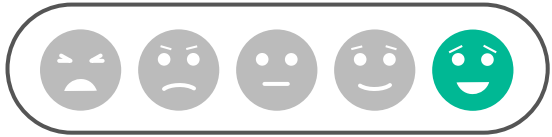
E01



E01



E01

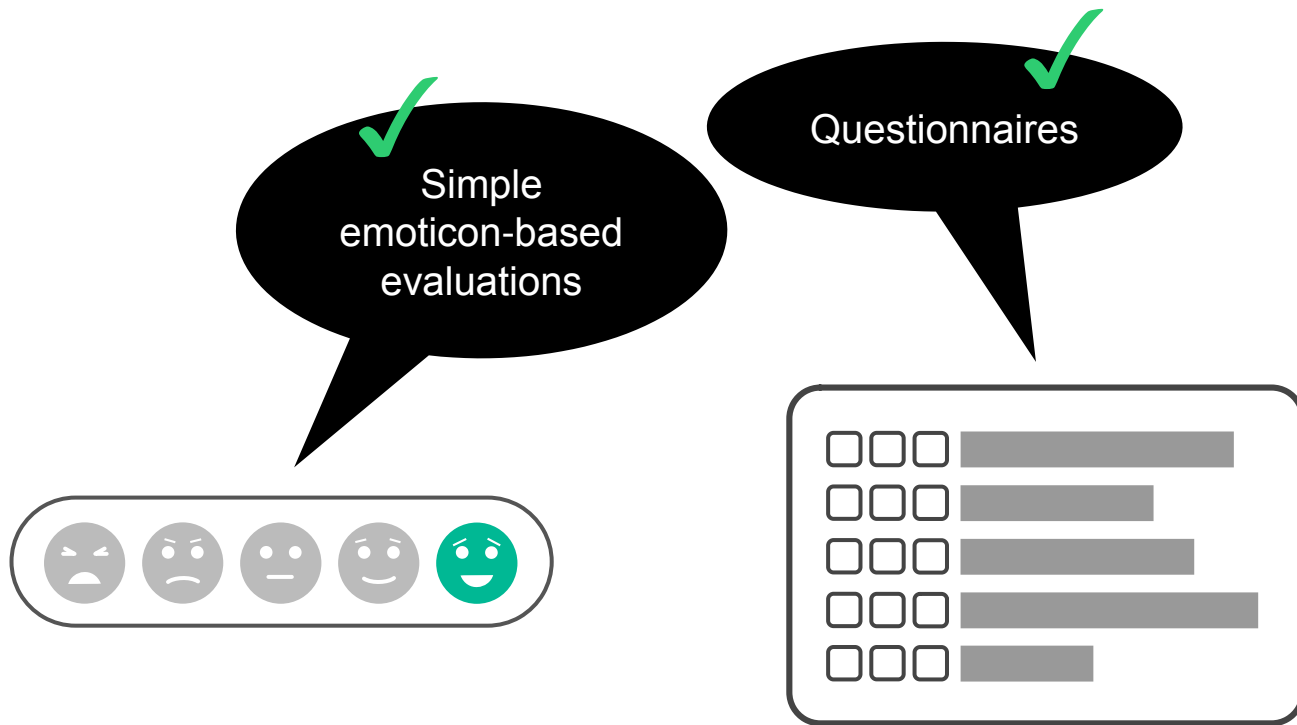


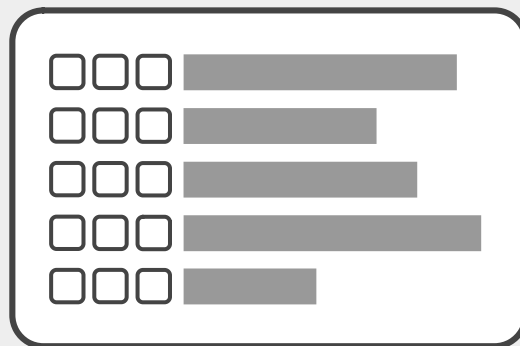
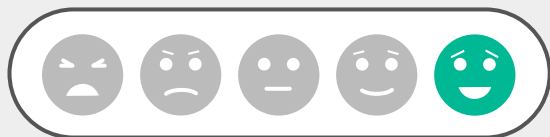
Simple
emoticon-based
evaluations



Questionnaires

A rectangular box representing a questionnaire form. It contains five rows. Each row starts with three small square checkboxes, followed by a horizontal bar of varying length. The bars represent different levels of response or completion for each item.





Keep it simple!



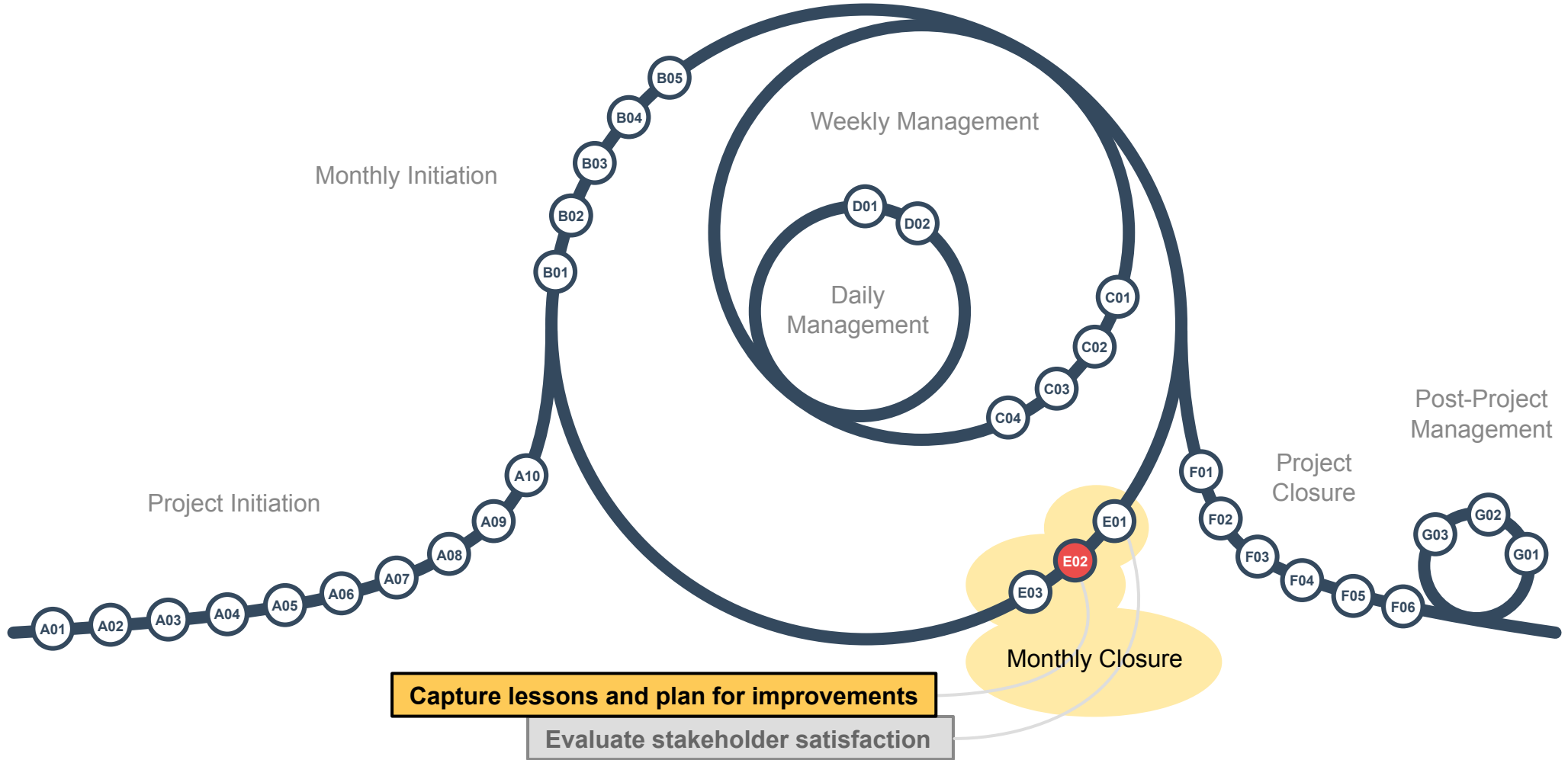
Keep it simple!

Make it anonymous, if needed.



What are the benefits of monthly satisfaction evaluations?







Identify and plan a new follow-up item and add it to the register (conversations, focused workshops, etc.)



Assign one team member as its custodian



The custodian follows up on the item...



... until it's closed



Identify and plan a new follow-up item and add it to the register (conversations, focused workshops, etc.)



Assign one team member as its custodian



The custodian follows up on the item...



... until it's closed



Mark those containing a significant lesson



Does it contain
a significant
lesson?

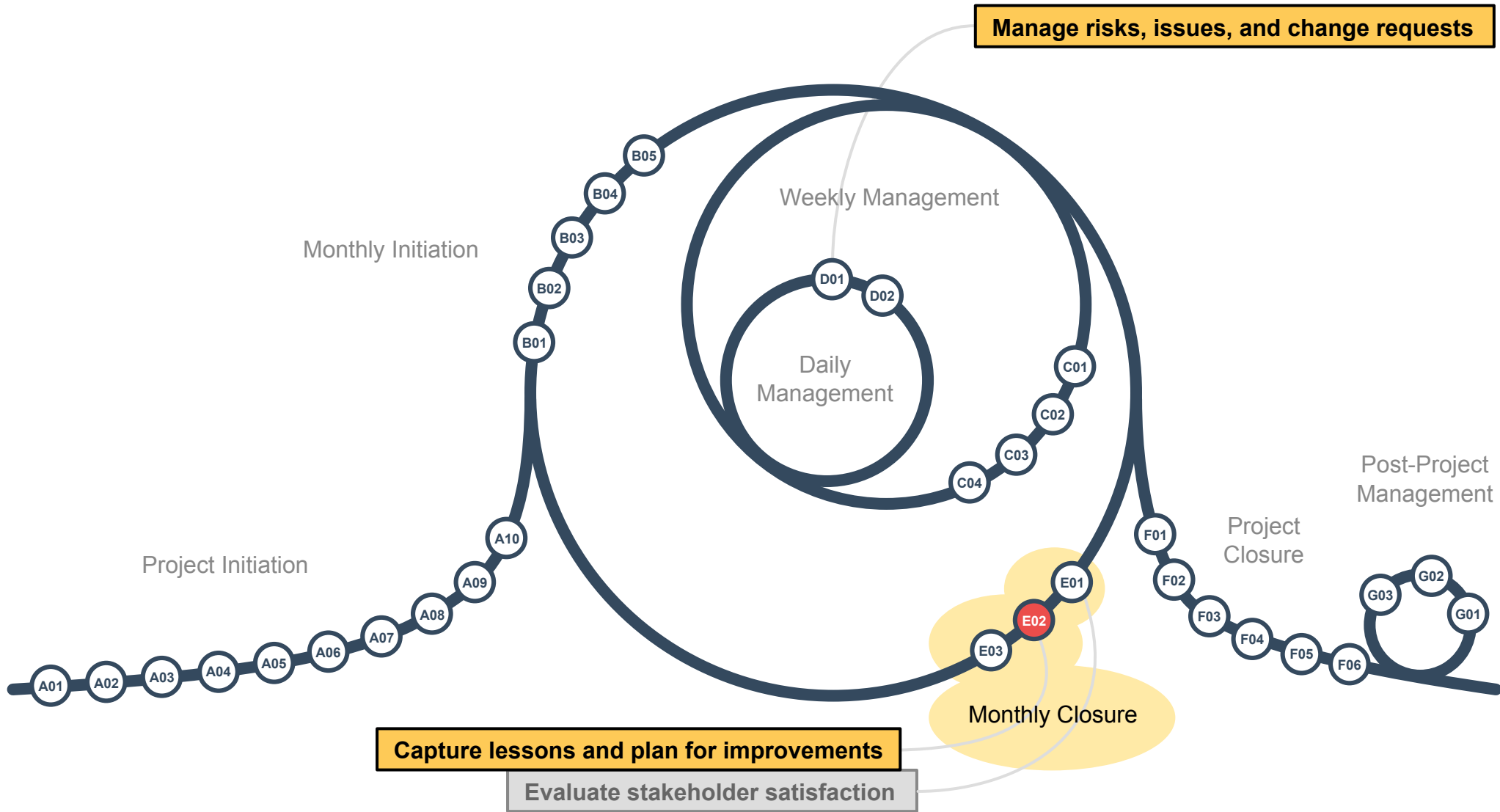


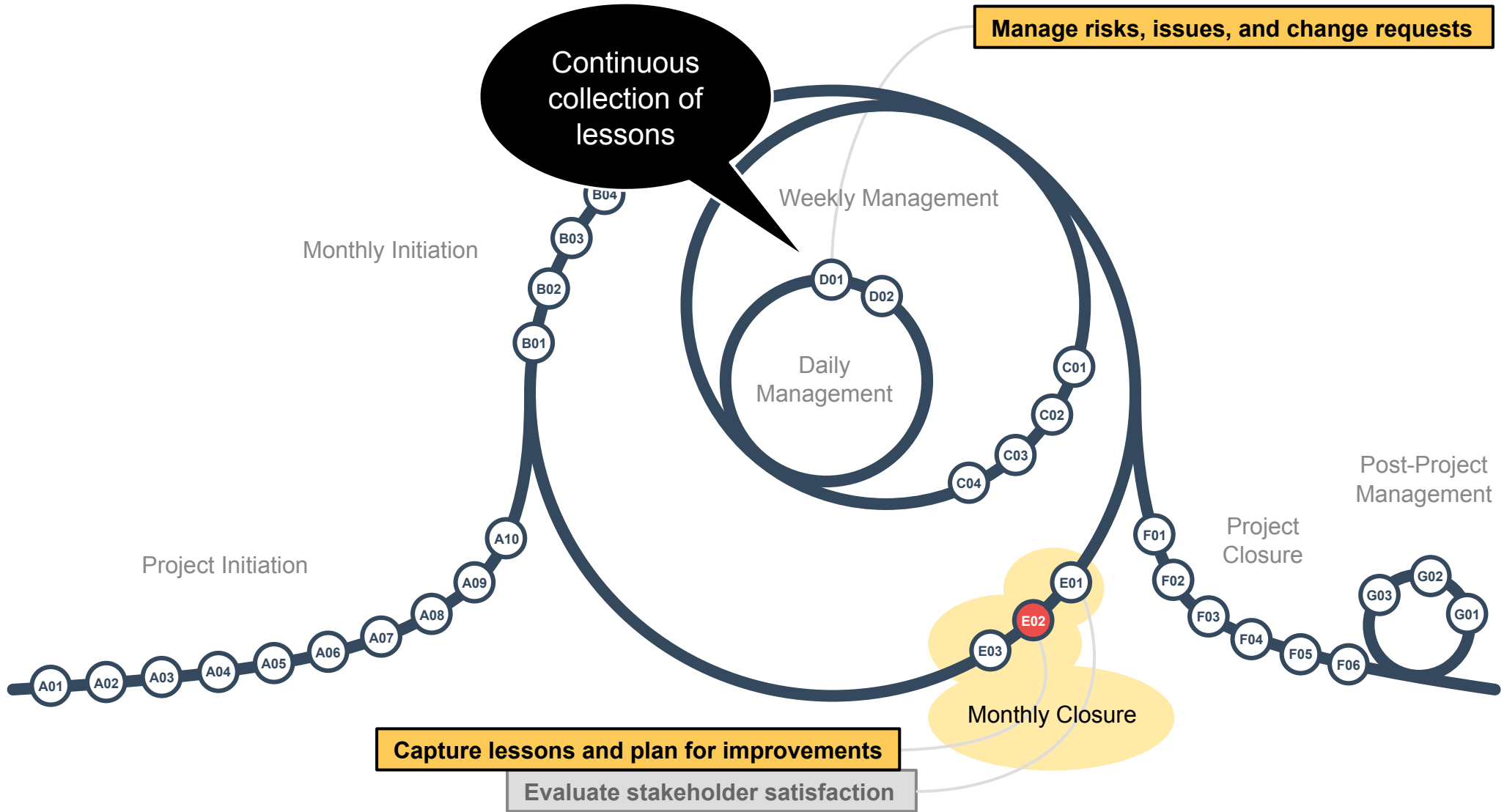
Lessons must be captured organically and gradually.

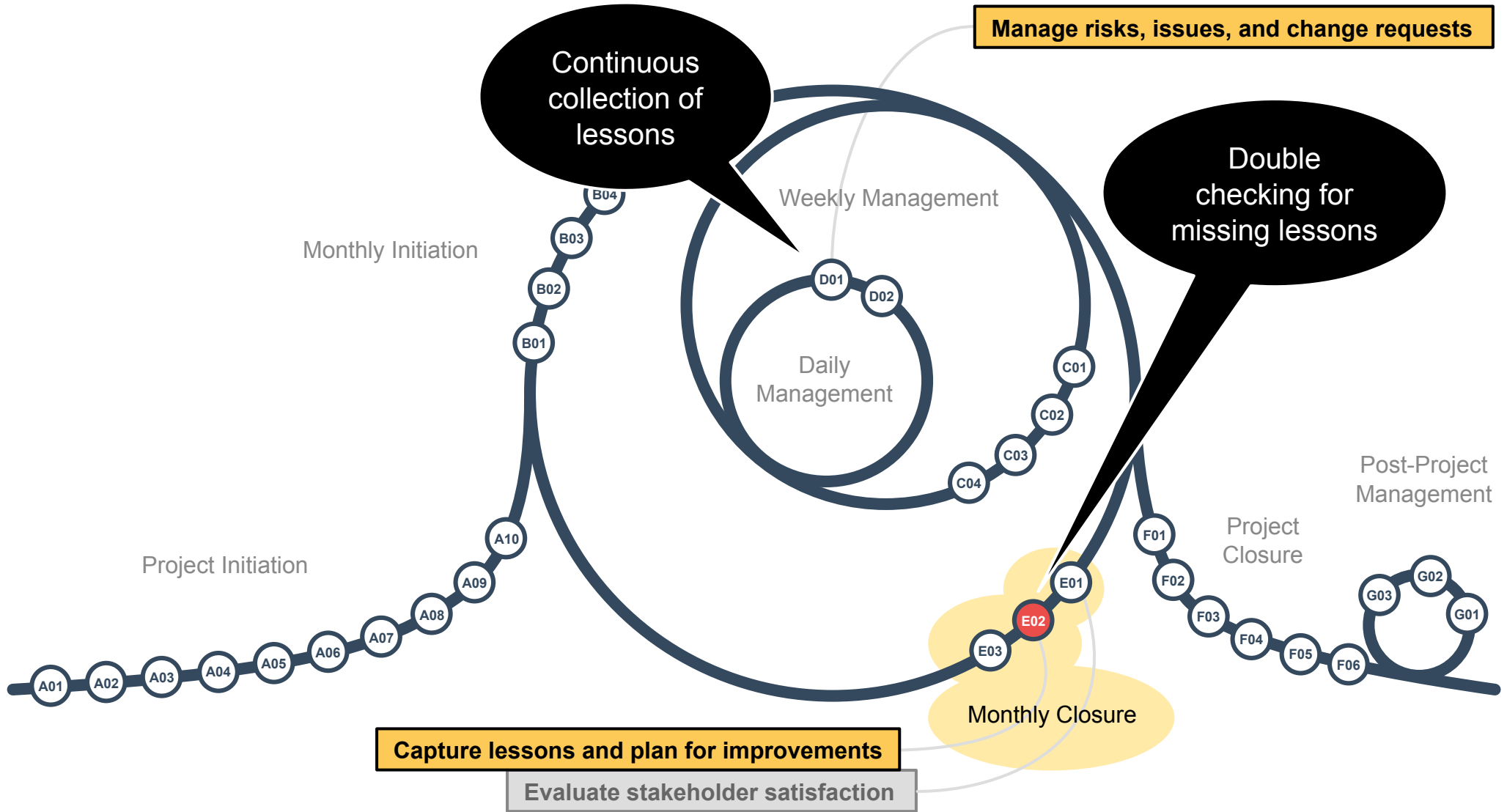
(rather than at the end of the project)

What's the most important lesson you've learned in your projects in the last three years?







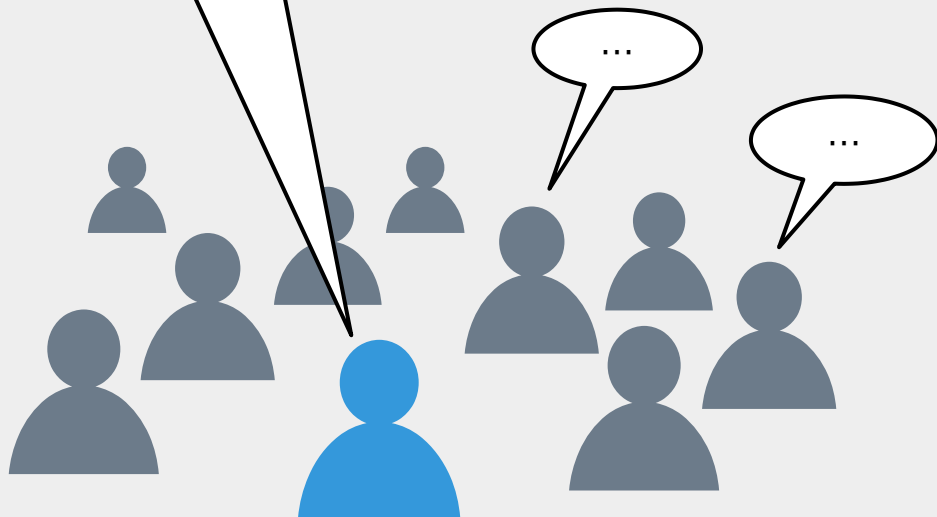




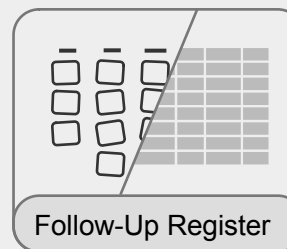
Have we learned anything other than those reflected into the follow-up register?



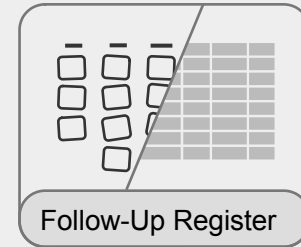
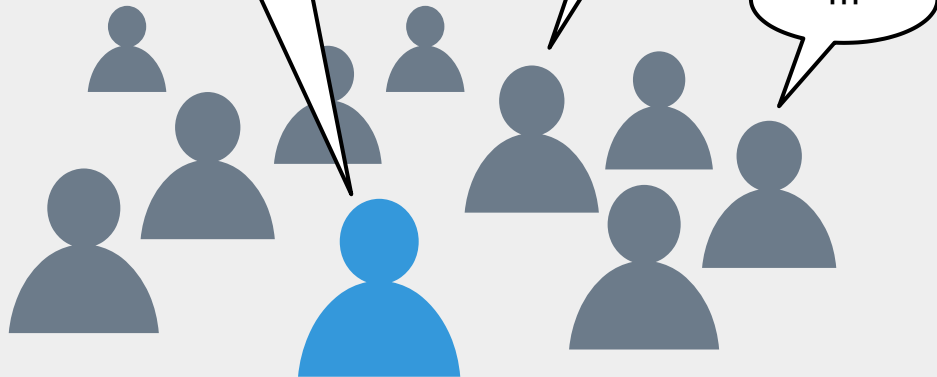
Have we learned
anything other than
those reflected into the
follow-up register?



Have we learned anything other than those reflected into the follow-up register?

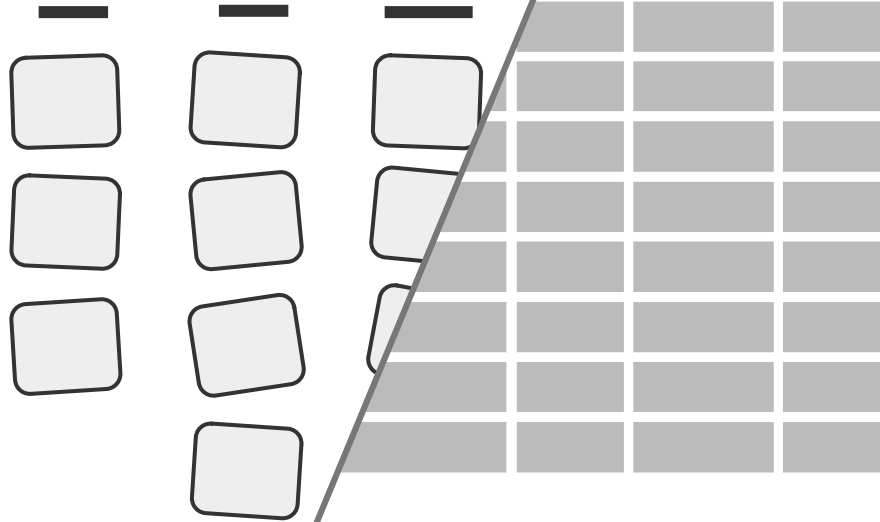


Have we learned anything other than those reflected into the follow-up register?

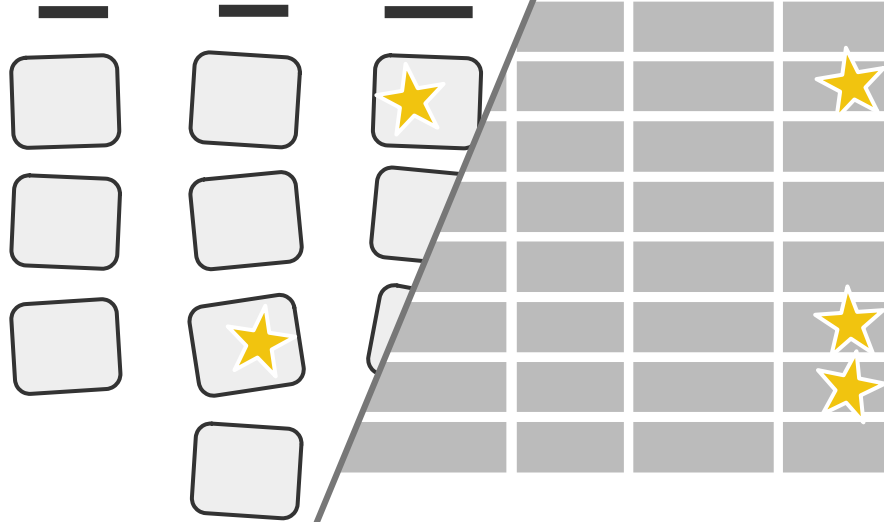


Is it related to an existing item in the register?

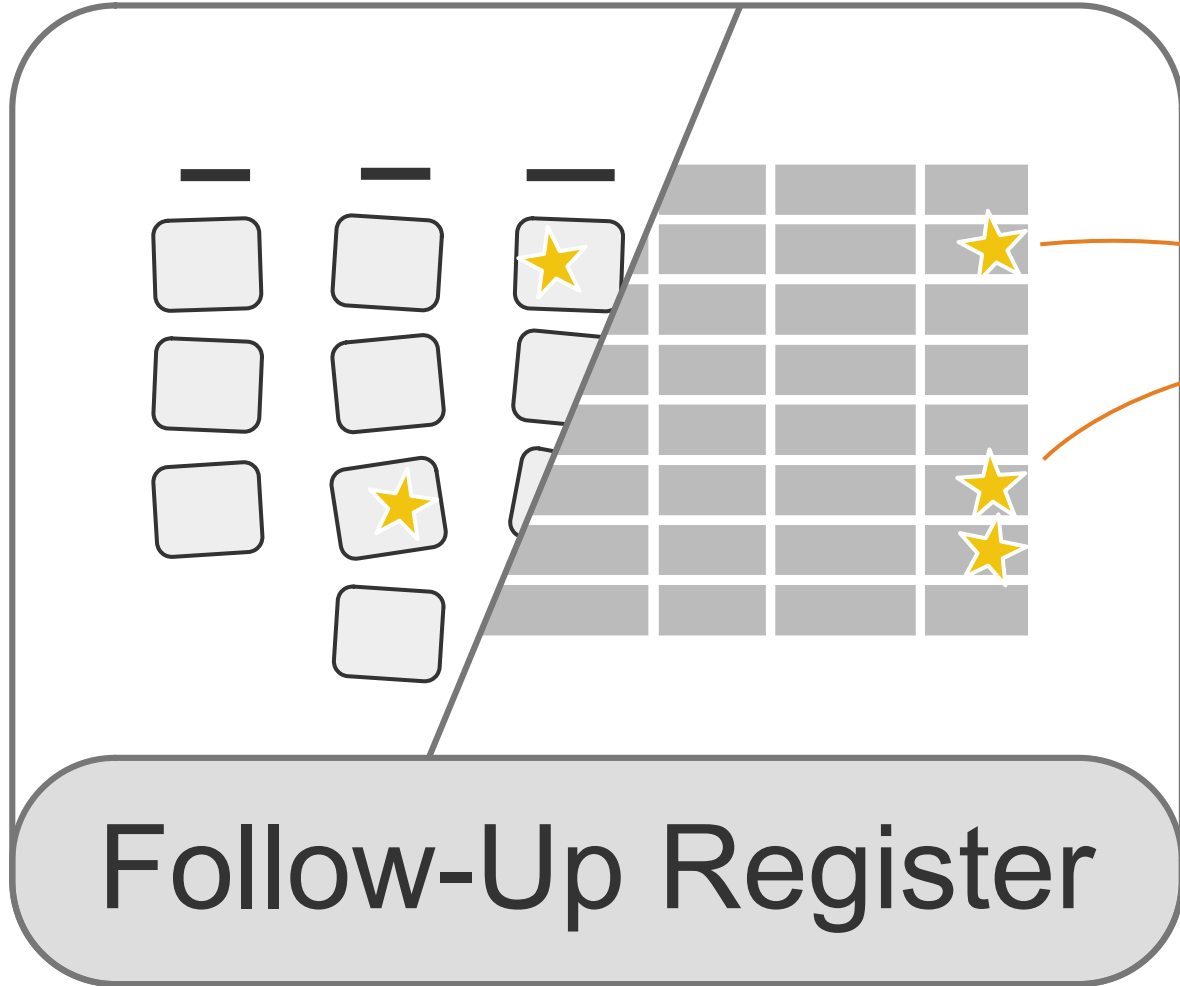
- Yes → Add it to the item as a comment
- No → Create a standalone item for it



Follow-Up Register



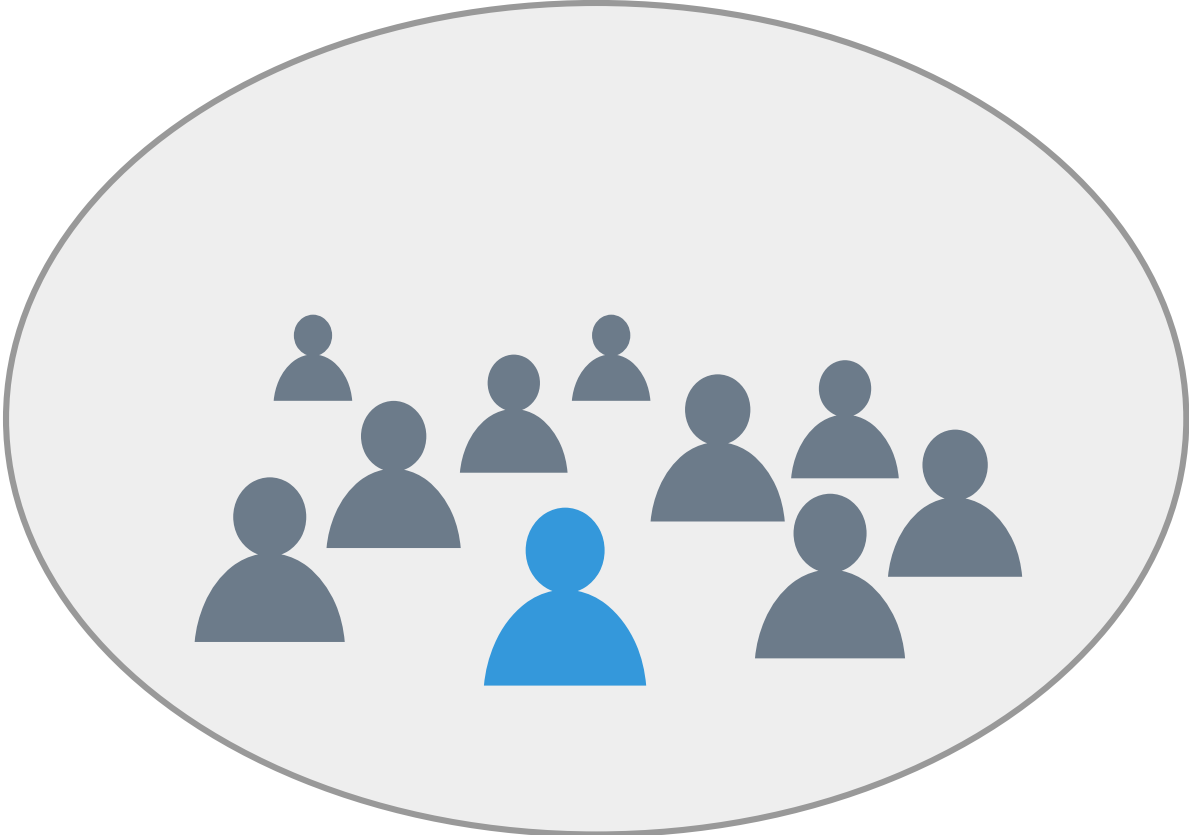
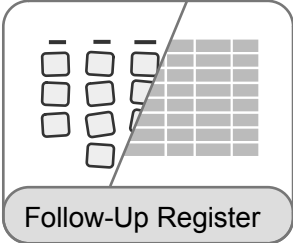
Follow-Up Register

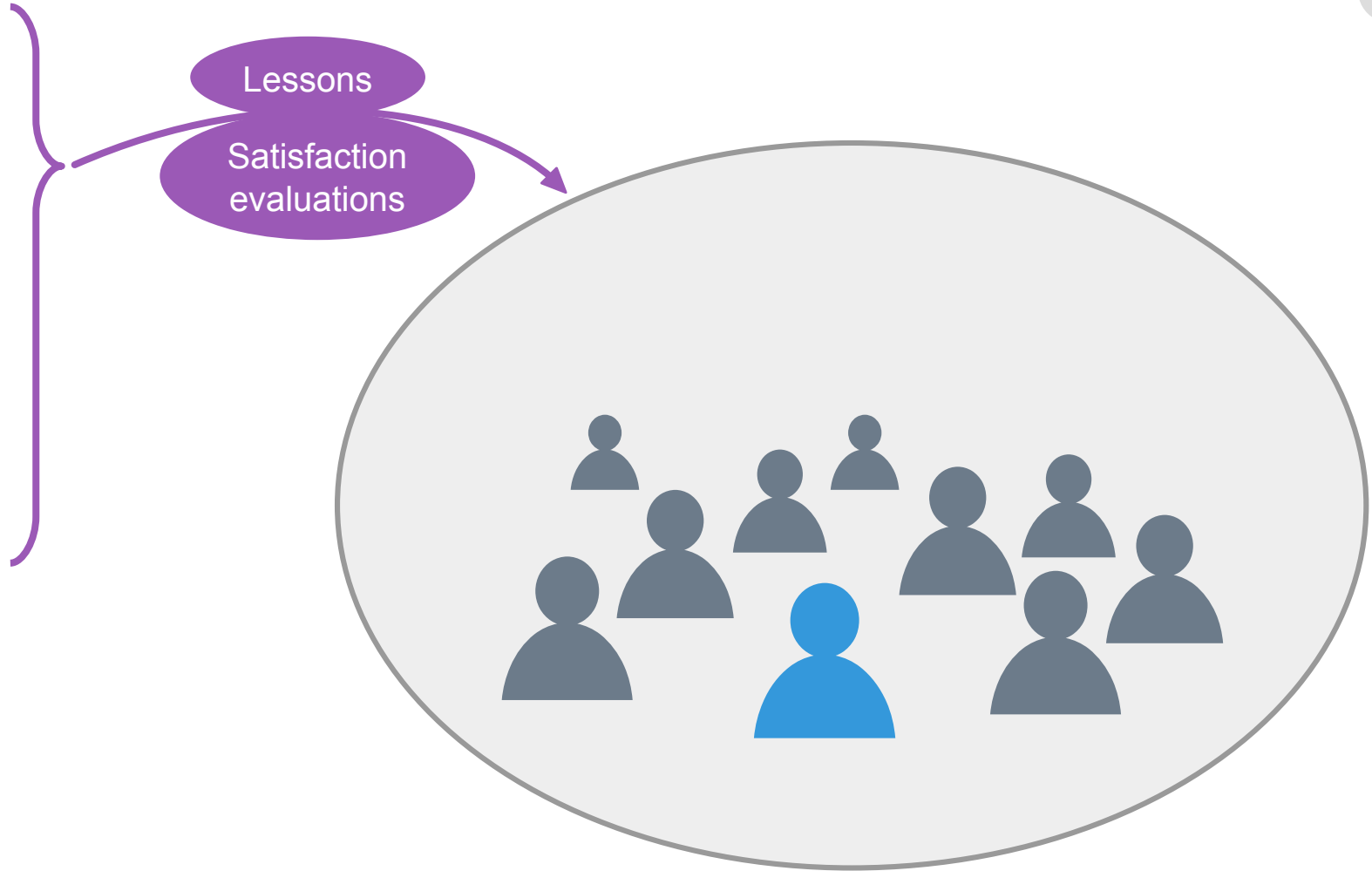
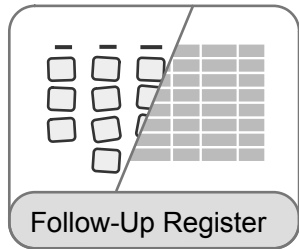


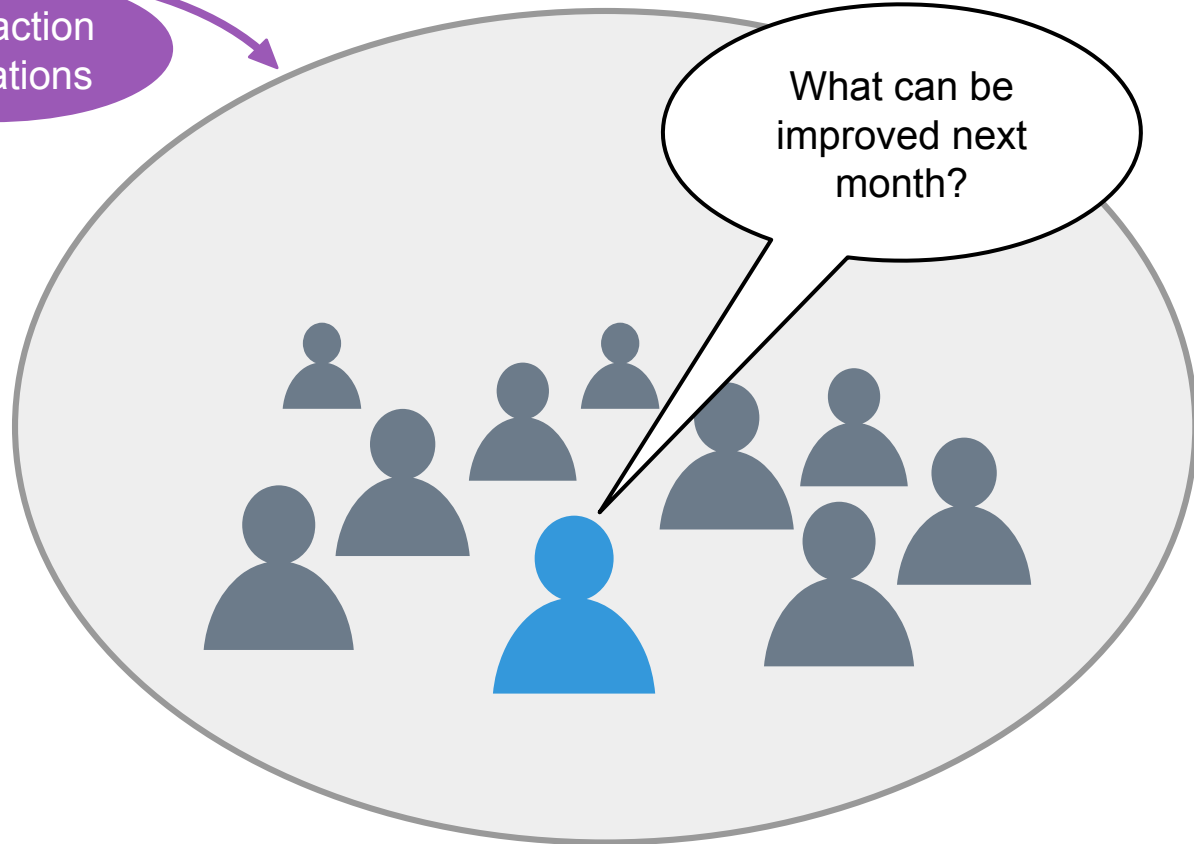
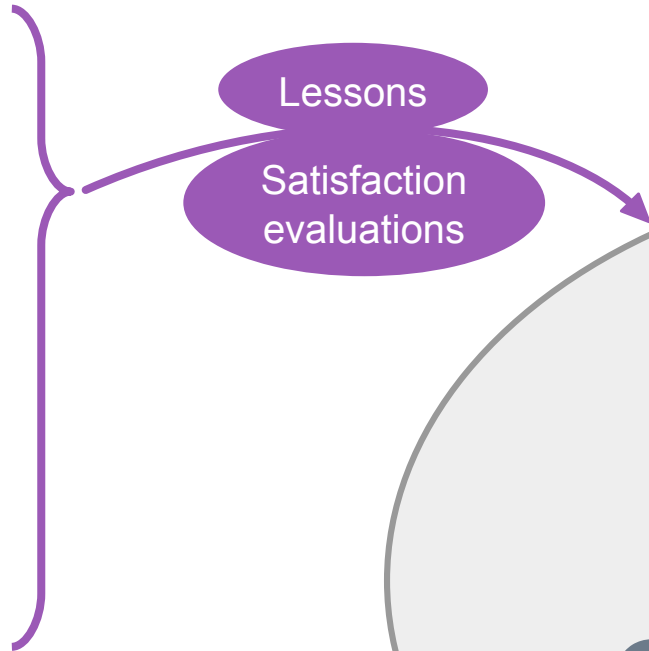
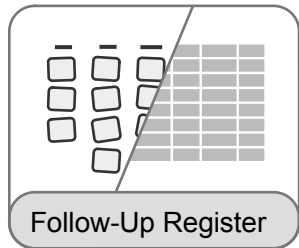
The diagram illustrates a 'Follow-Up Register' layout. It features three vertical columns of boxes on the left, each topped with a horizontal line. The first column has three empty boxes. The second column has four boxes, with the second one from the top containing a yellow star. The third column has three boxes, with the top one containing a yellow star. To the right of these columns is a 6x6 grid of grey boxes. A diagonal line runs from the top-left of the grid to the bottom-right. Three yellow stars are placed in the grid: one in the top-right cell, one in the bottom-left cell, and one in the bottom-right cell. A callout bubble with a yellow border and orange text points to the top-right star. Below the grid is a grey rounded rectangle containing the text 'Follow-Up Register'.

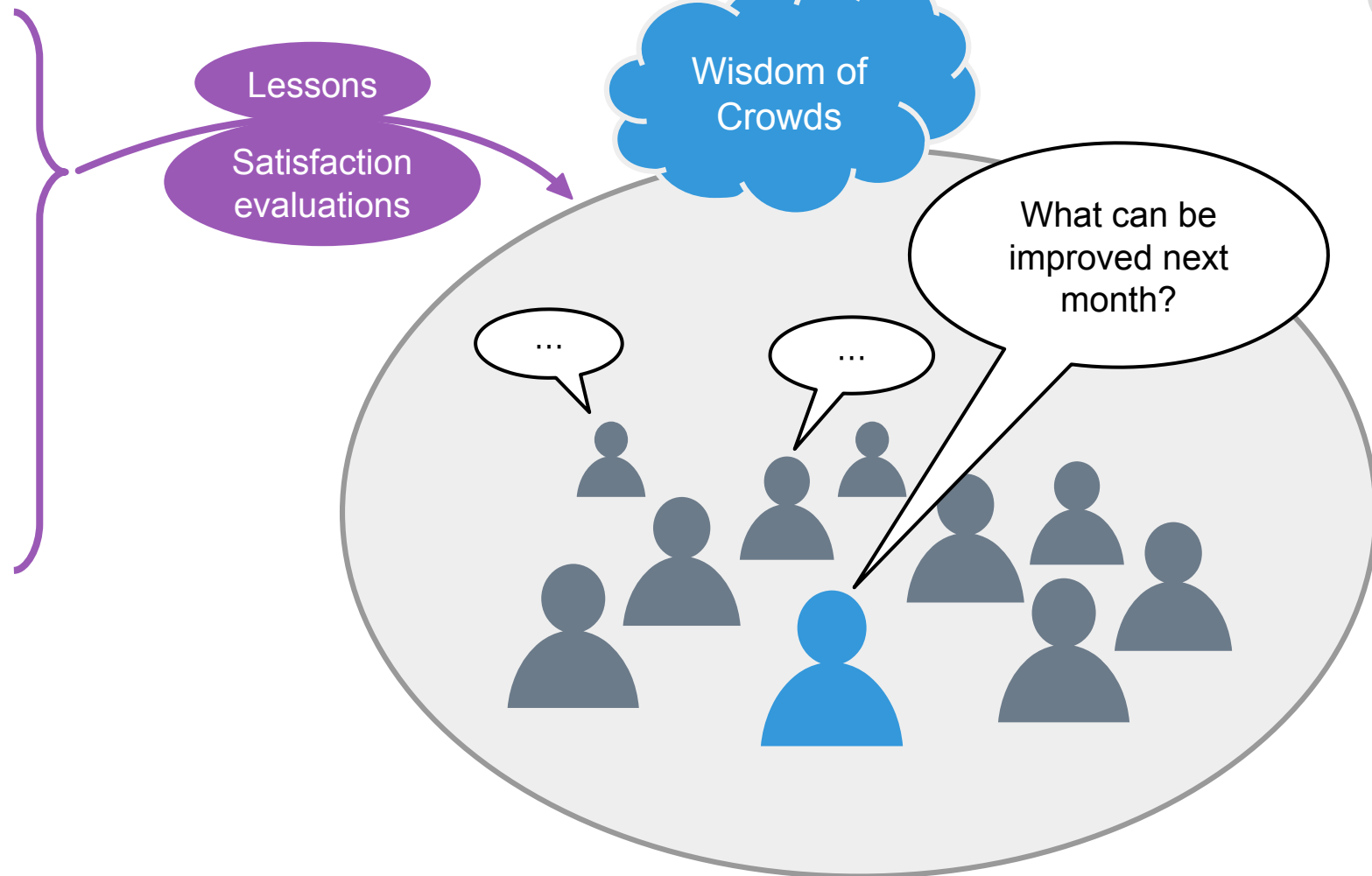
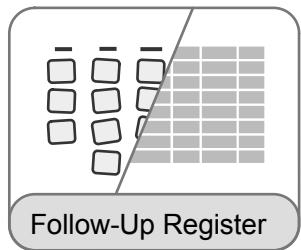
Follow-Up Register

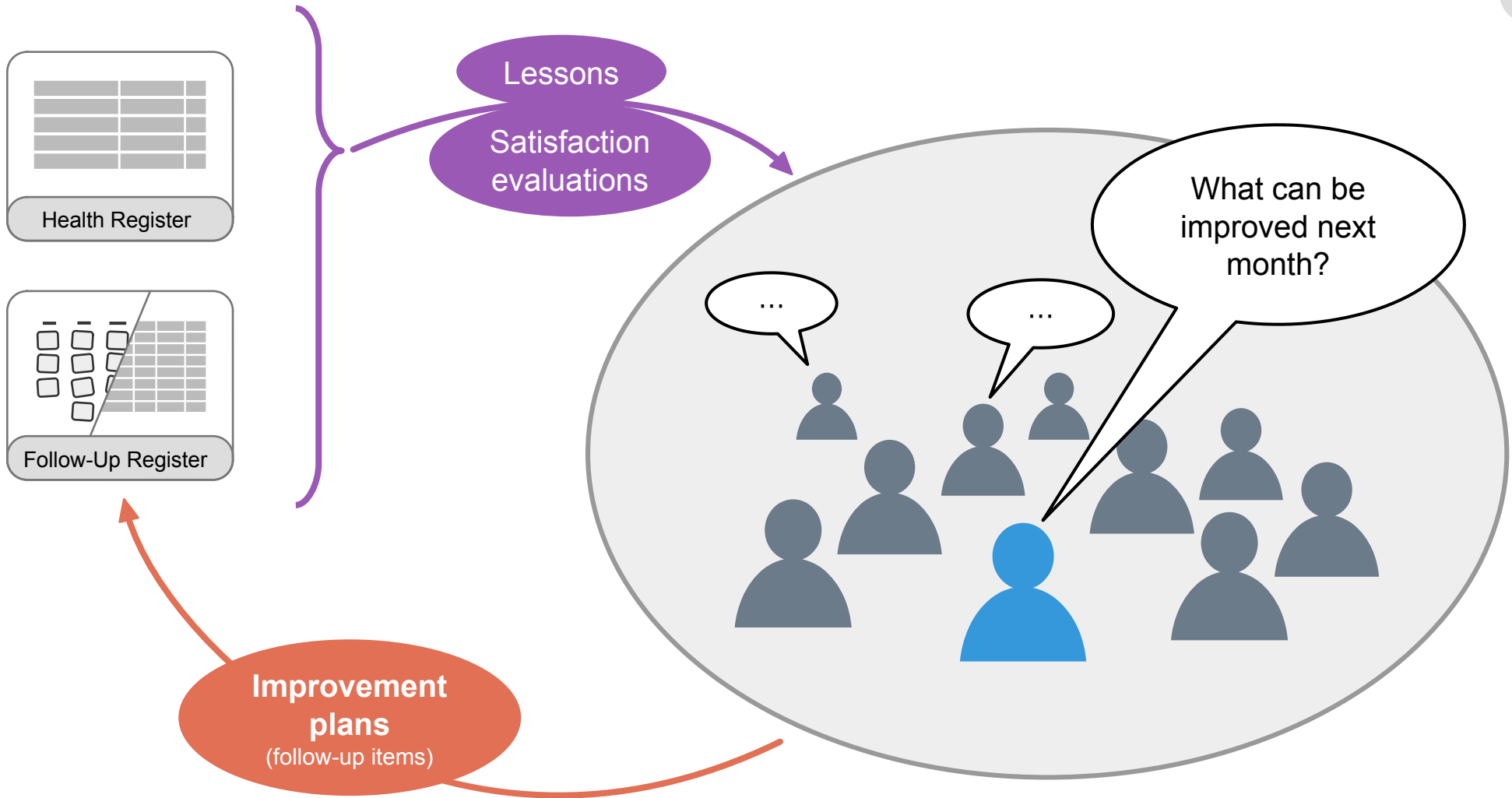
The follow-up item contains a significant lesson!

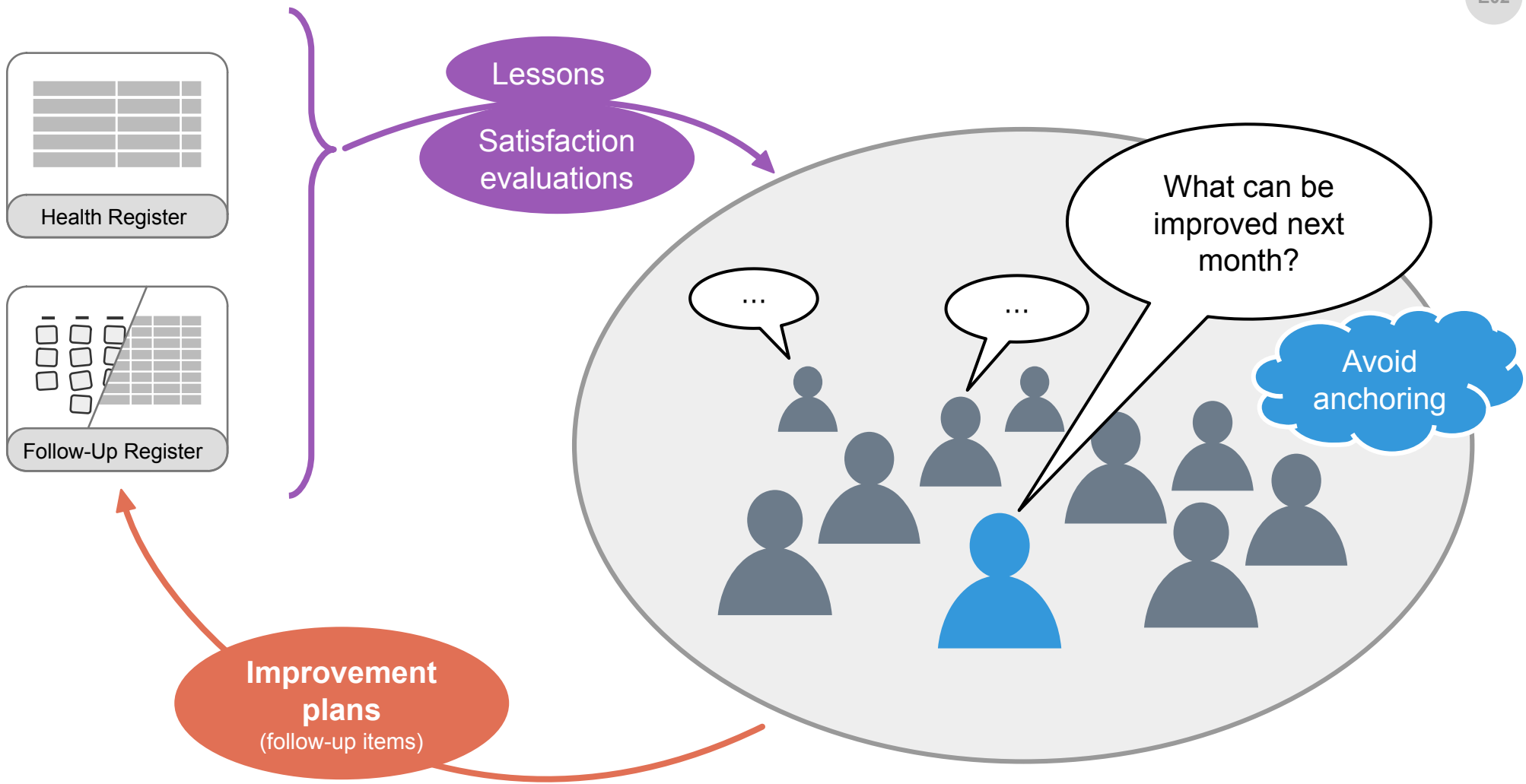


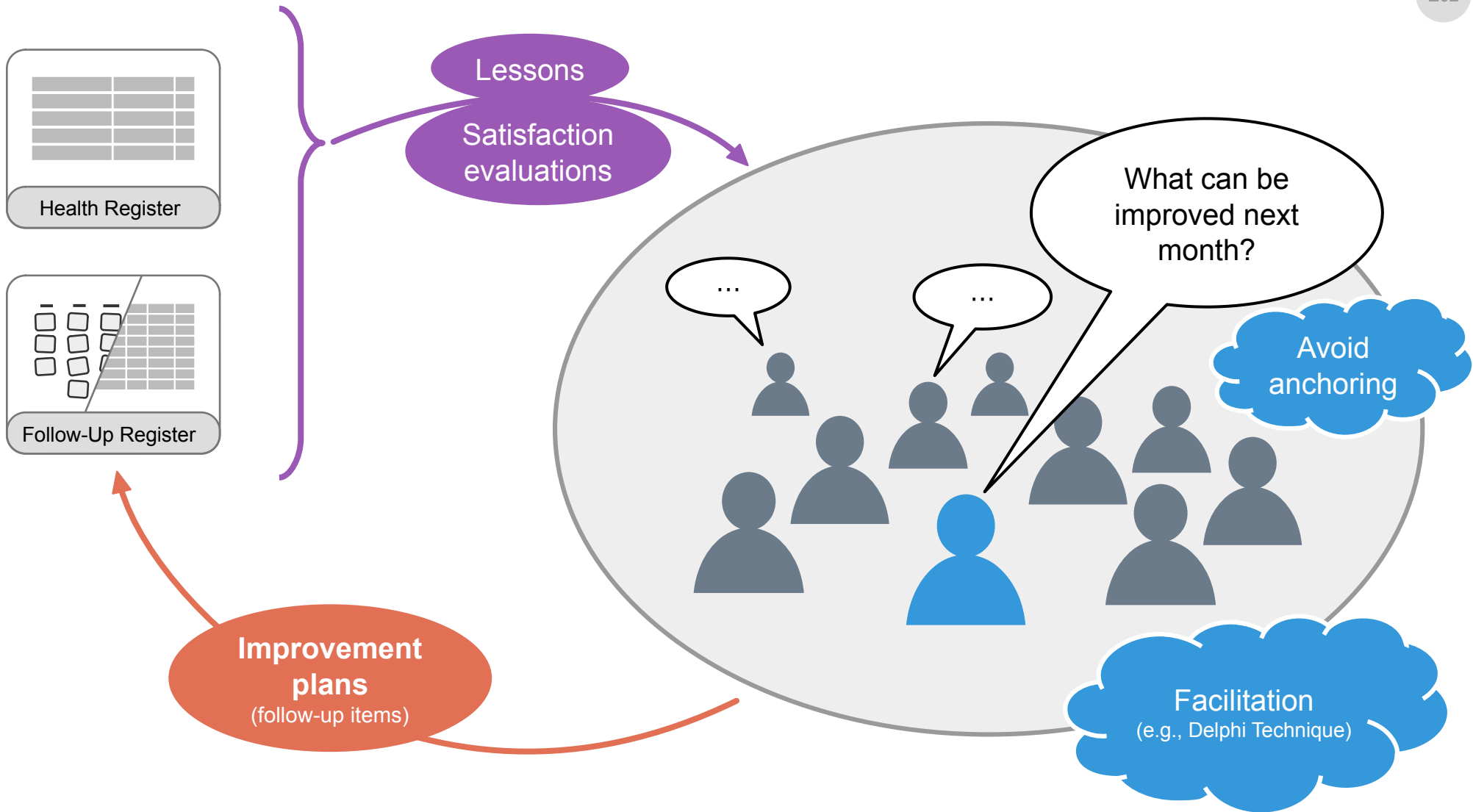


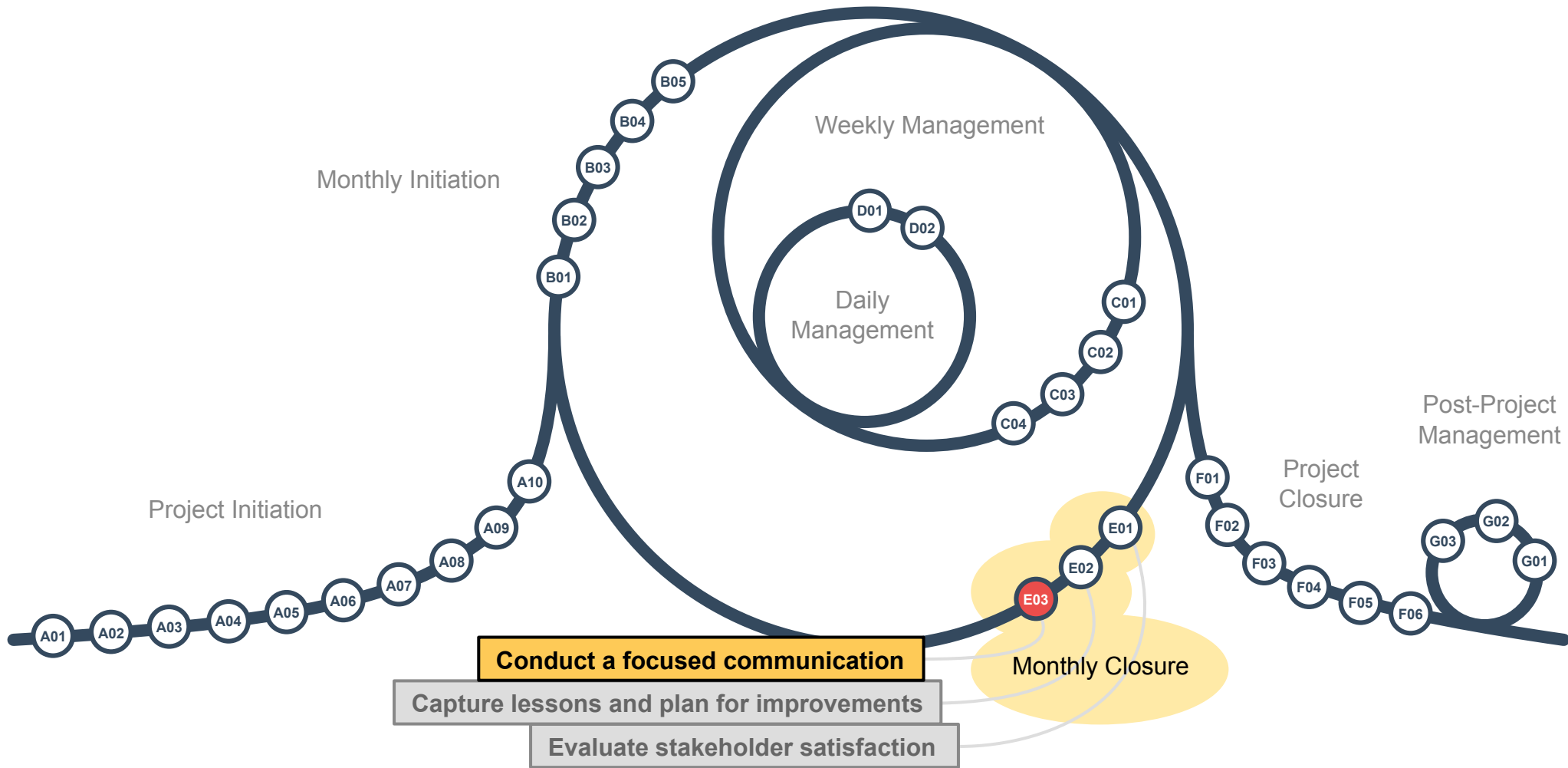


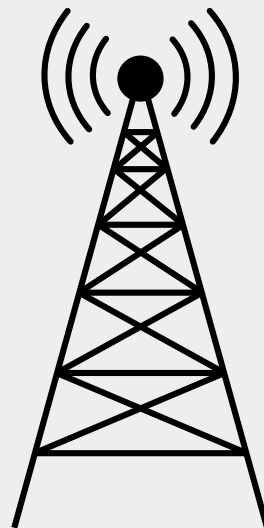
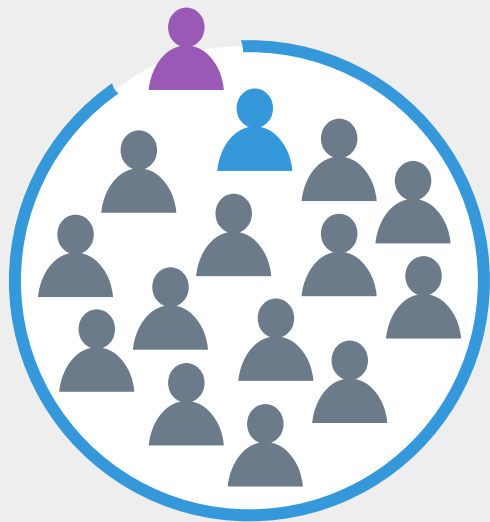


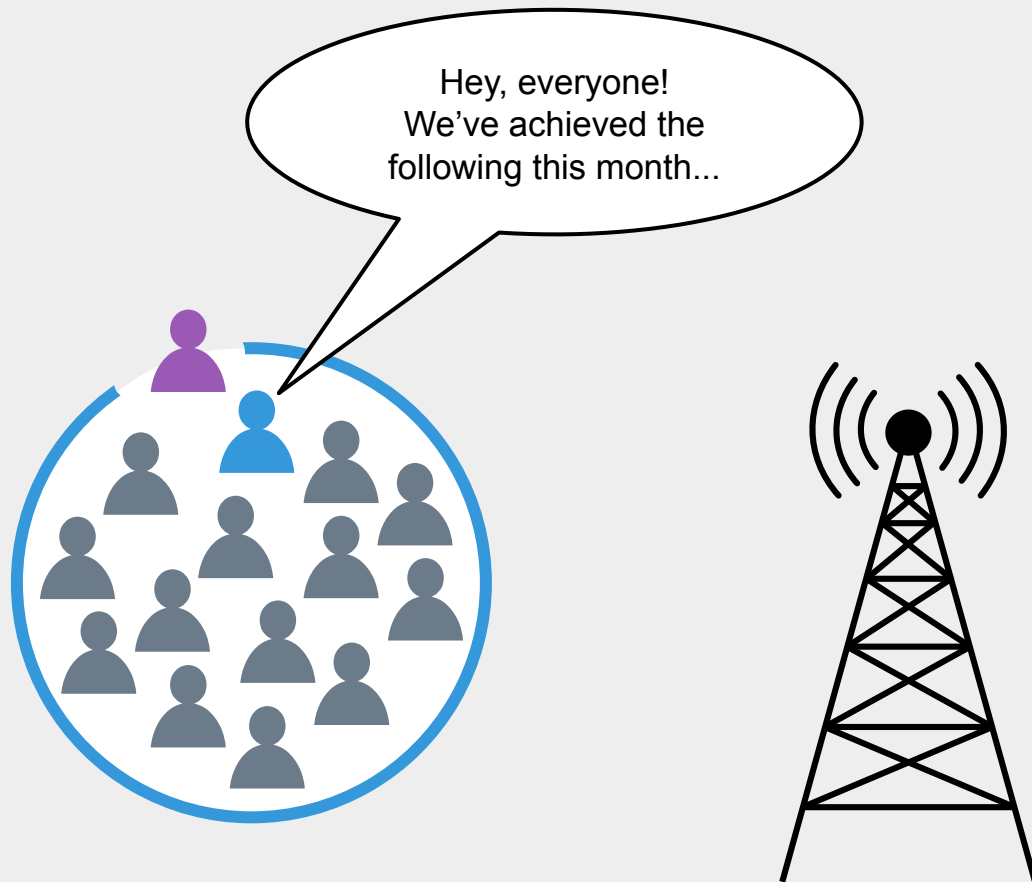


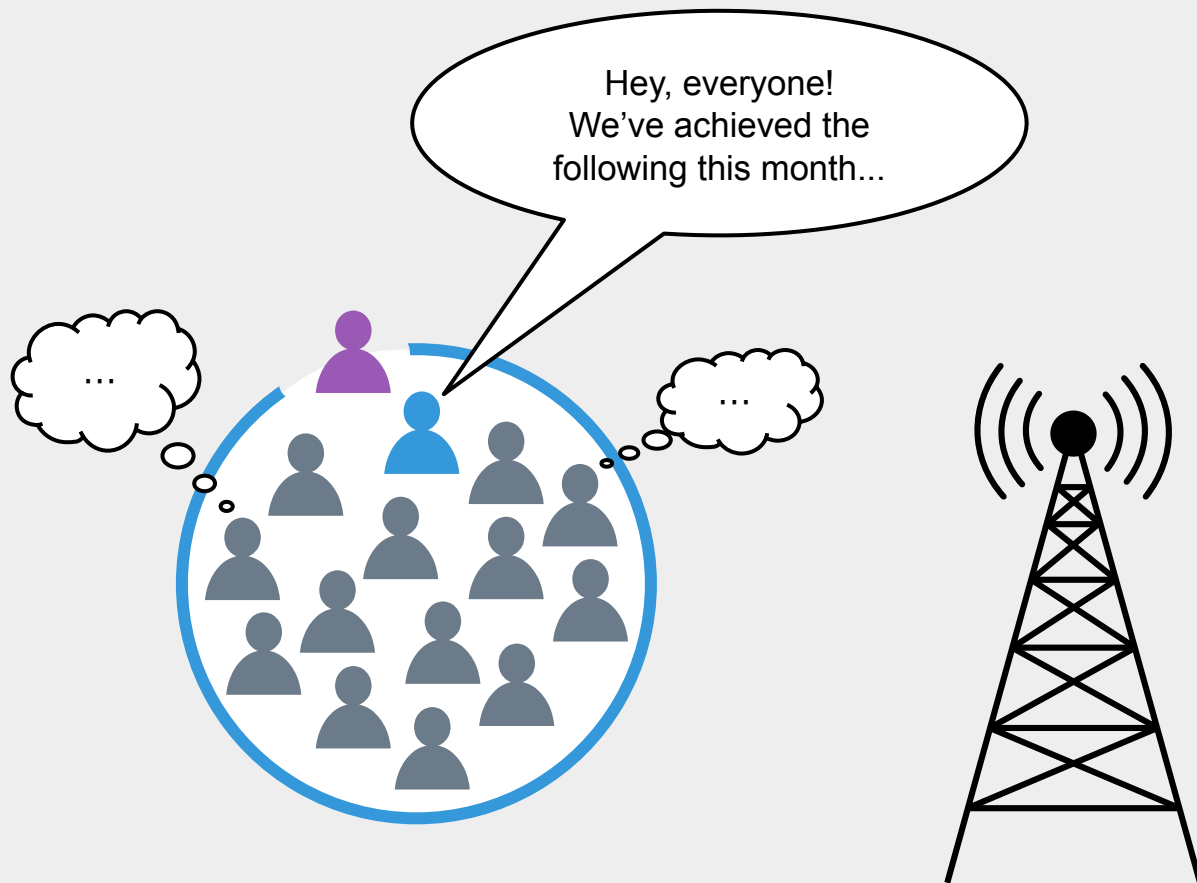


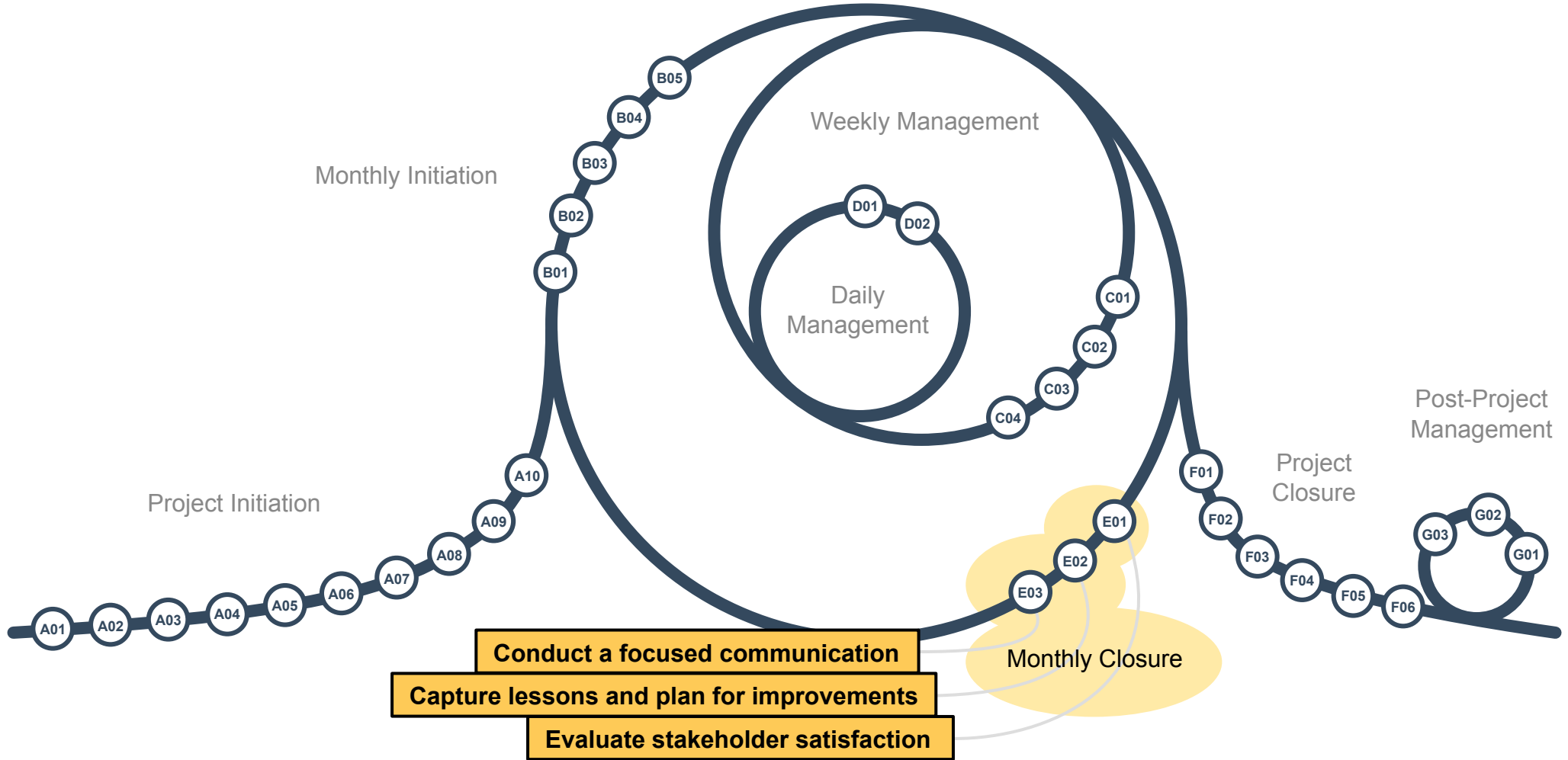












① High-level overview

② Full review

Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management



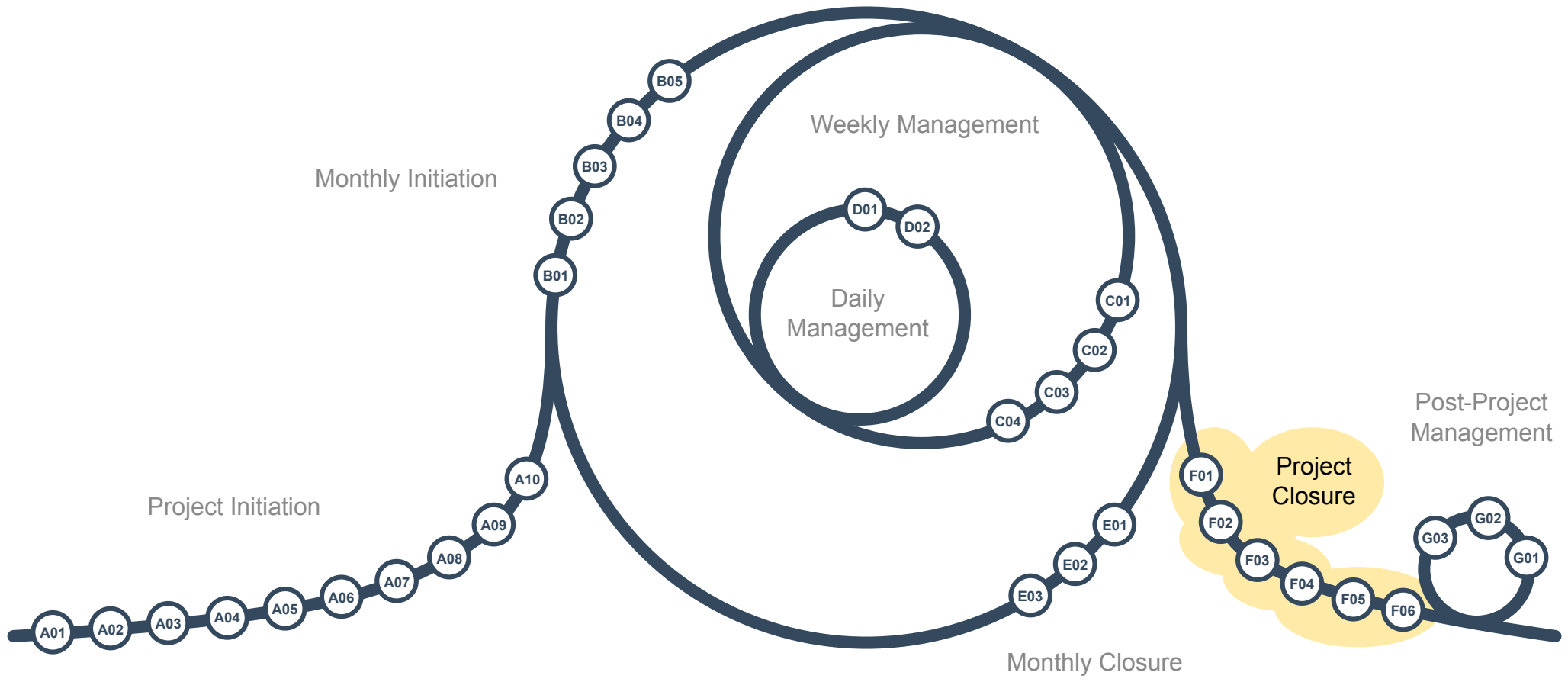
③ NUPP

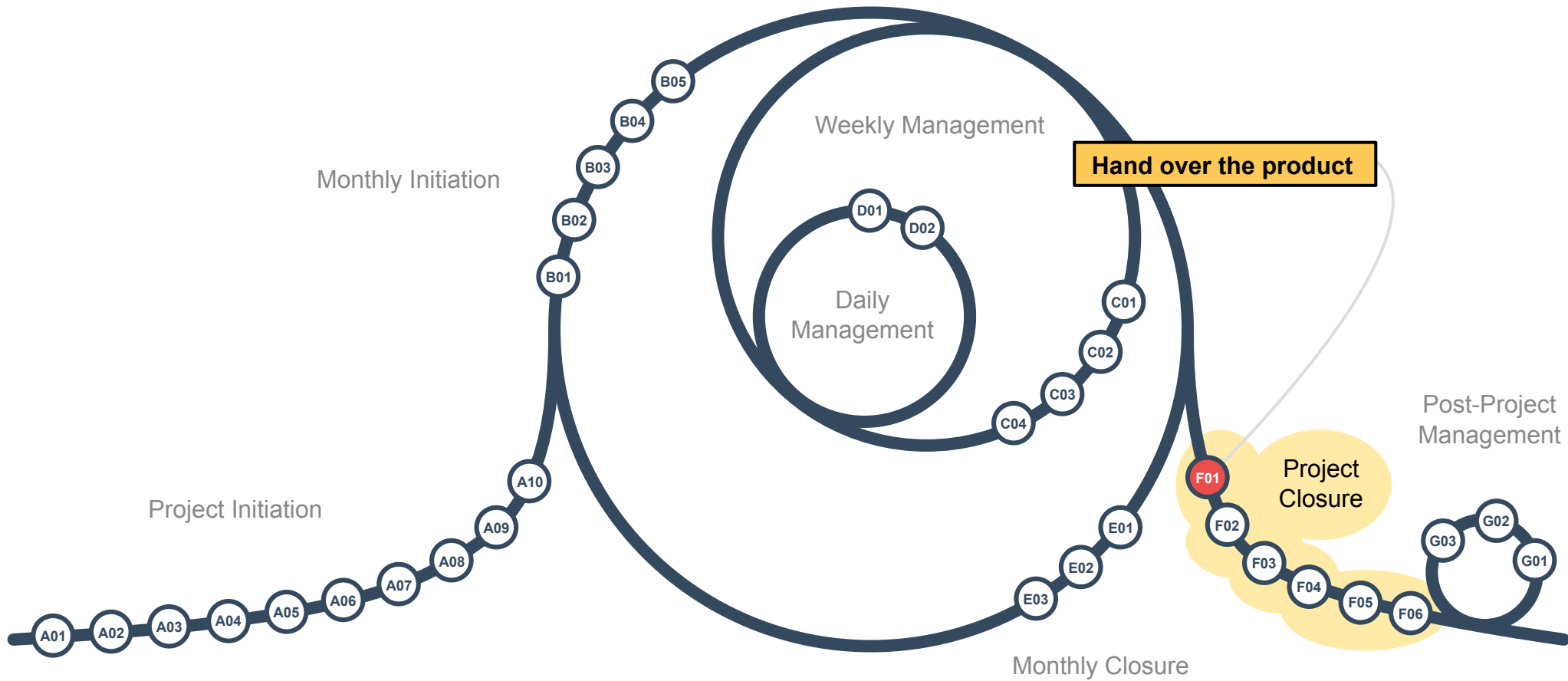
④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program





Project Initiation

Monthly Initiation

Weekly Management

Daily Management

Hand over the product

Monthly Closure

Project Closure

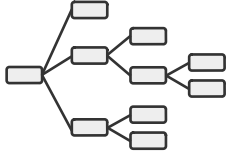
Post-Project Management

1



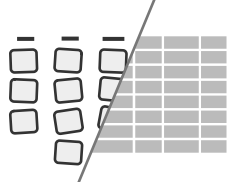
Project Description

2



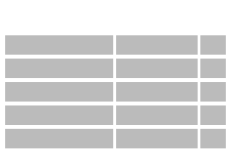
Deliverables Map

3



Follow-Up Register

4



Health Register

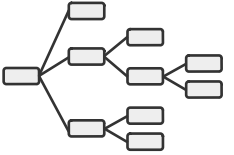
1



Project Description

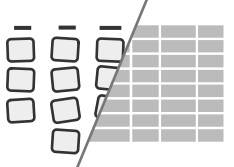
Have we achieved the goal and satisfied the requirements?

2



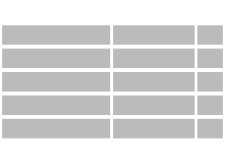
Deliverables Map

3



Follow-Up Register

4



Health Register

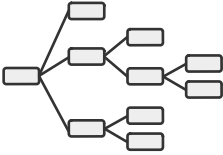
1



Project Description

Have we achieved the goal and satisfied the requirements?

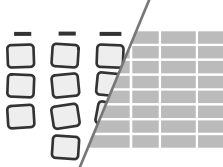
2



Deliverables Map

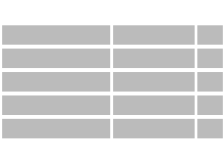
Are all items **closed**?

3



Follow-Up Register

4



Health Register

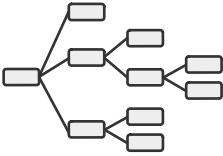
1



Project Description

Have we achieved the goal and satisfied the requirements?

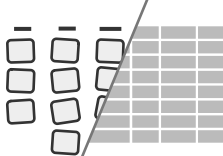
2



Deliverables Map

Are all items **closed**?

3

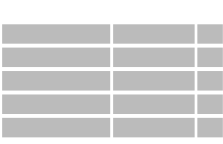


Follow-Up Register



Finished

4



Health Register

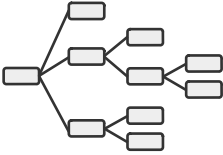
1



Project Description

Have we achieved the goal and satisfied the requirements?

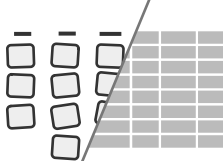
2



Deliverables Map

Are all items **closed**?

3

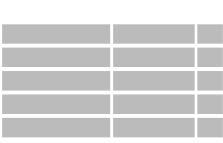


Follow-Up Register

Finished

Cancelled

4



Health Register

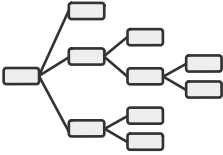
1



Project Description

Have we achieved the goal and satisfied the requirements?

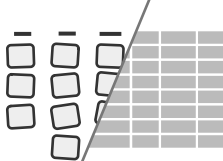
2



Deliverables Map

Are all items **closed**?

3



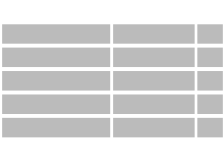
Follow-Up Register

Finished

Cancelled

Transferred

4



Health Register

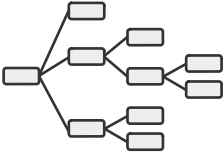
1



Project Description

Have we achieved the goal and satisfied the requirements?

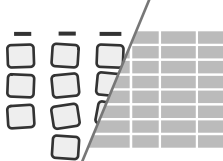
2



Deliverables Map

Are all items **closed**?

3



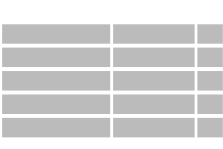
Follow-Up Register

Finished

Cancelled

Transferred

4



Health Register



Remaining tasks
(for the maintenance team)

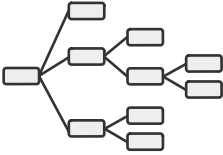
1



Project Description

Have we achieved the goal and satisfied the requirements?

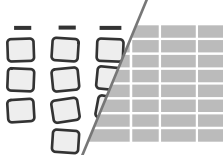
2



Deliverables Map

Are all items **closed**?

3



Follow-Up Register

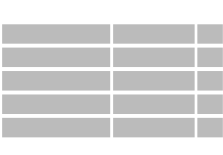
Finished

Cancelled

Transferred

May be allowed in the contract.

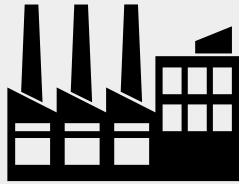
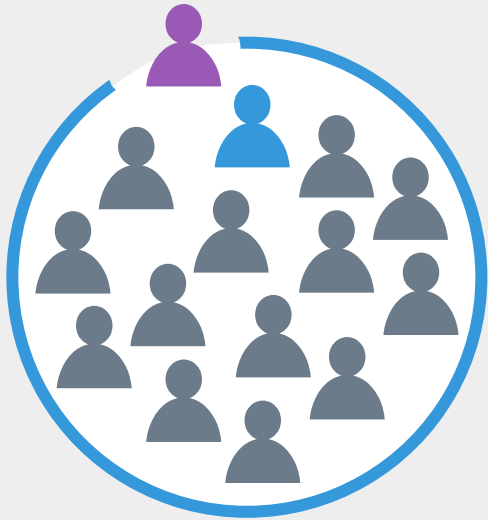
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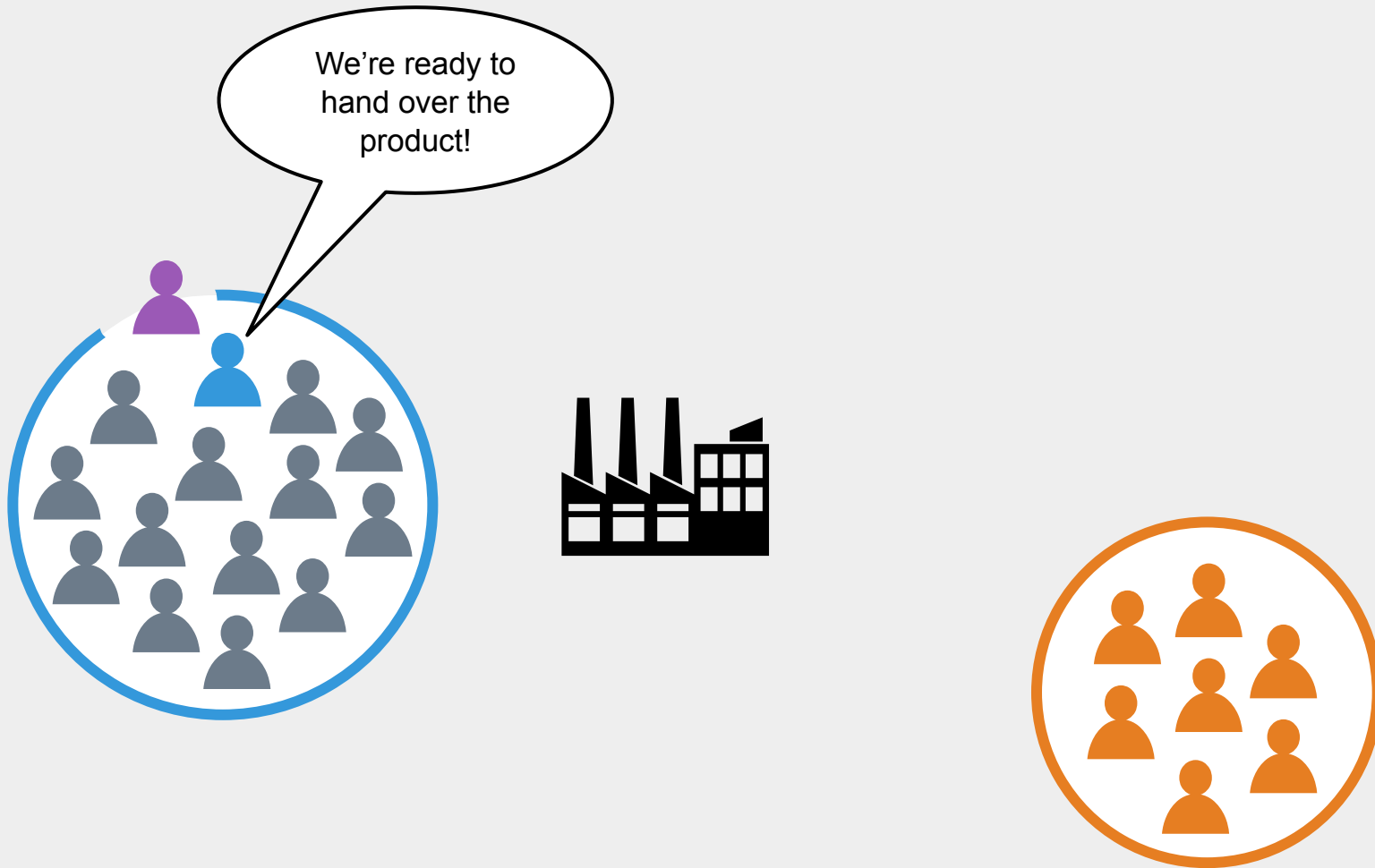


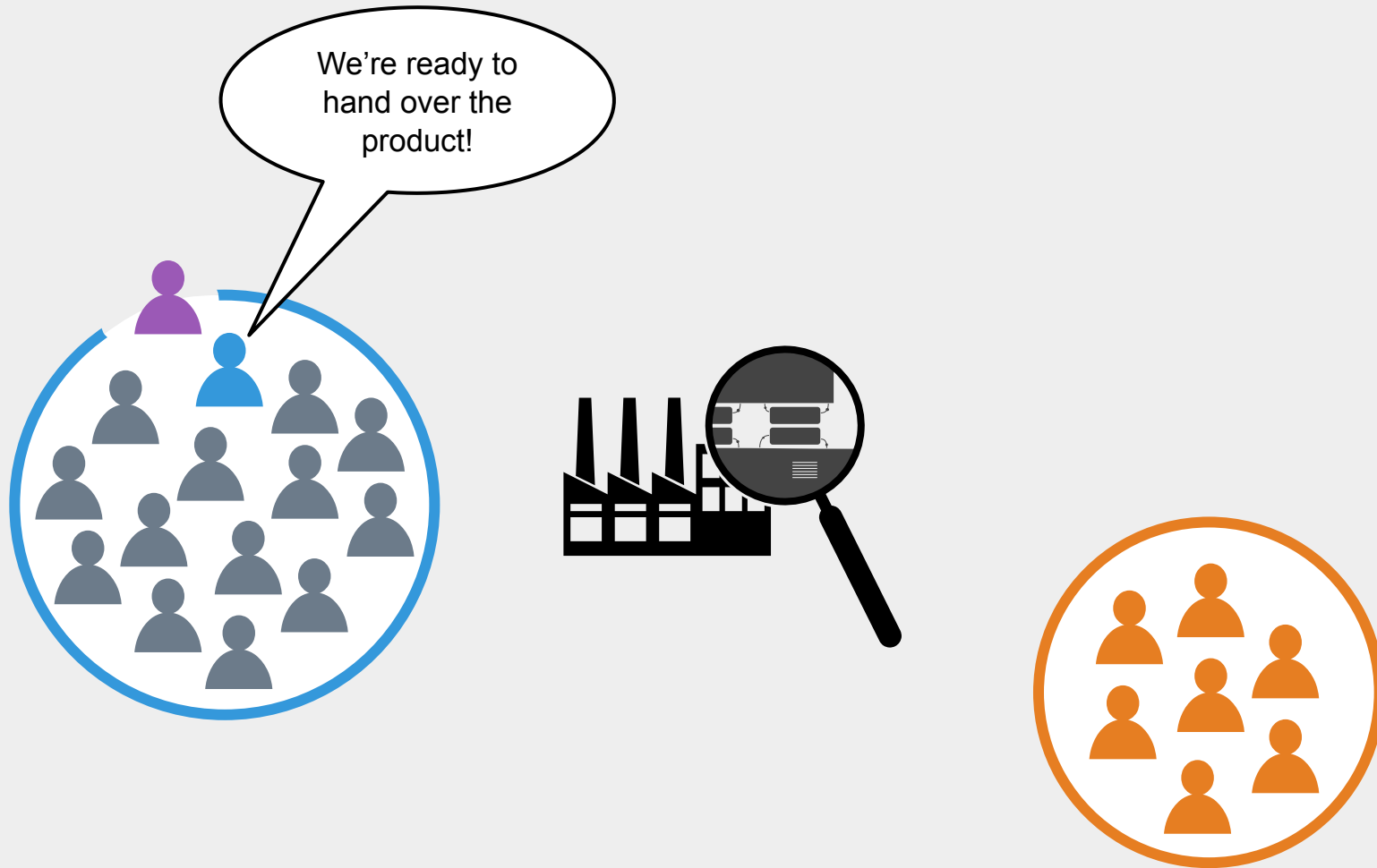
Health Register

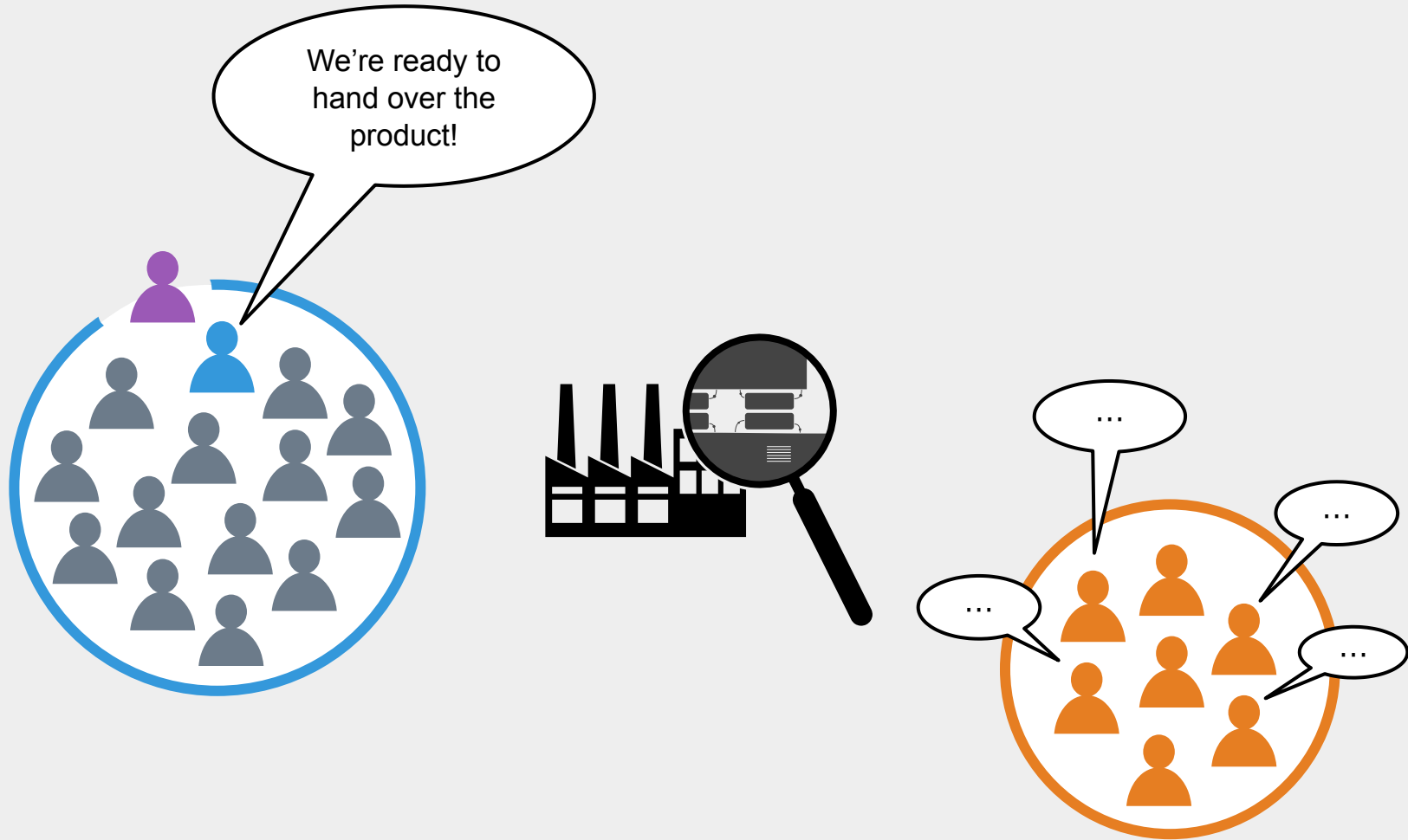


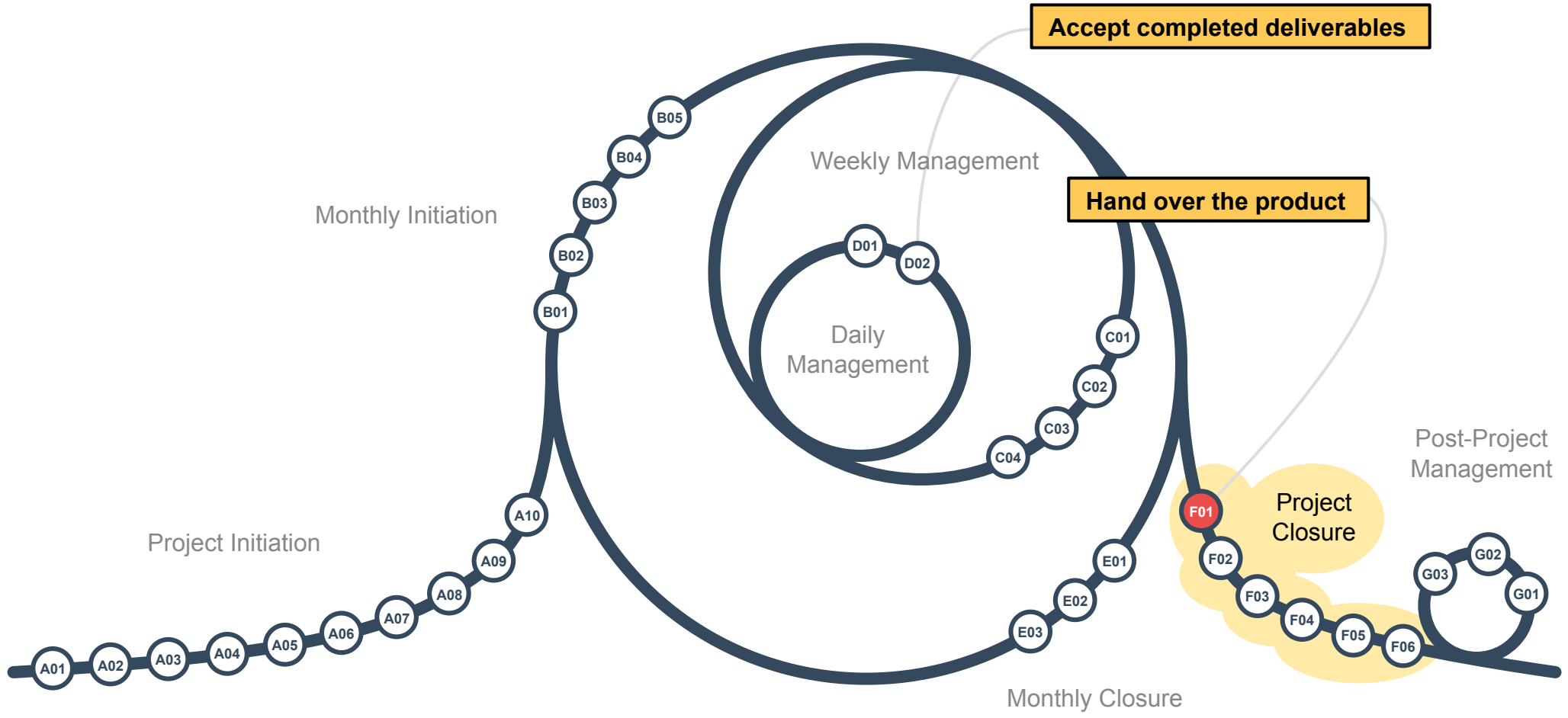
Remaining tasks
(for the maintenance team)

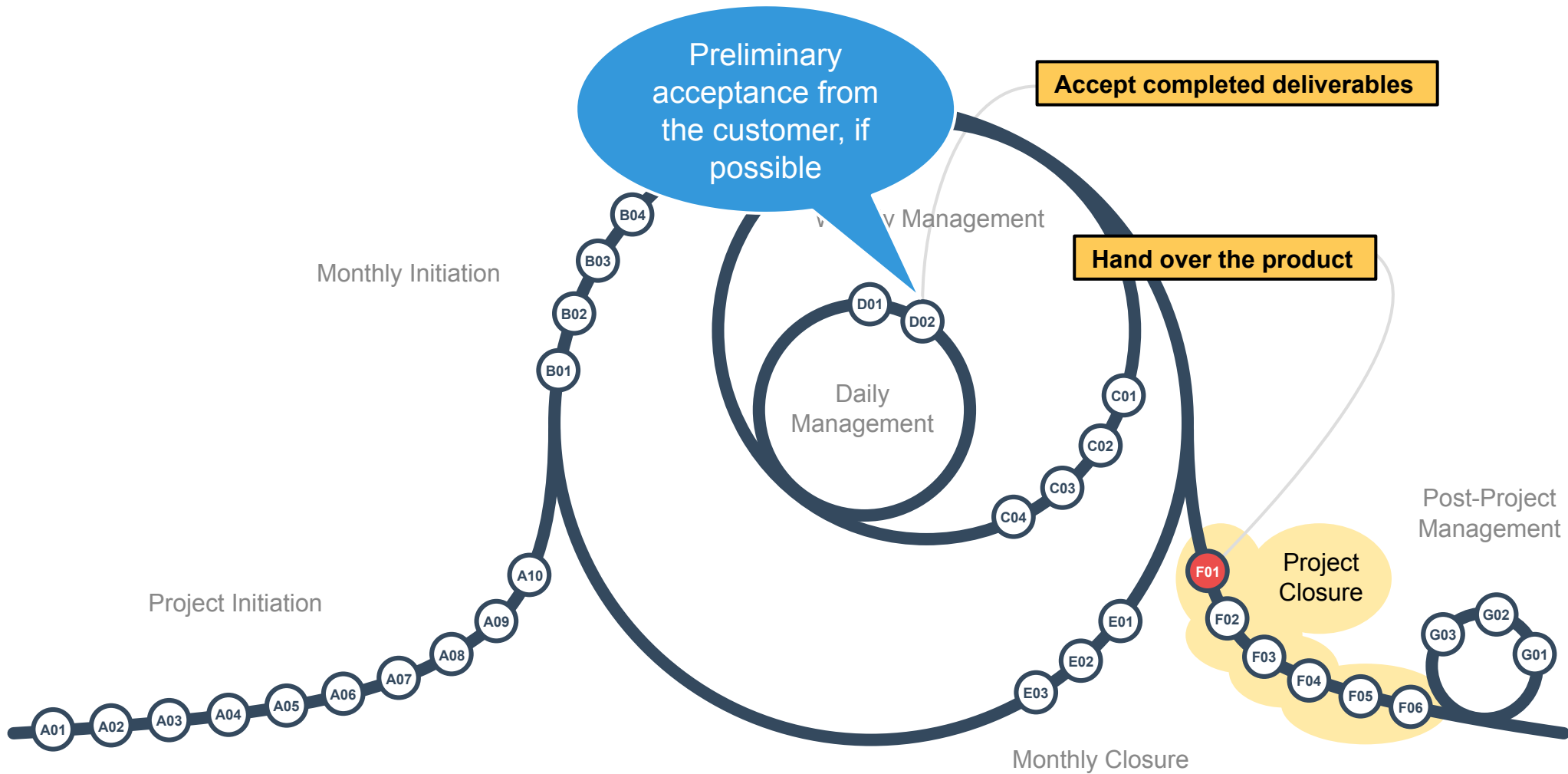


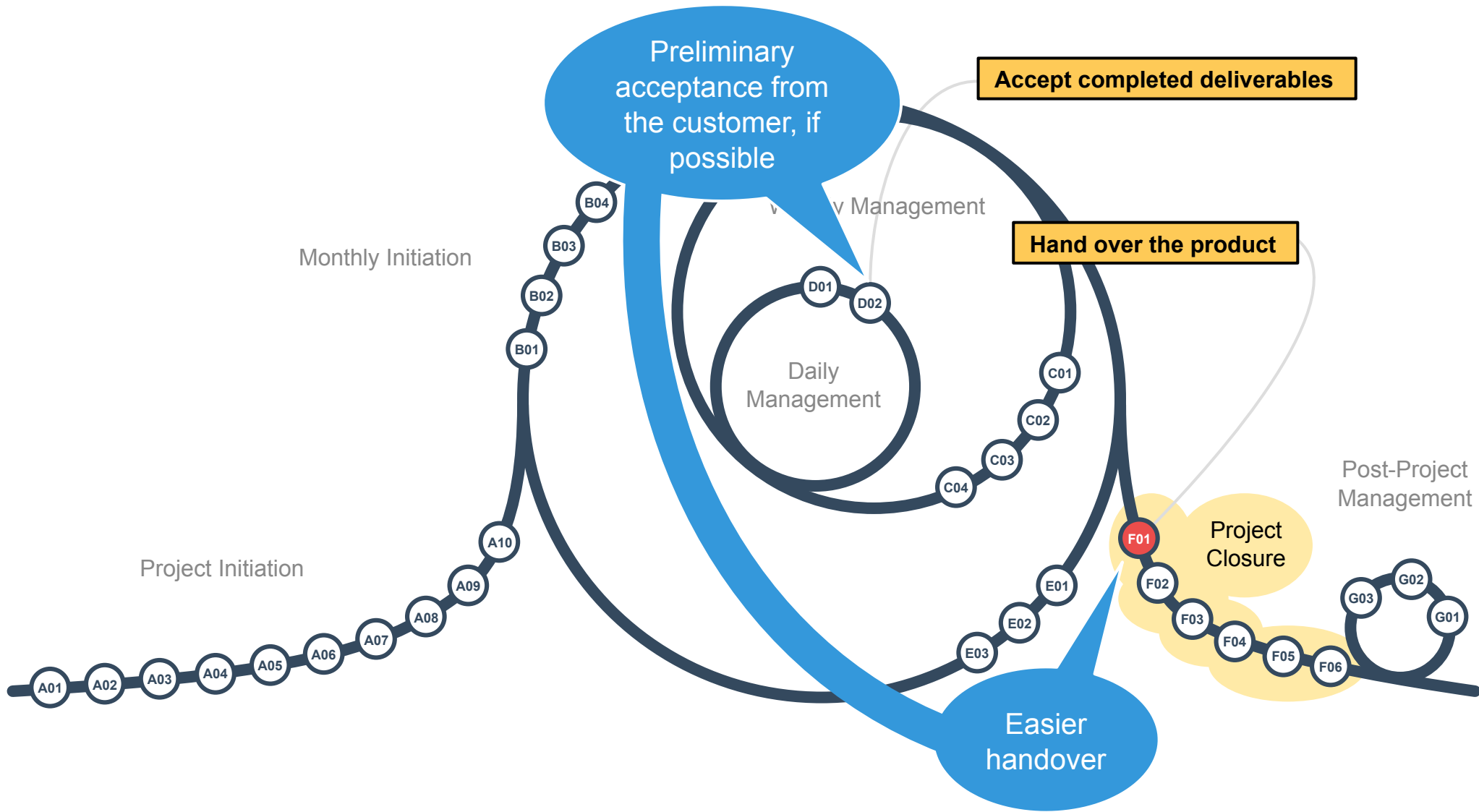


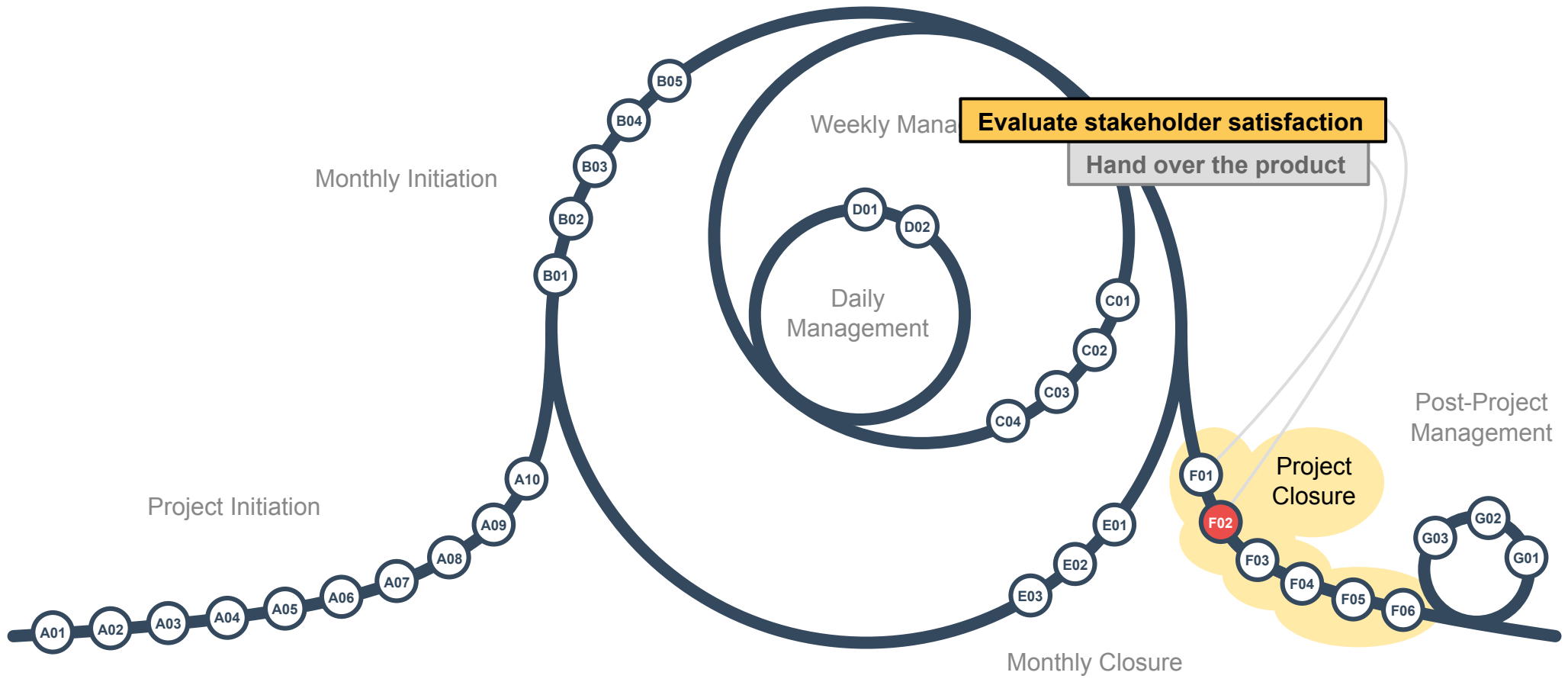


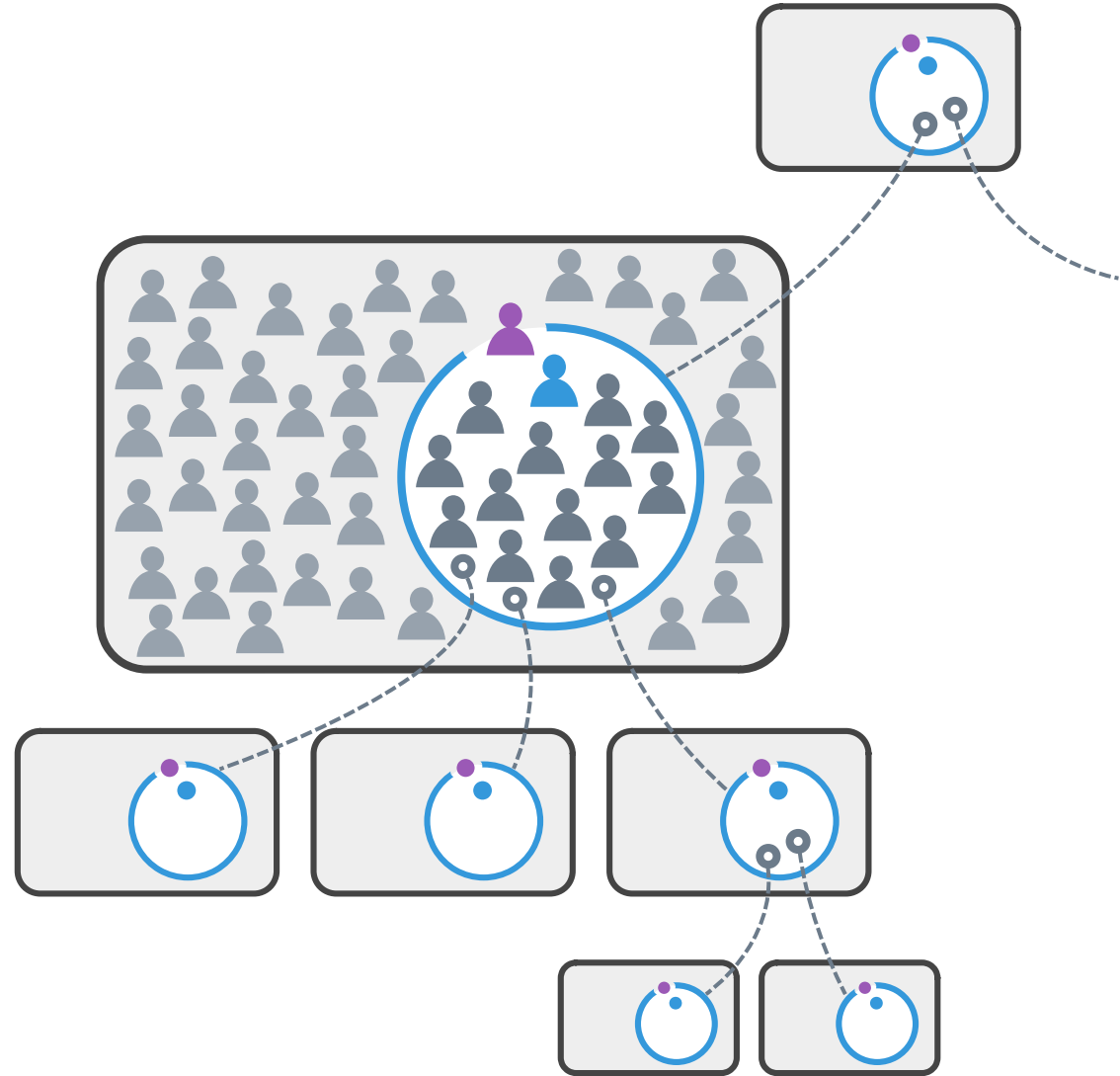


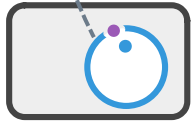
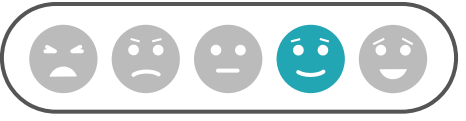
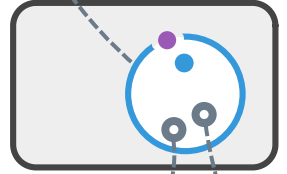
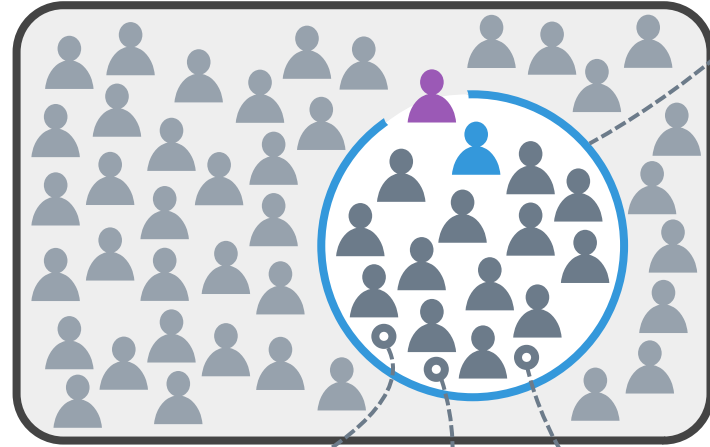
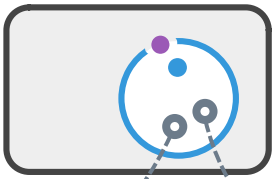
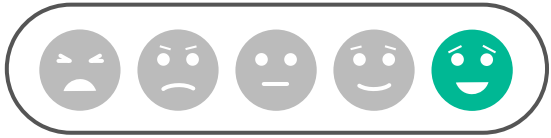


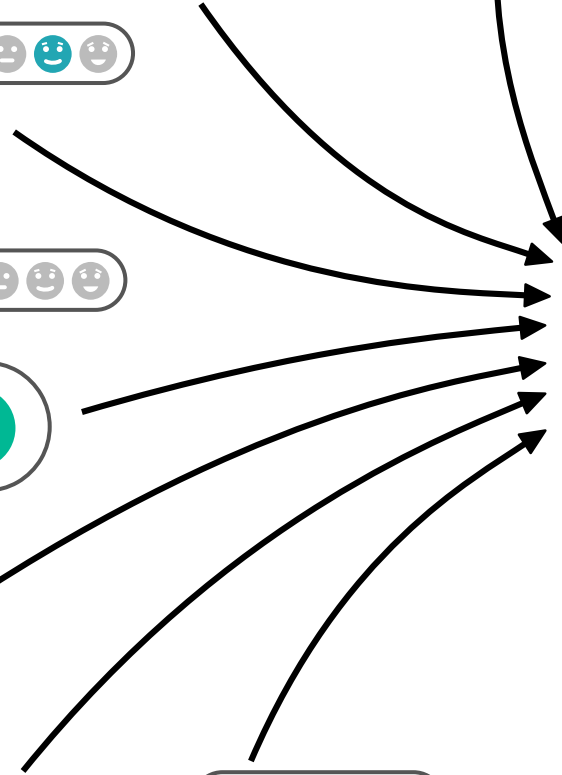
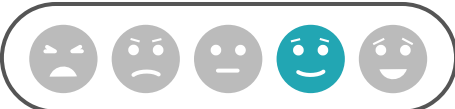
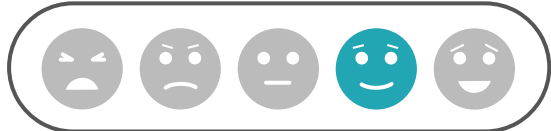




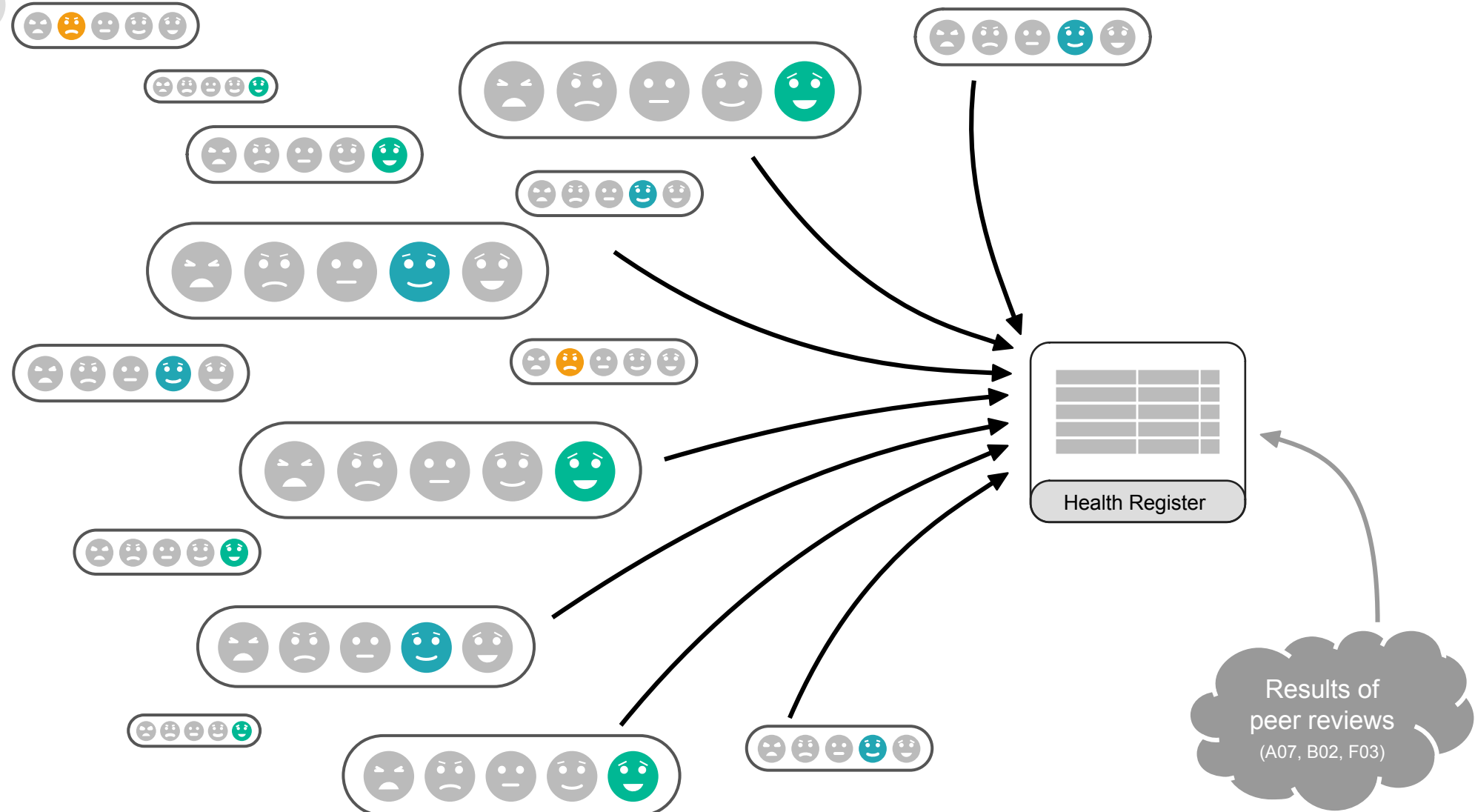
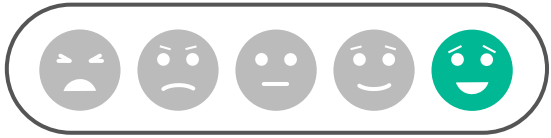


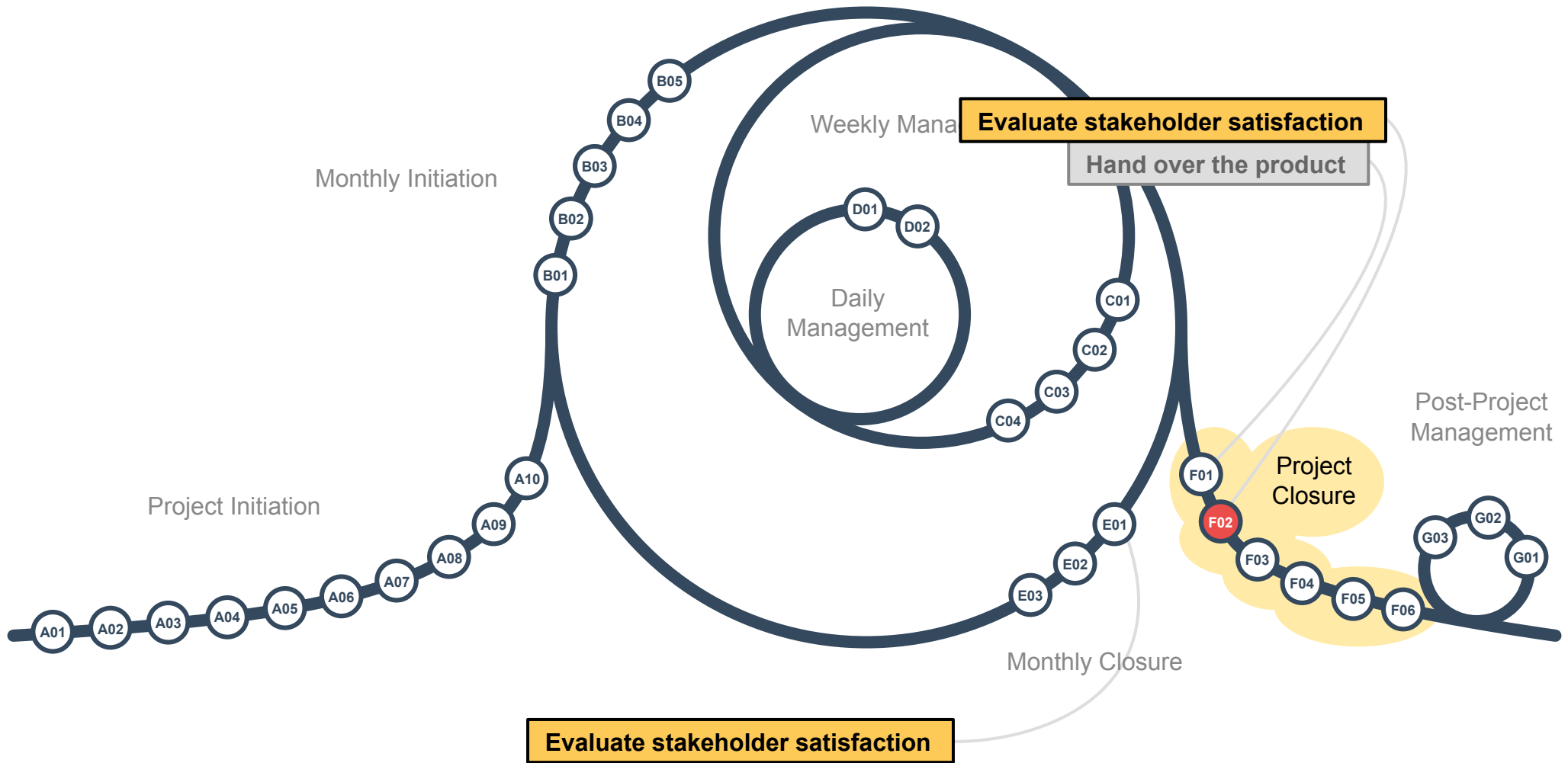


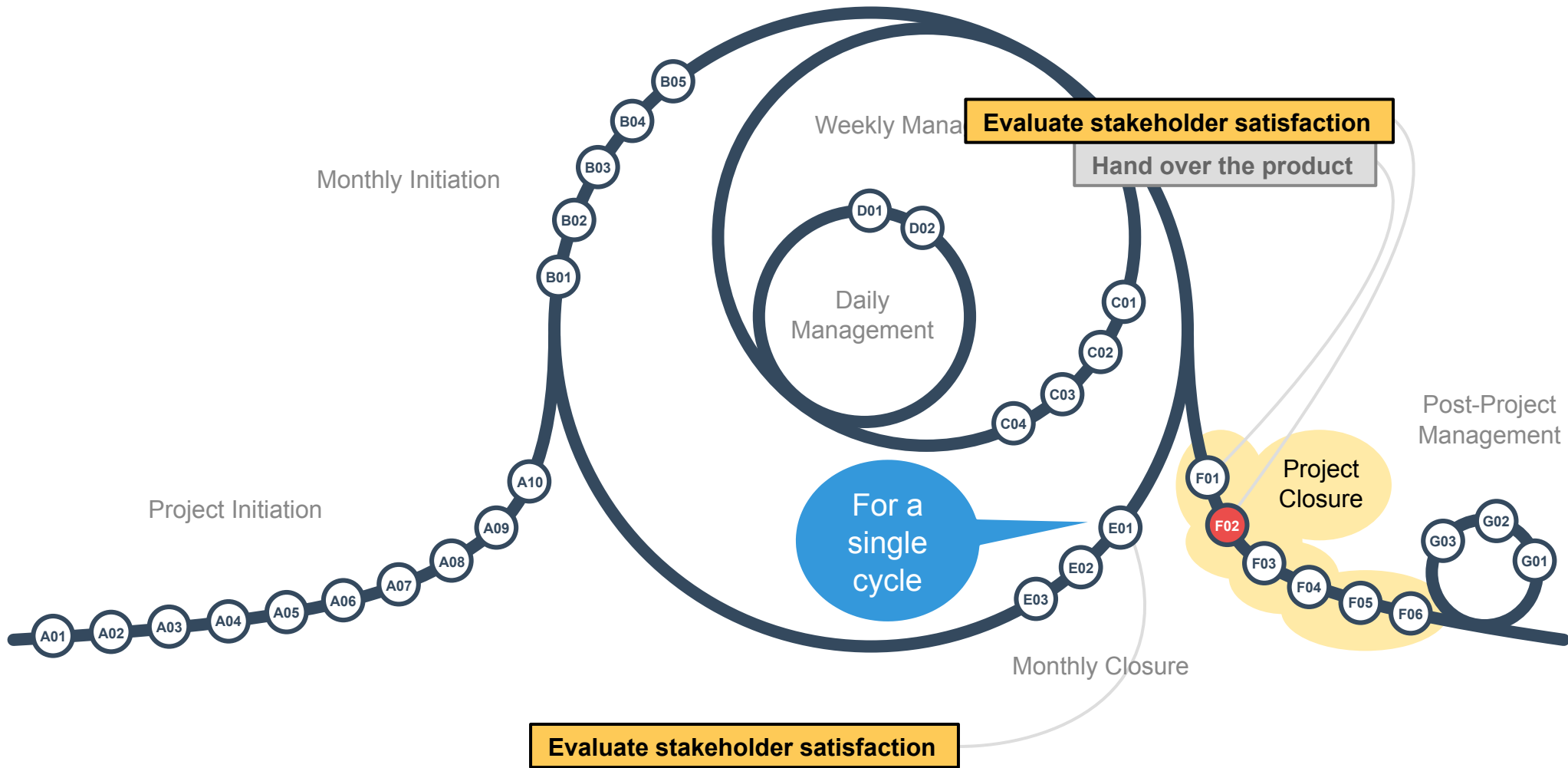


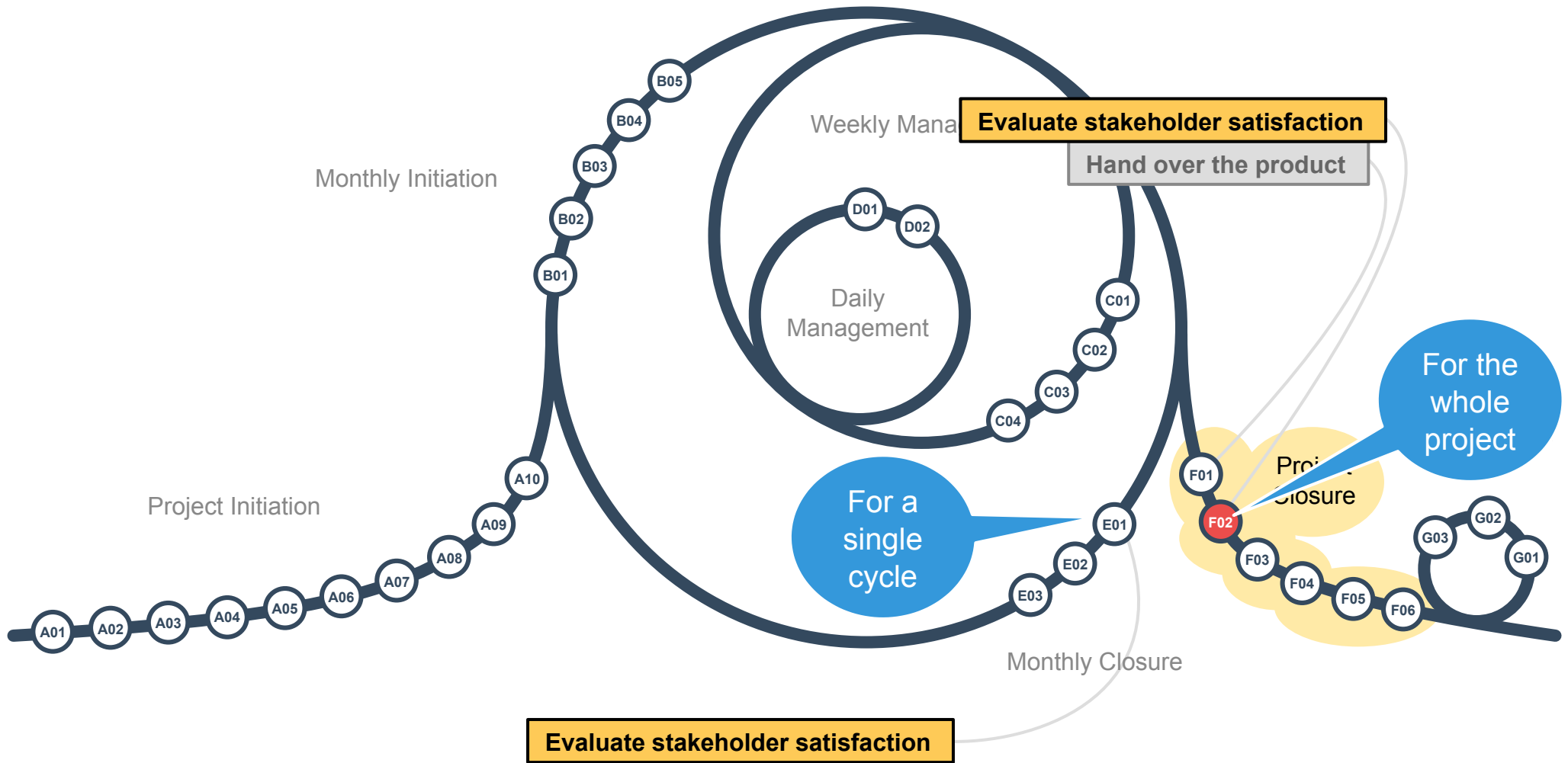


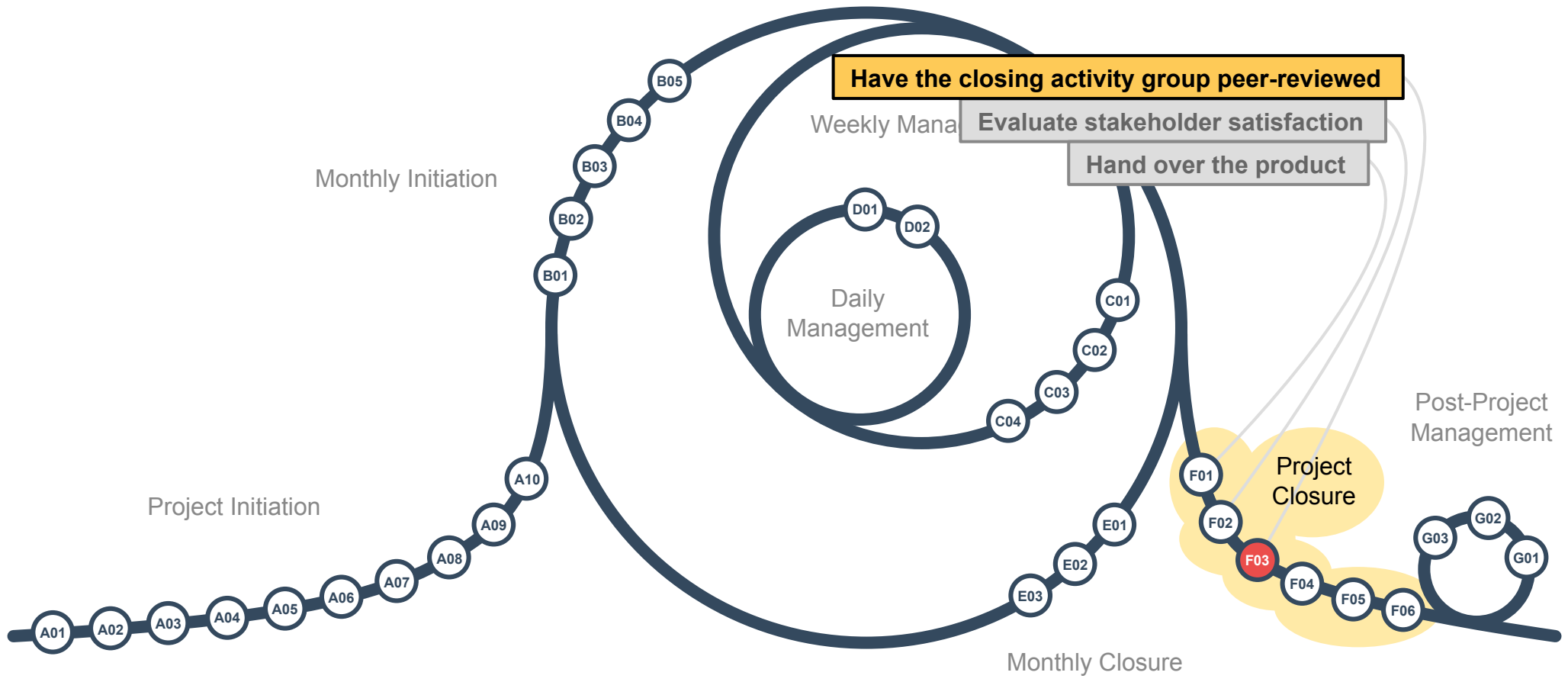
F02







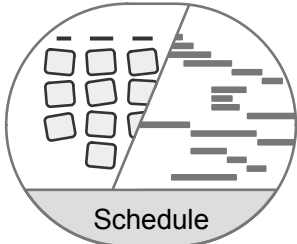
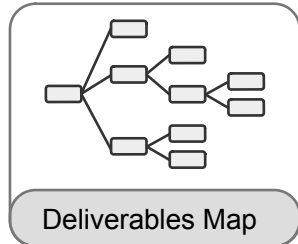




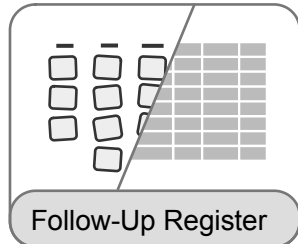
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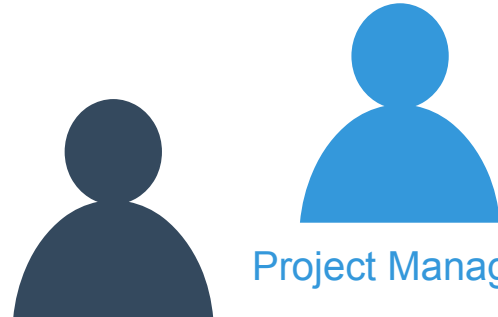
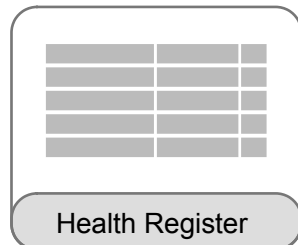
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3



4



Project Manager

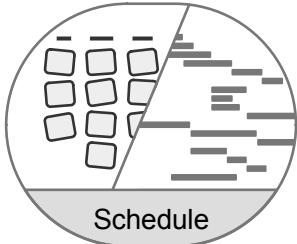
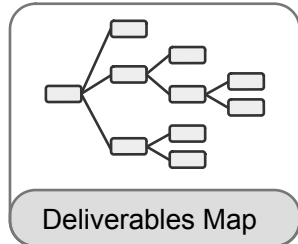
Peer Reviewer

A person with project management expertise, external to the project

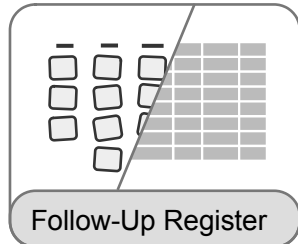
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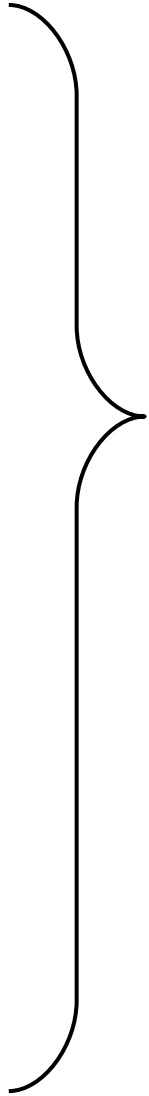
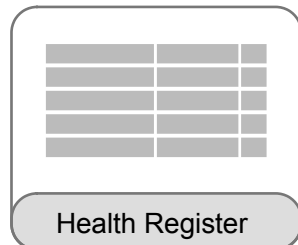
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3



4



To be reviewed



Peer Reviewer

A person with project management expertise, external to the project



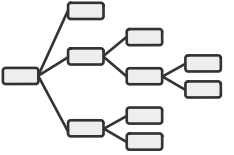
Project Manager

1

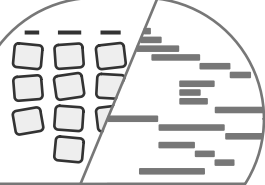


Project Description

2

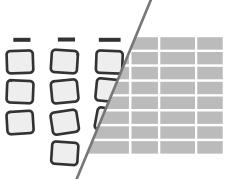


Deliverables Map



Schedule

3

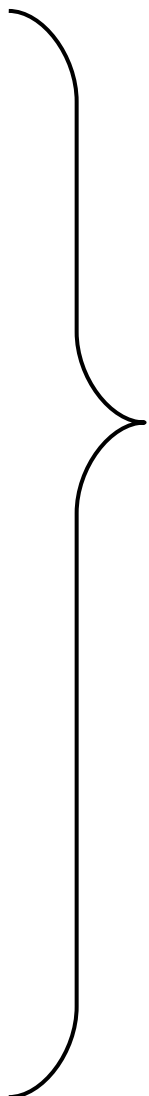


Follow-Up Register

4



Health Register



To be reviewed

Finding and fixing problems as soon as possible

Learning from each other

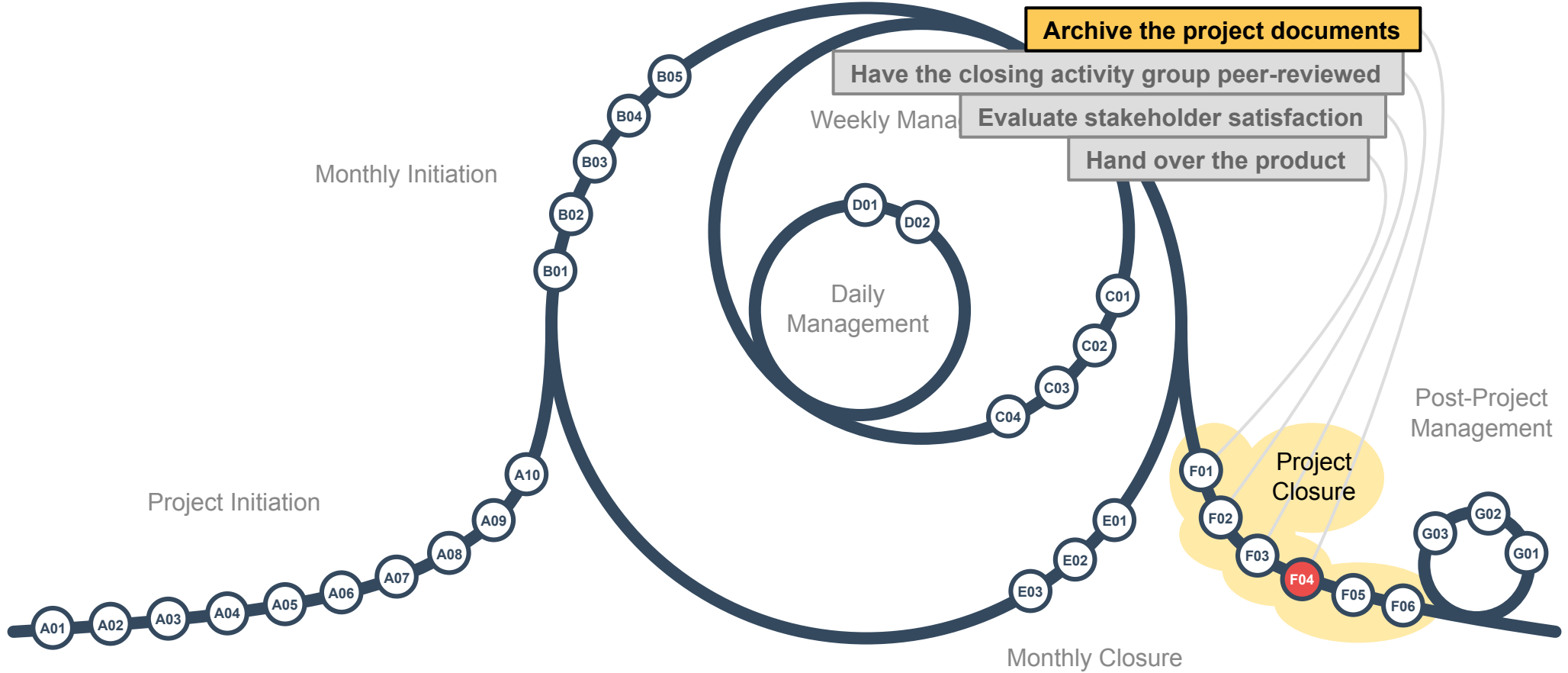


Peer Reviewer

A person with project management expertise, external to the project



Project Manager

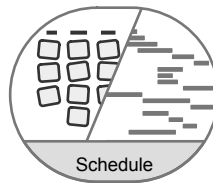




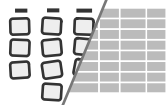
Project Description



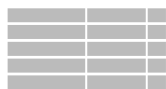
Deliverables Map



Schedule



Follow-Up Register

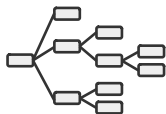


Health Register

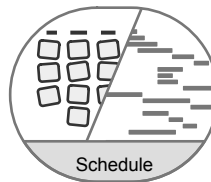
Archive



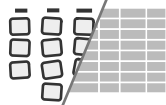
Project Description



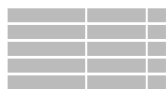
Deliverables Map



Schedule

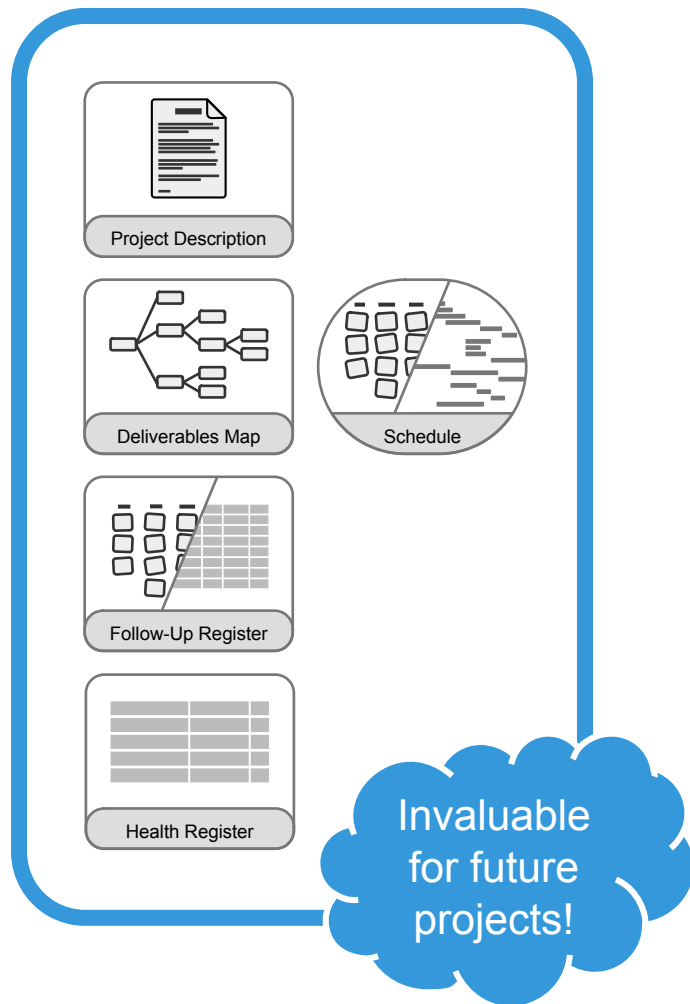


Follow-Up Register



Health Register

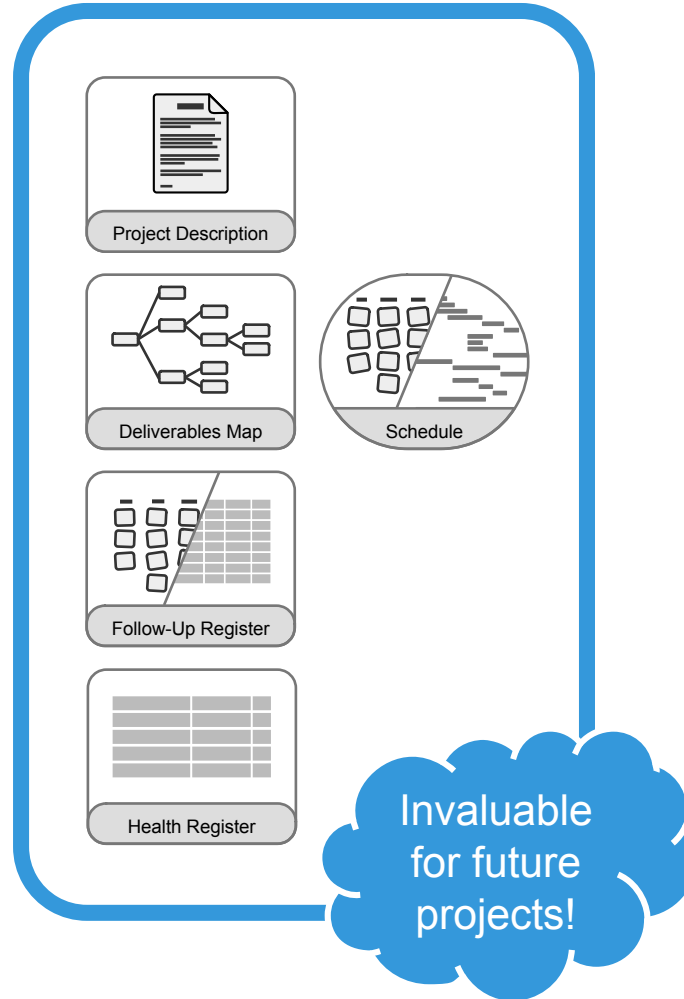
Archive



Archive

Considerations during the project

Clear and
understandable

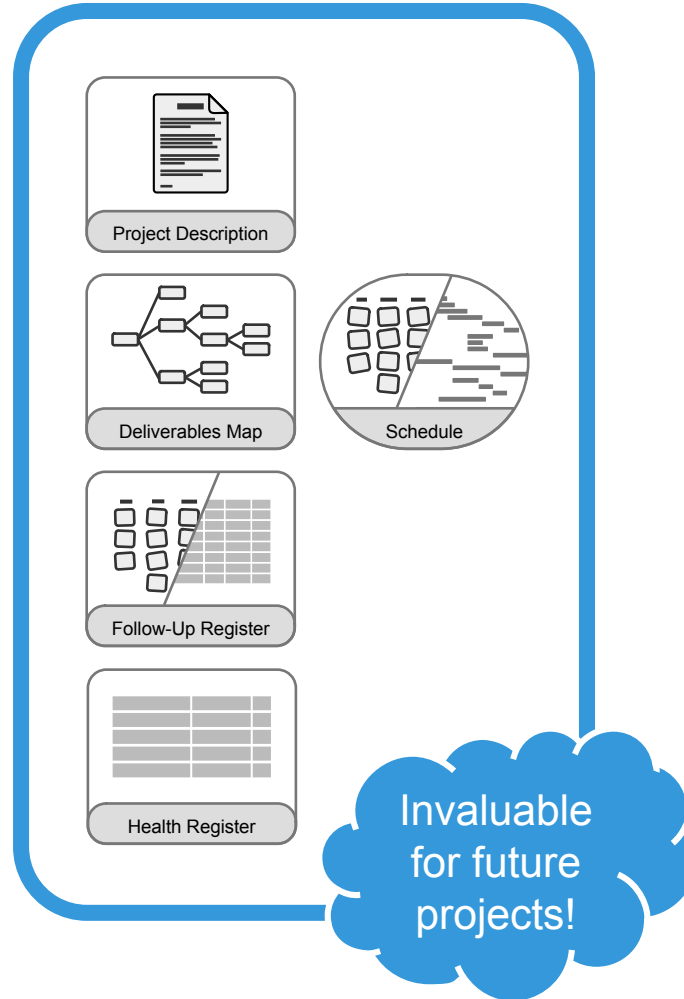


Archive

Considerations during the project

Clear and
understandable

Well
organized



Archive

Considerations during the project

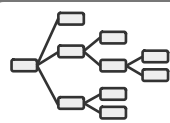
Clear and
understandable

Well
organized

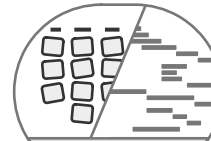
Future-proof
file formats



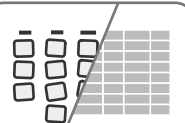
Project Description



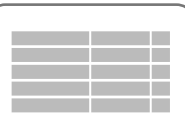
Deliverables Map



Schedule



Follow-Up Register



Health Register

Invaluable
for future
projects!

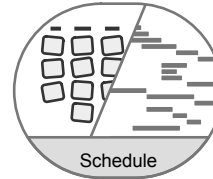
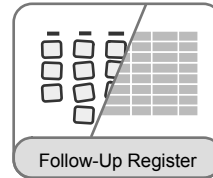
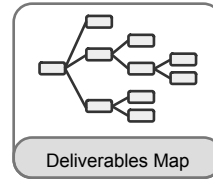
Archive

Considerations during the project

Clear and understandable

Well organized

Future-proof file formats



Considerations when archiving

Cleaned up for future use

Invaluable for future projects!

Archive

Considerations during the project

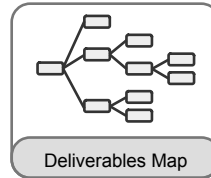
Clear and understandable

Well organized

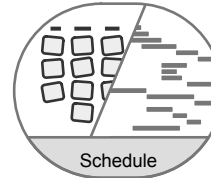
Future-proof file formats



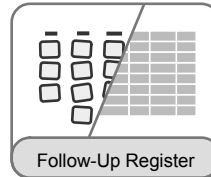
Project Description



Deliverables Map



Schedule



Follow-Up Register



Health Register

Considerations when archiving

Cleaned up for future use

read-only

Invaluable for future projects!

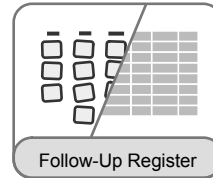
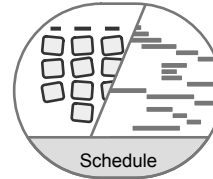
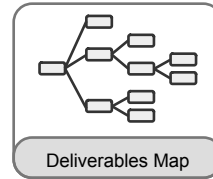
Archive

Considerations during the project

Clear and understandable

Well organized

Future-proof file formats



Considerations when archiving

Cleaned up for future use

read-only

Resilient and safe

Invaluable for future projects!

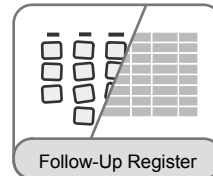
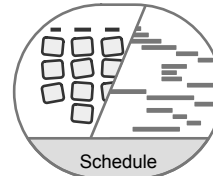
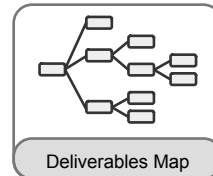
Archive

Considerations during the project

Clear and understandable

Well organized

Future-proof file formats



Considerations when archiving

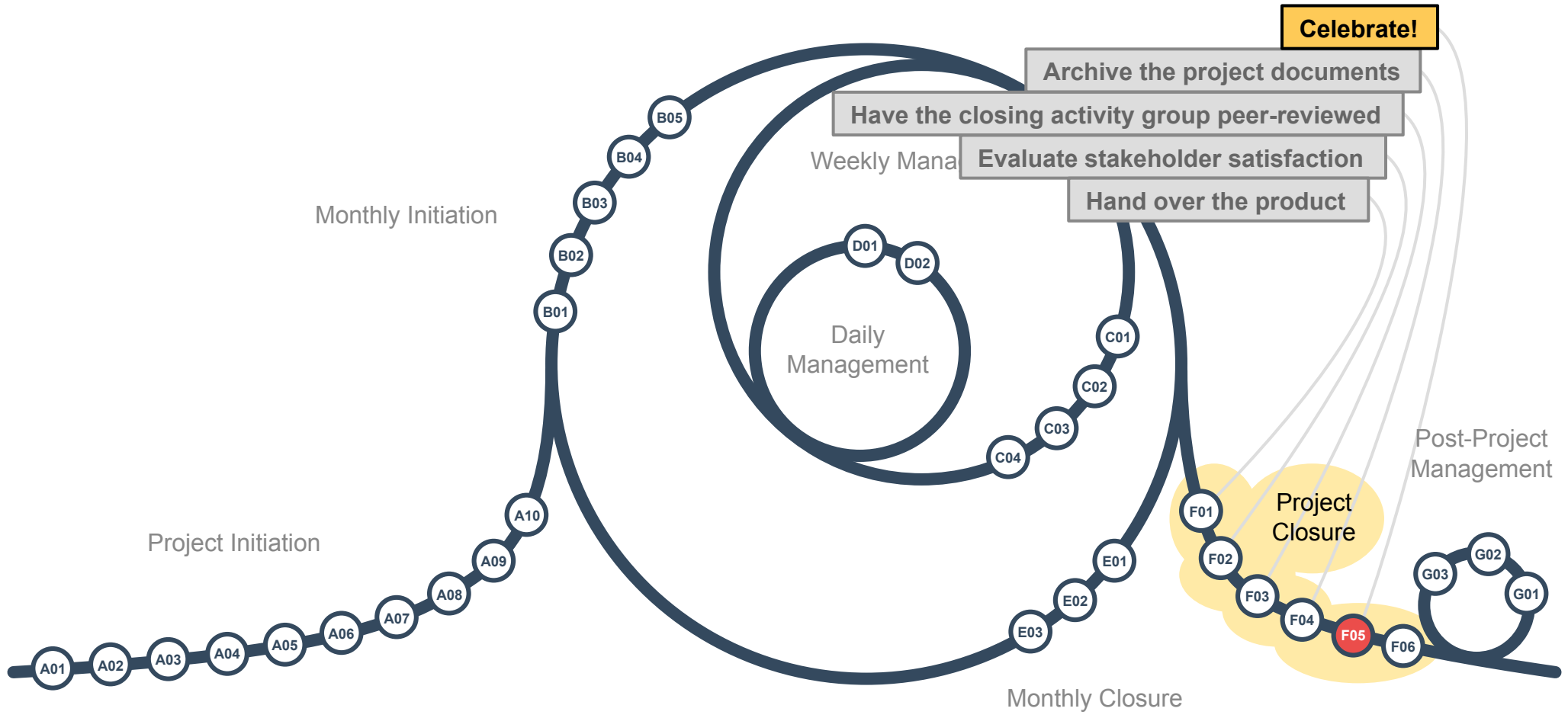
Cleaned up for future use

read-only

Resilient and safe

Accessible to authorized people

Invaluable for future projects!



Project Initiation

Monthly Initiation

Weekly Mana

Daily Management

Monthly Closure

Project Closure

Post-Project Management

Archive the project documents

Have the closing activity group peer-reviewed

Evaluate stakeholder satisfaction

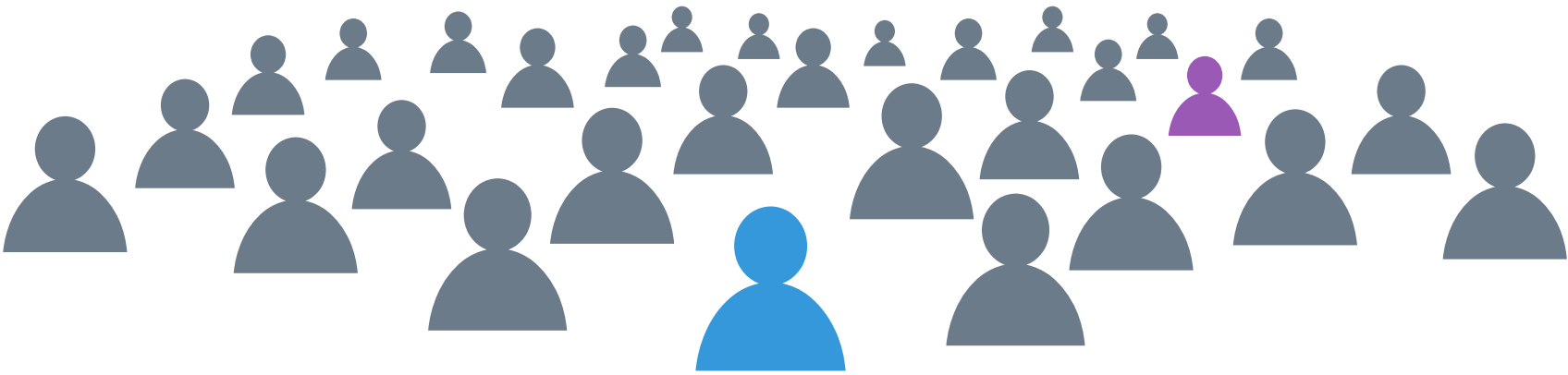
Hand over the product

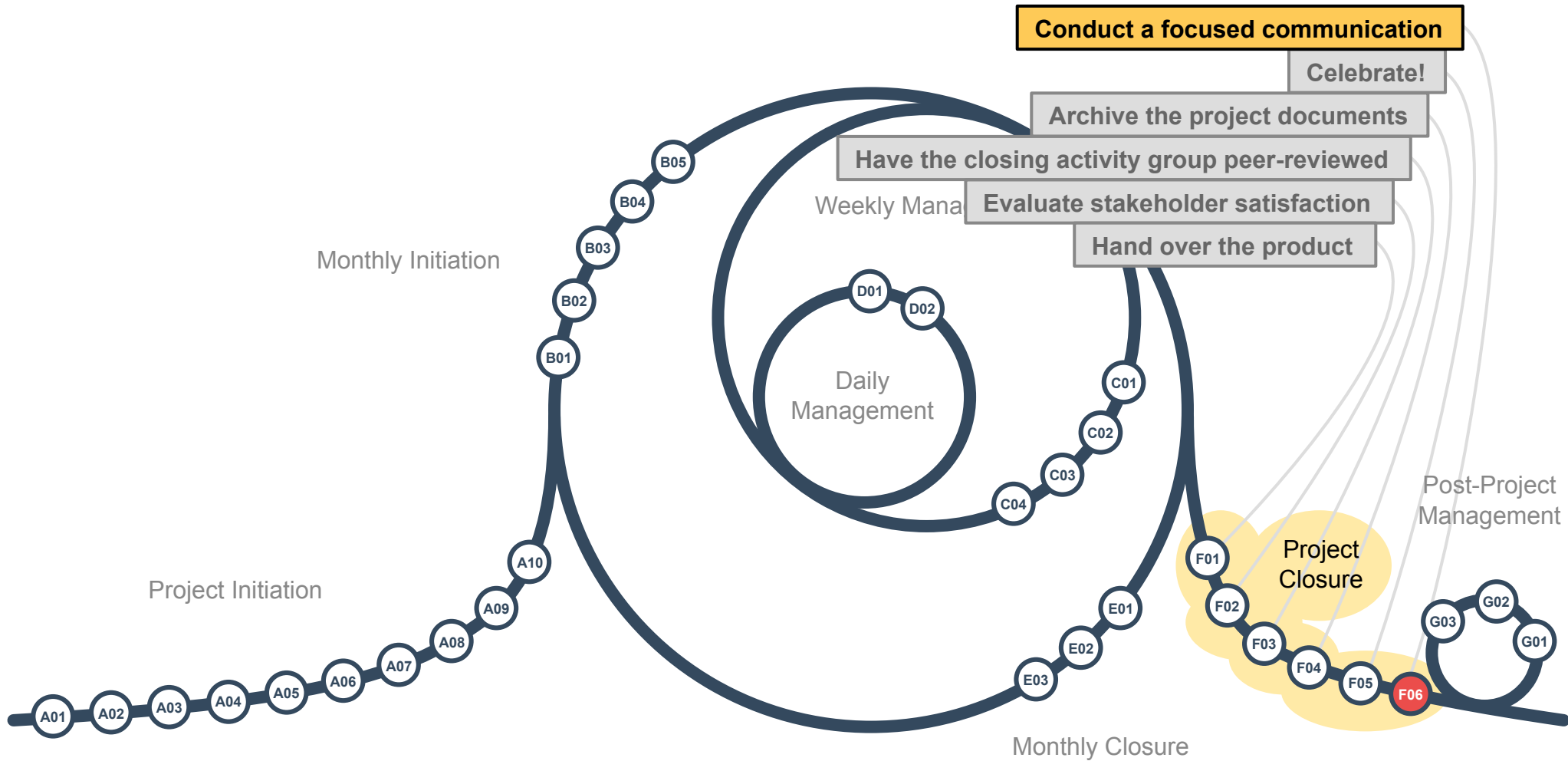
Celebrate!

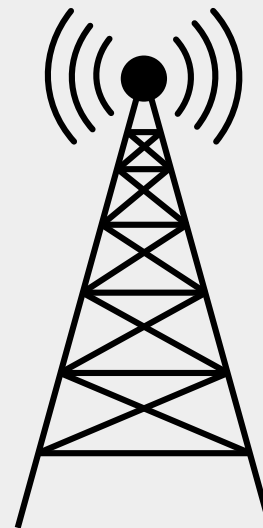
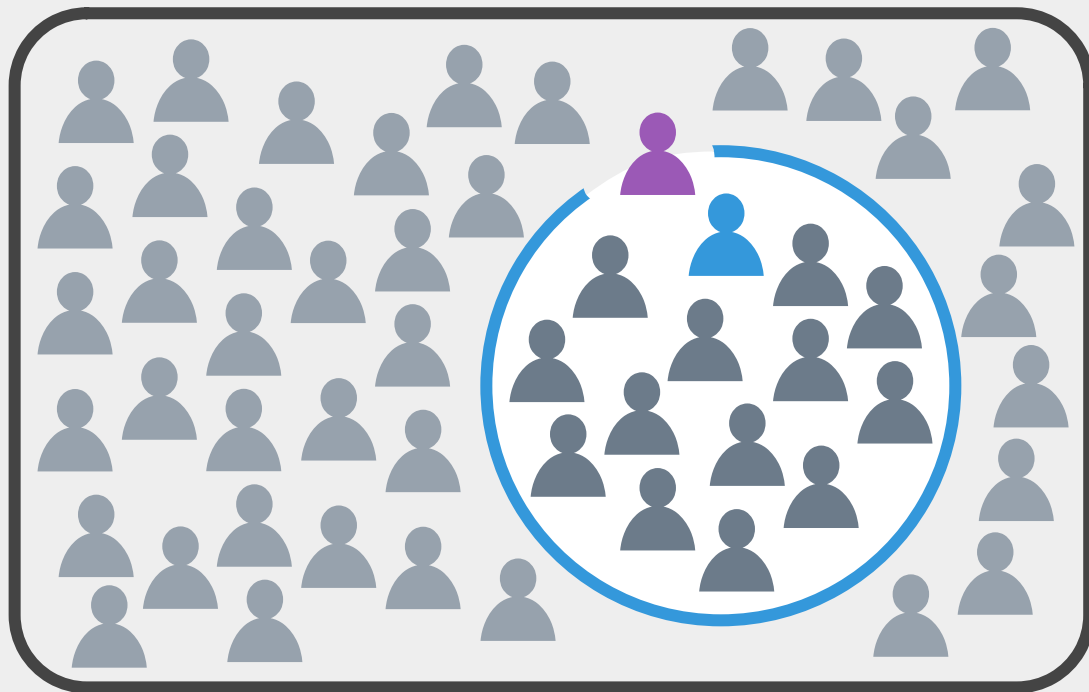


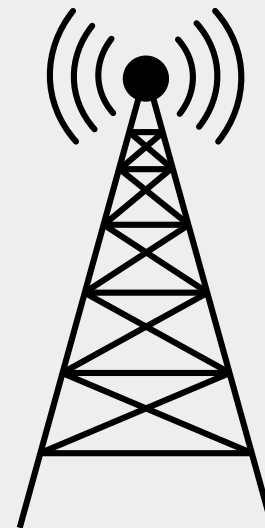
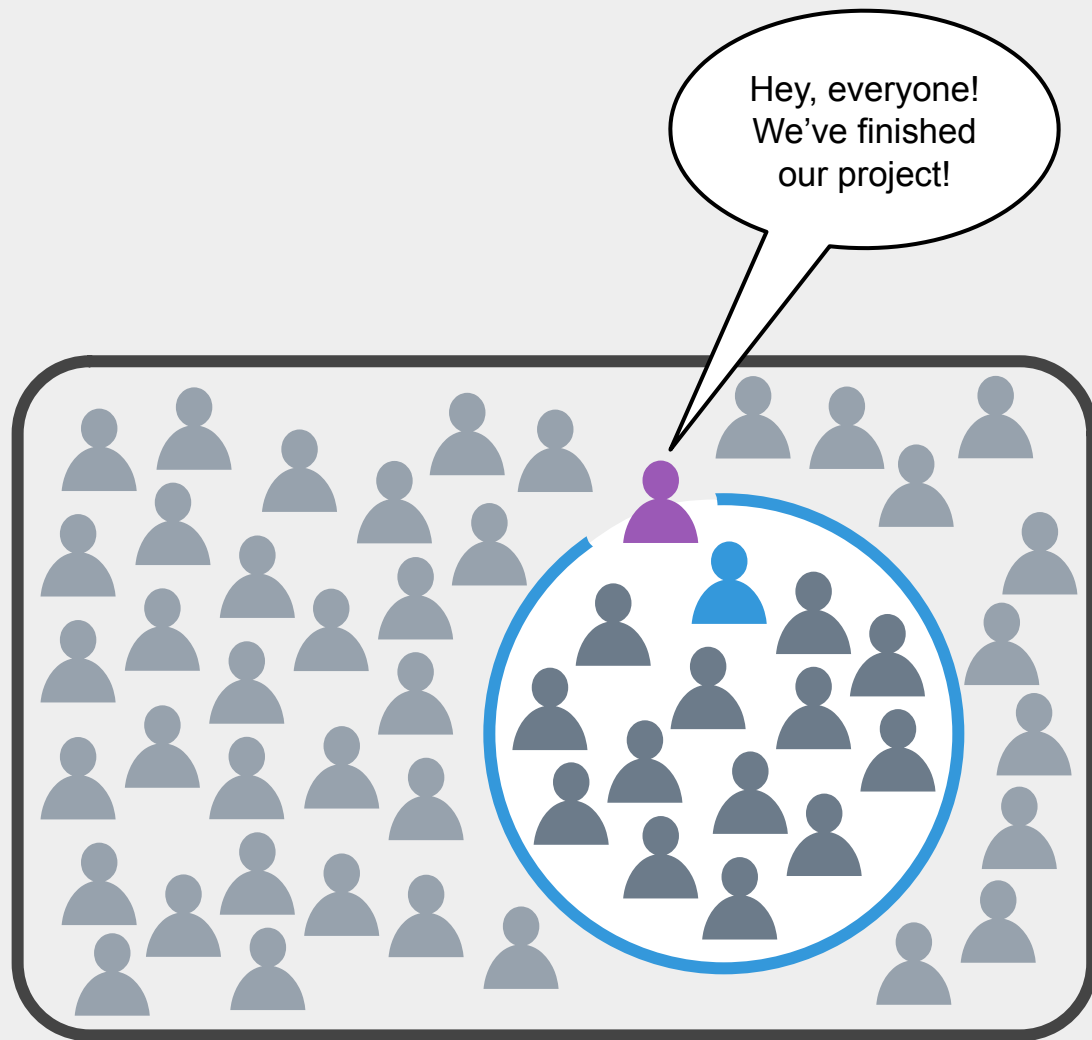


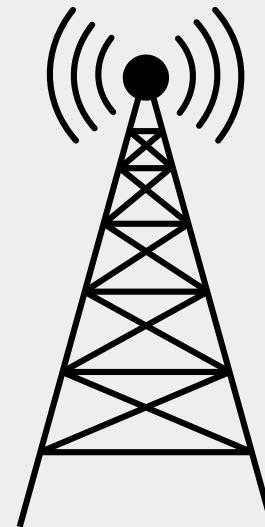
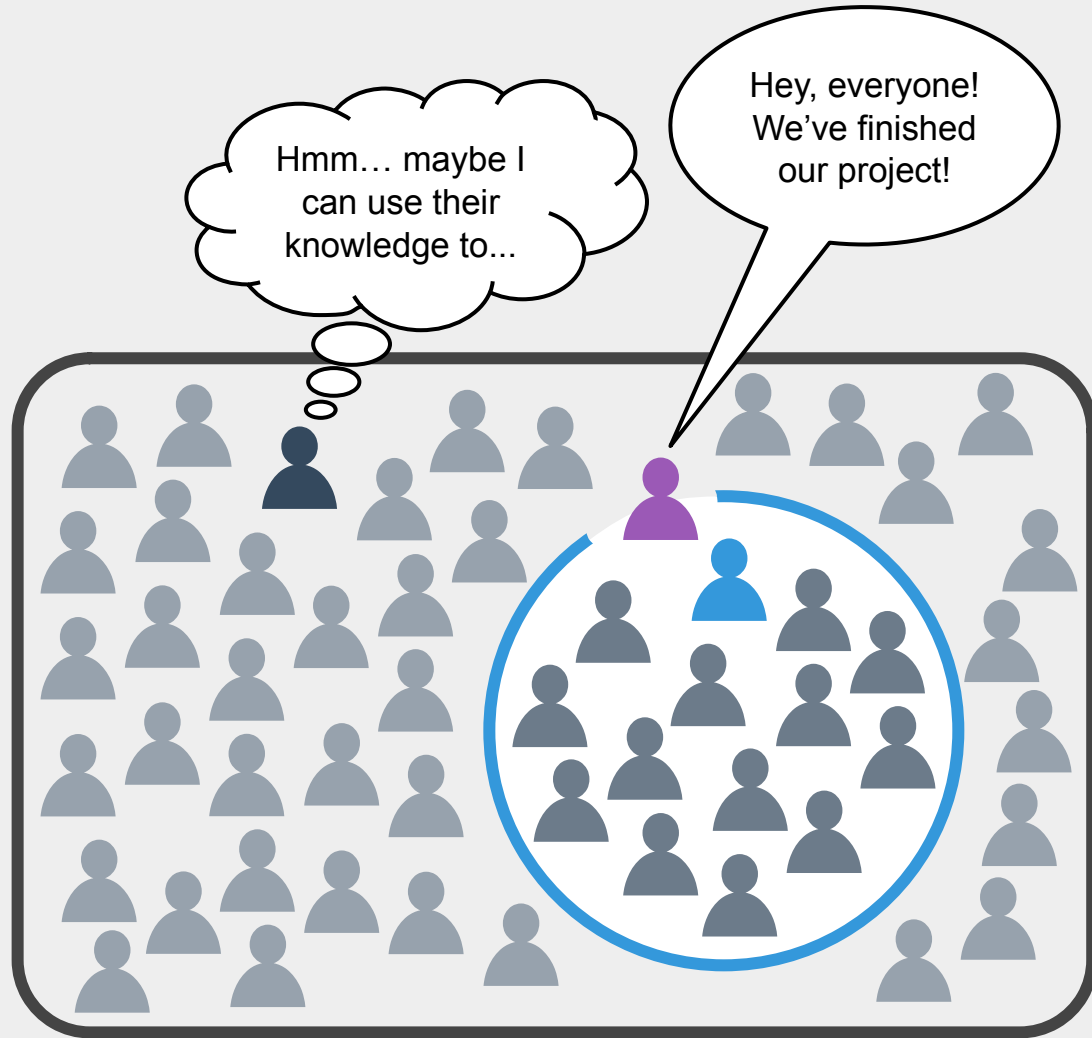
Investment
for future
projects!







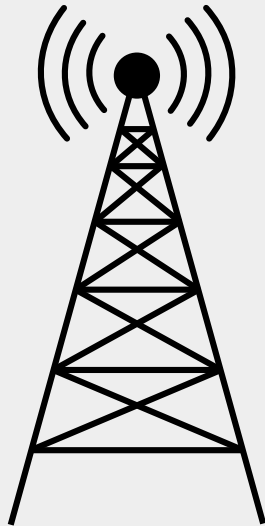
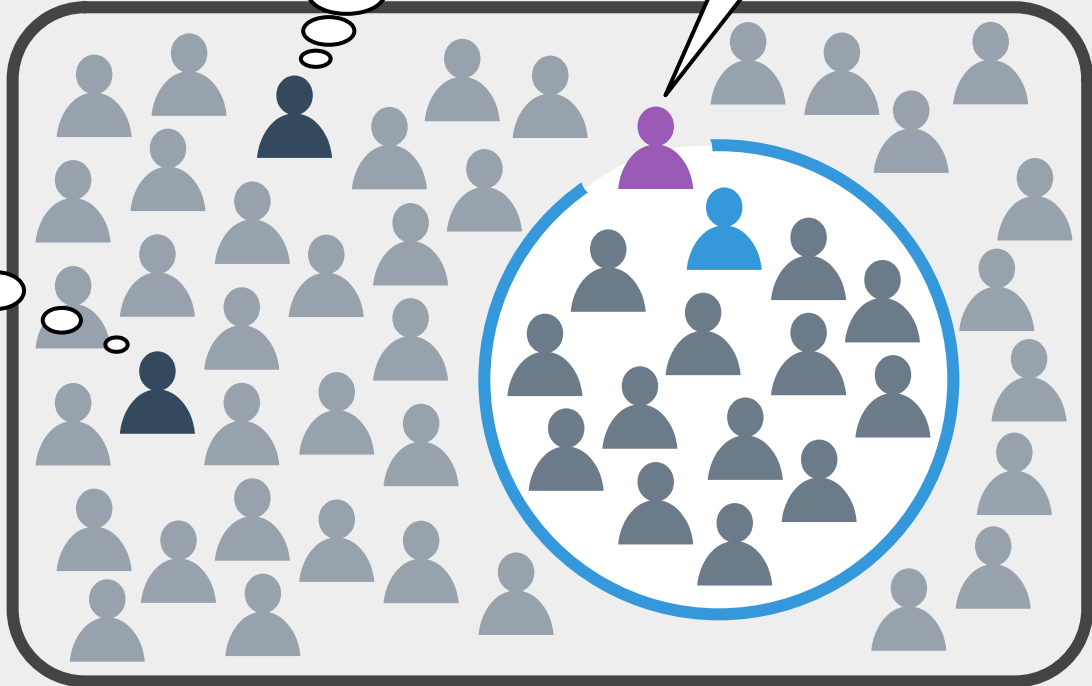


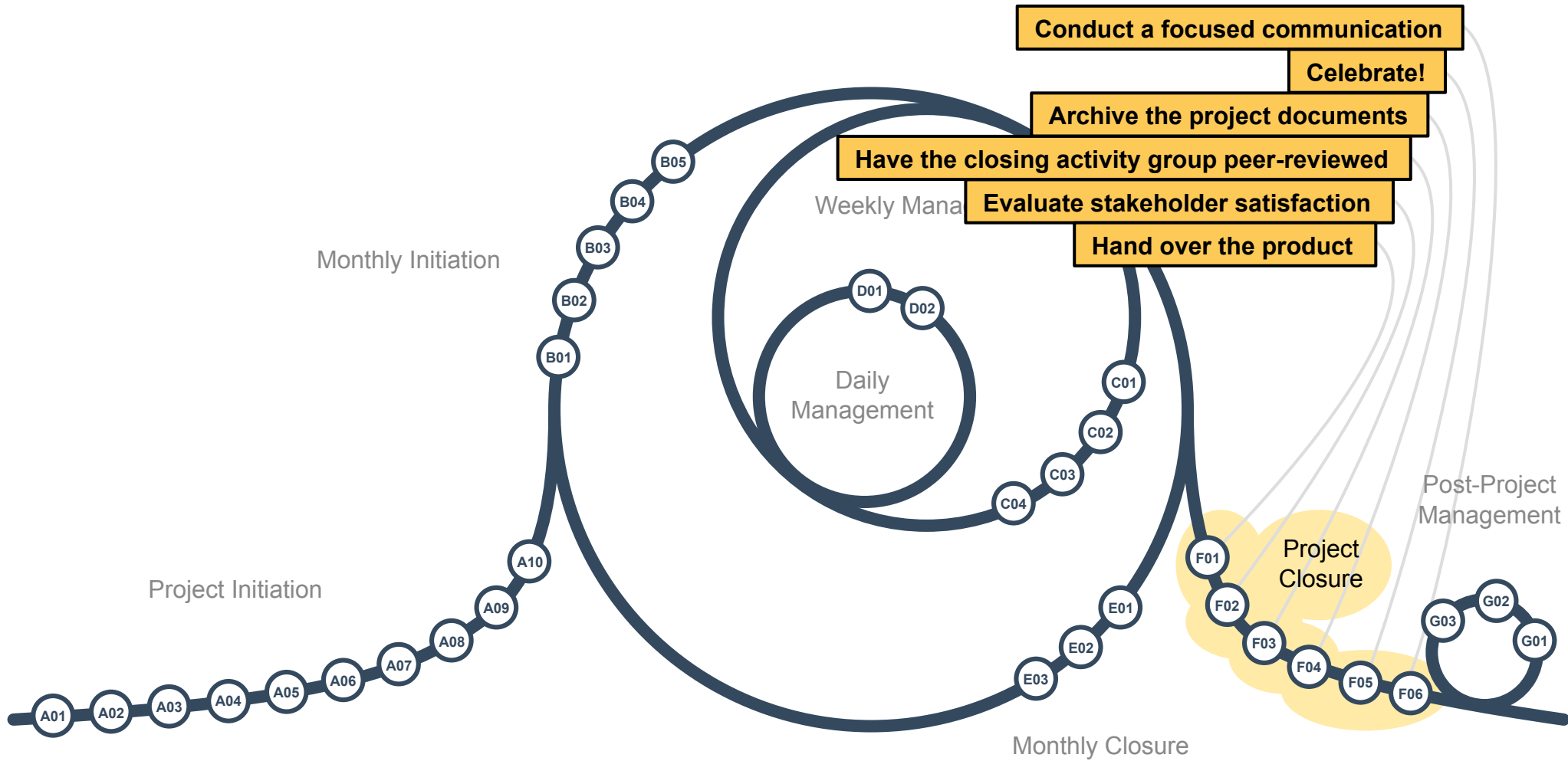


Maybe now we can...

Hmm... maybe I can use their knowledge to...

Hey, everyone! We've finished our project!





① High-level overview

② Full review

Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management



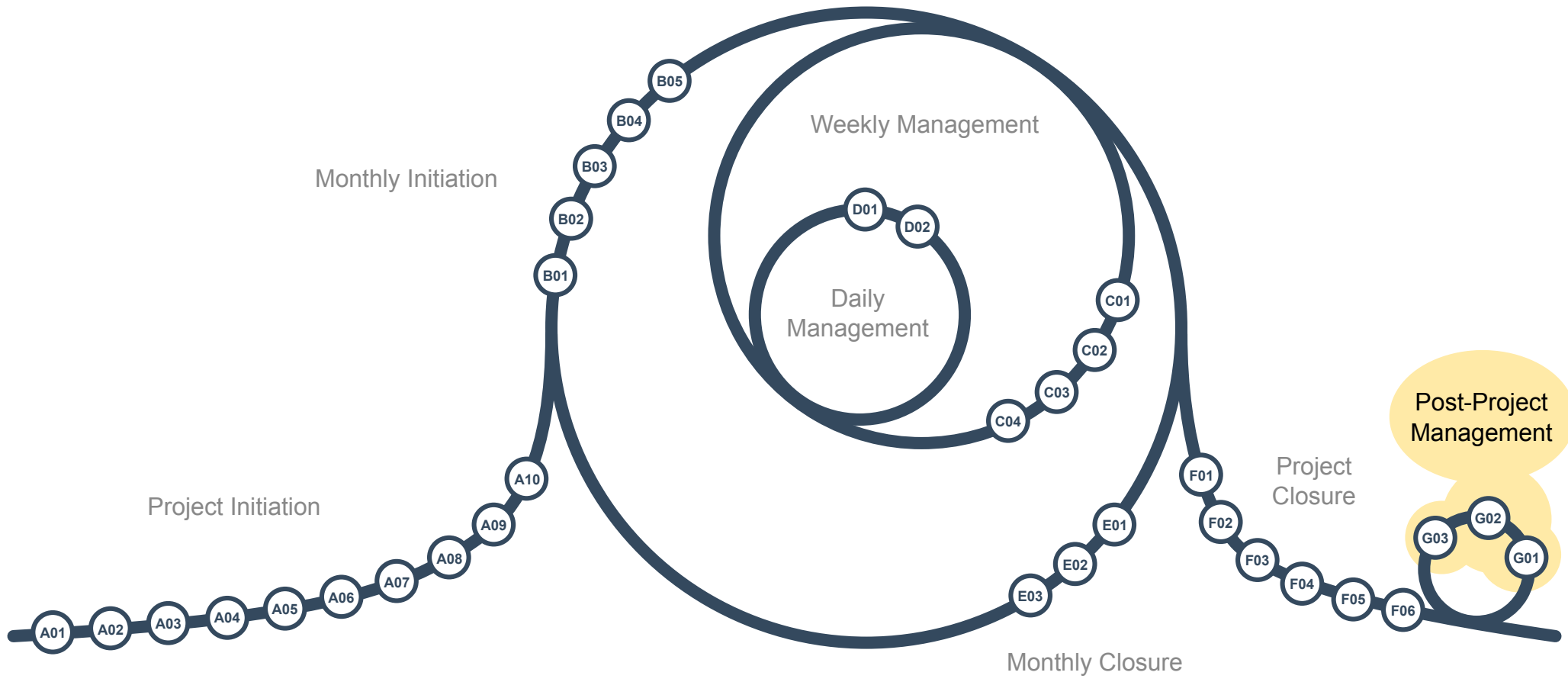
③ NUPP

④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program



Project Initiation

Monthly Initiation

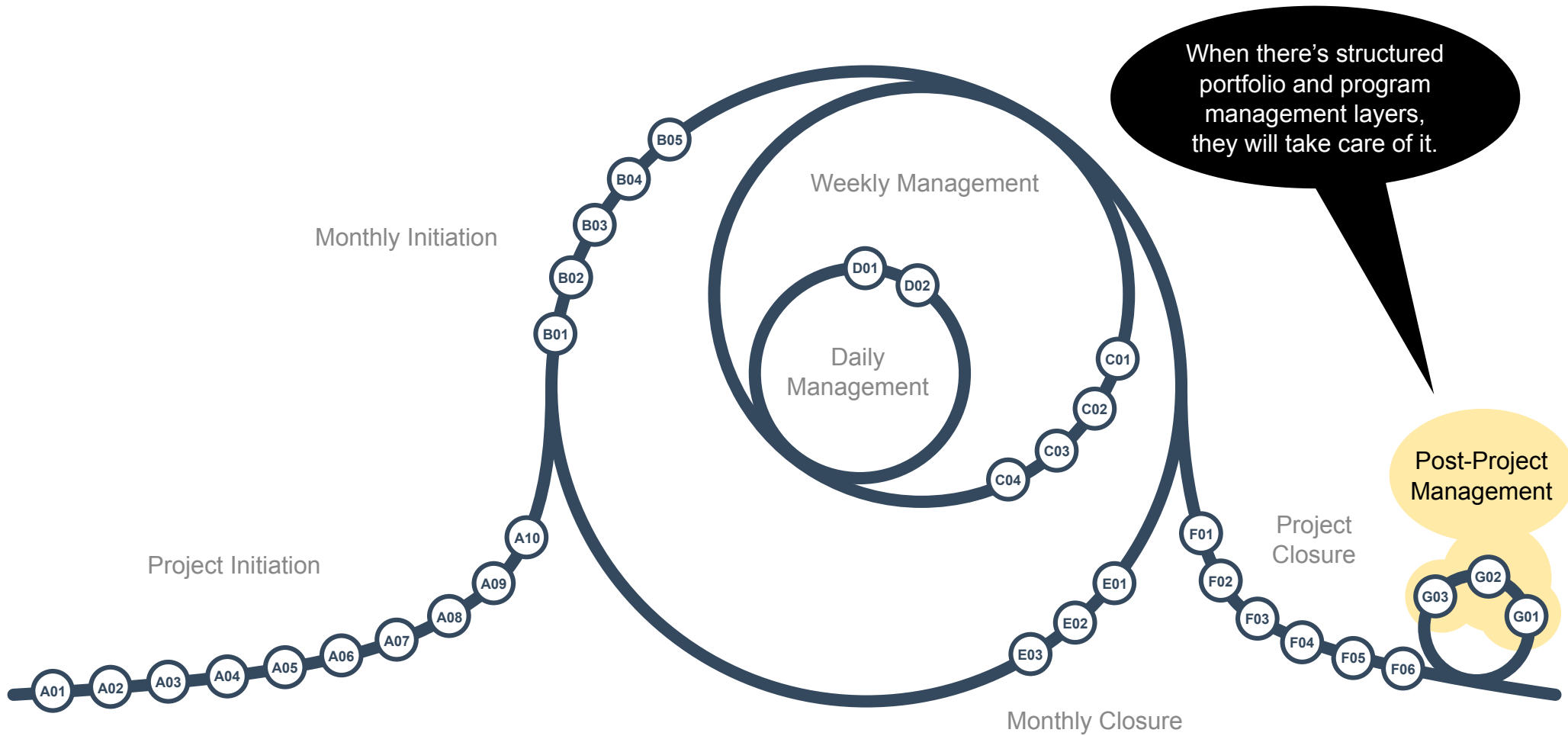
Weekly Management

Daily Management

Monthly Closure

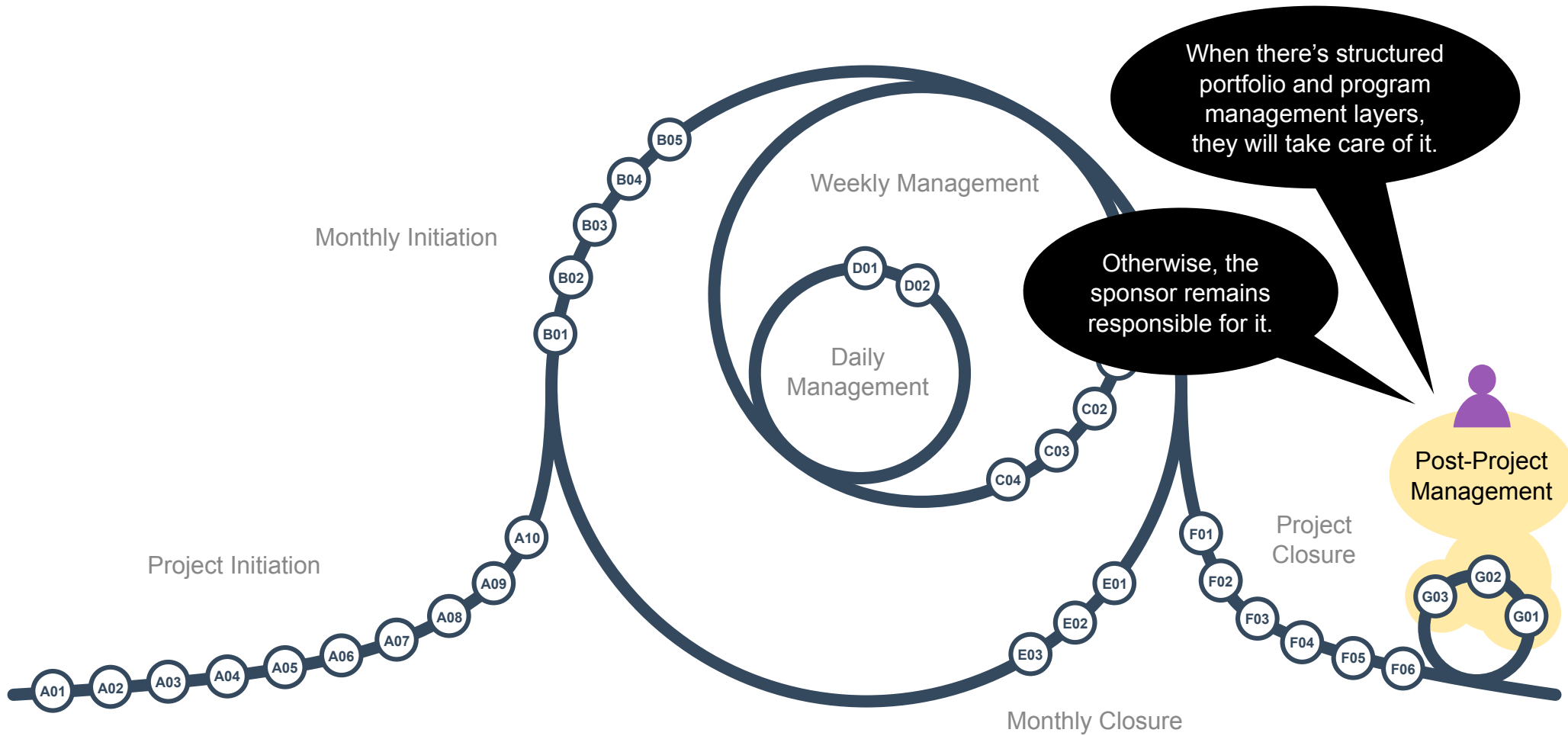
Project Closure

Post-Project Management



When there's structured portfolio and program management layers, they will take care of it.

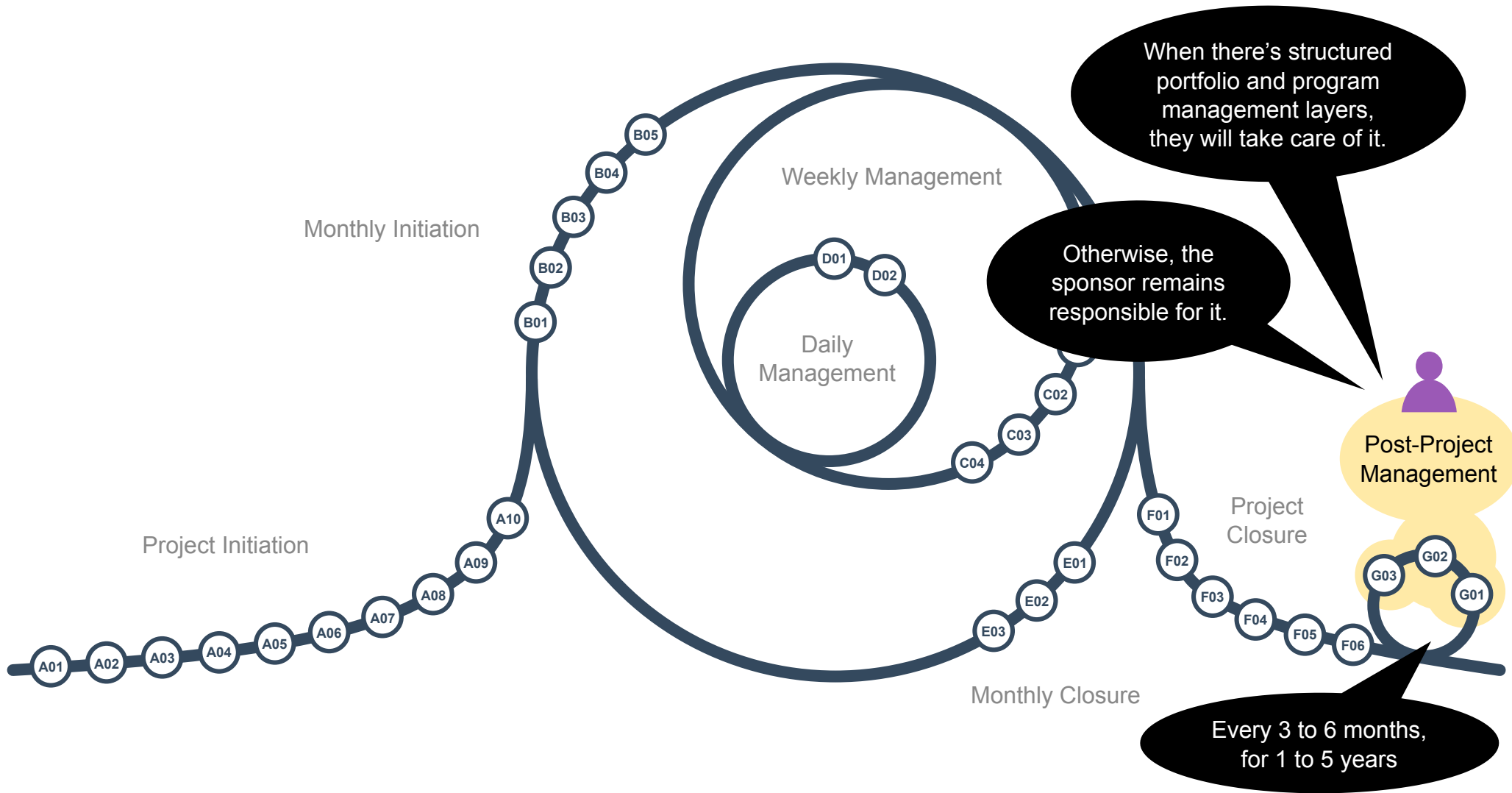
Post-Project Management



Otherwise, the sponsor remains responsible for it.

When there's structured portfolio and program management layers, they will take care of it.

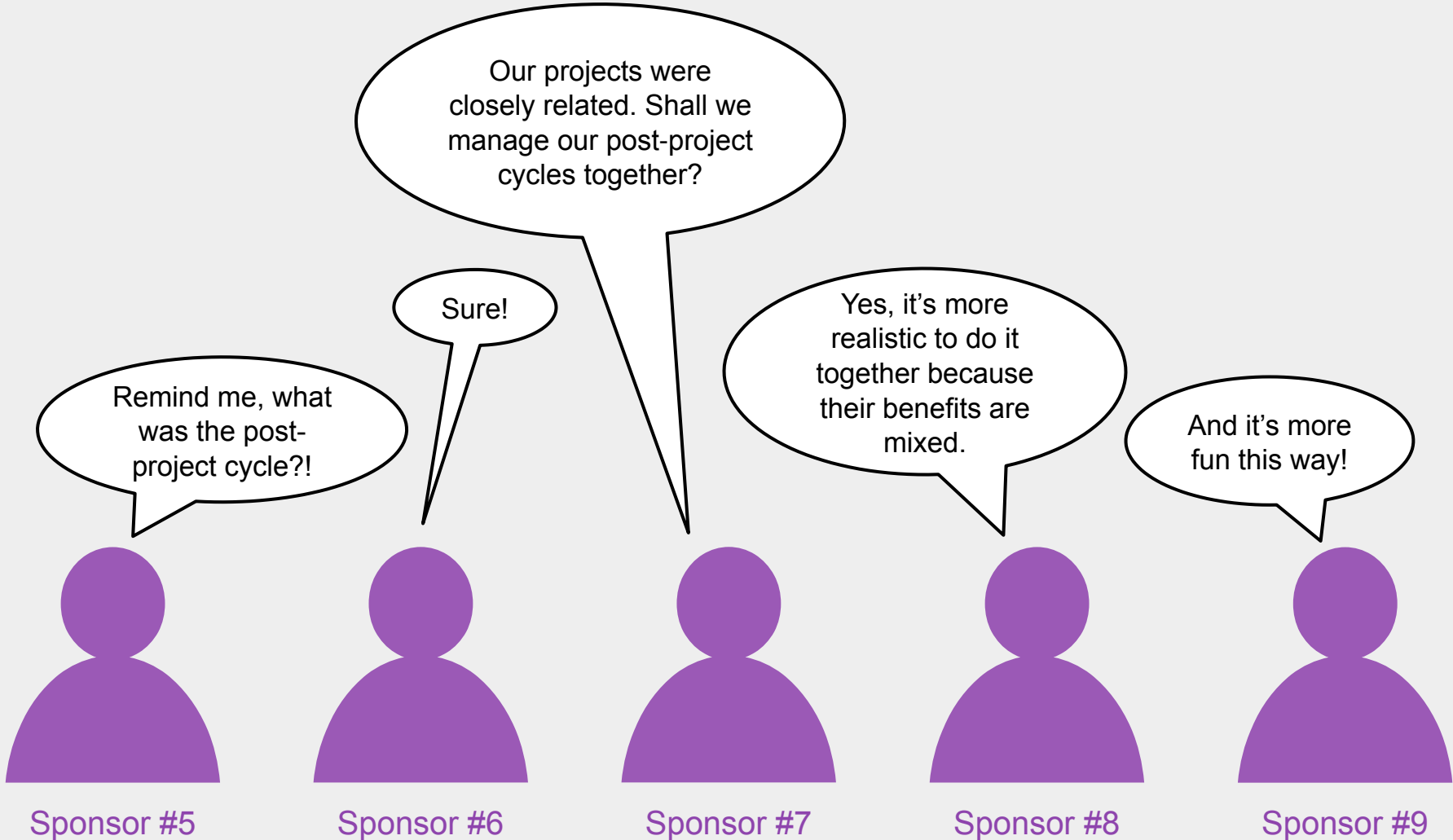




When there's structured portfolio and program management layers, they will take care of it.

Otherwise, the sponsor remains responsible for it.

Every 3 to 6 months, for 1 to 5 years



Give an example of a few projects that need to have combined Post-Project Management cycles.

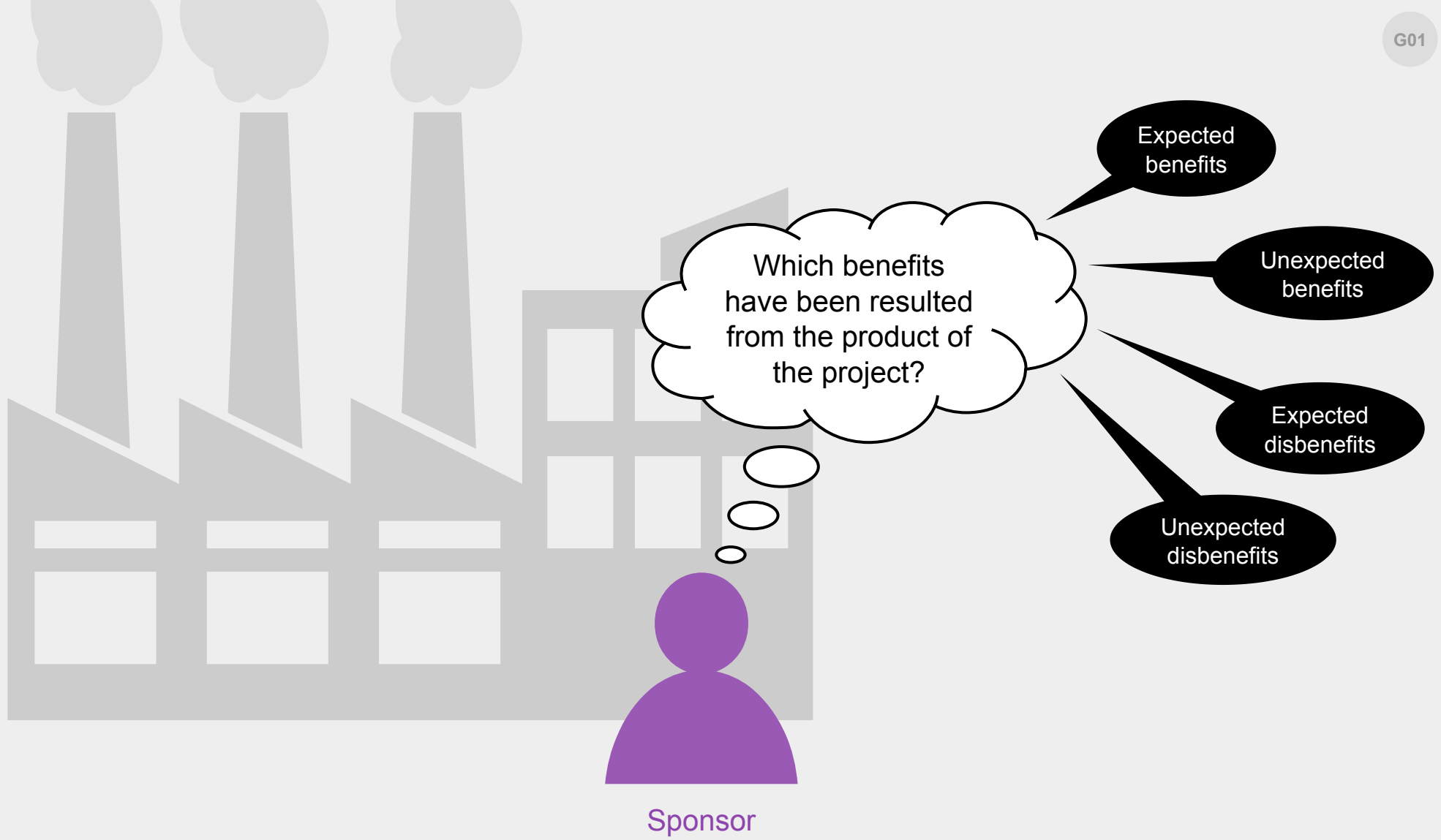


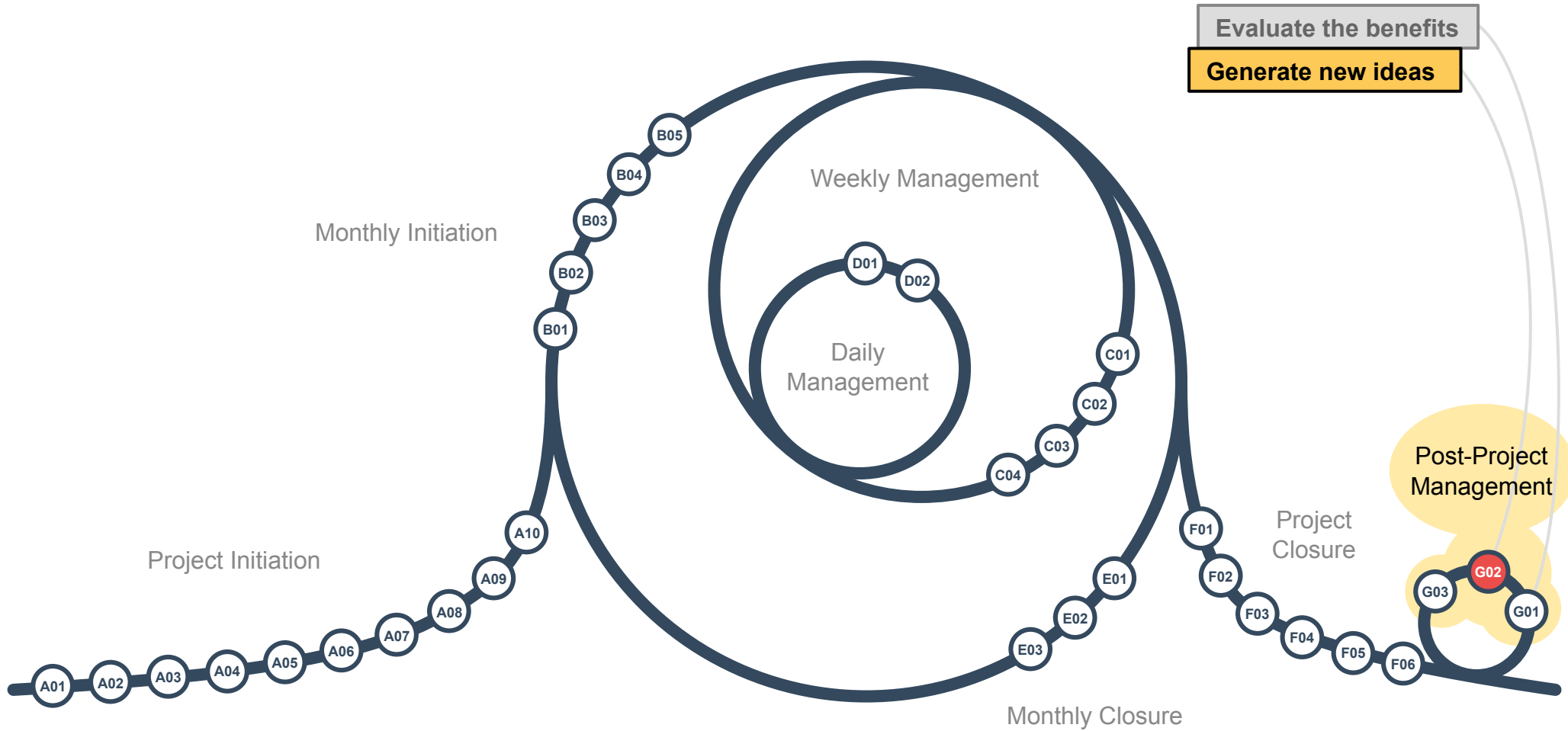


Sponsor



Sponsor





Evaluate the benefits

Generate new ideas

Monthly Initiation

Weekly Management

Daily Management

Project Initiation

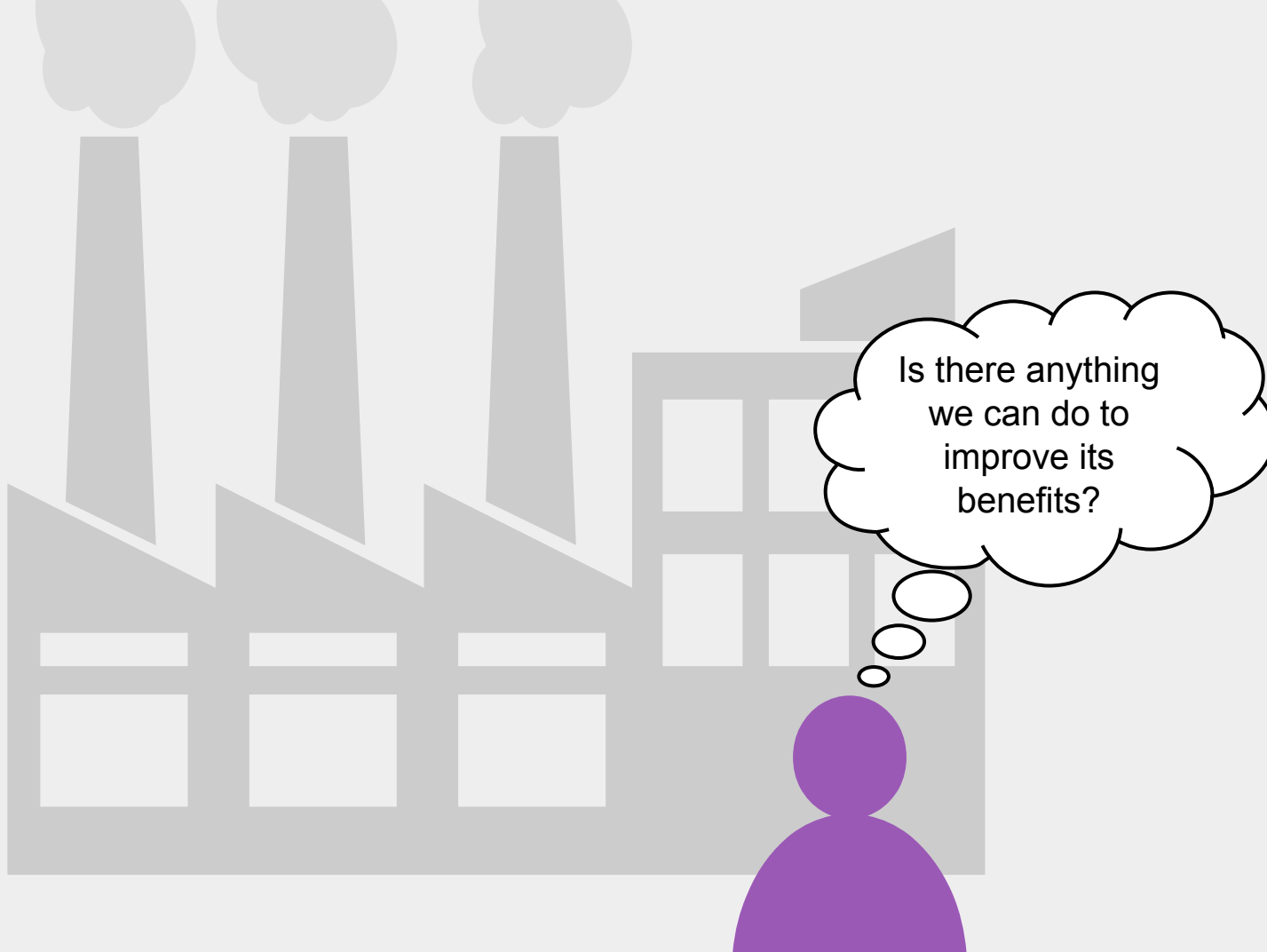
Project Closure

Monthly Closure

Post-Project Management



Sponsor



Sponsor



Is there anything we can do to improve its benefits?

Ad hoc tasks

Sponsor



Sponsor

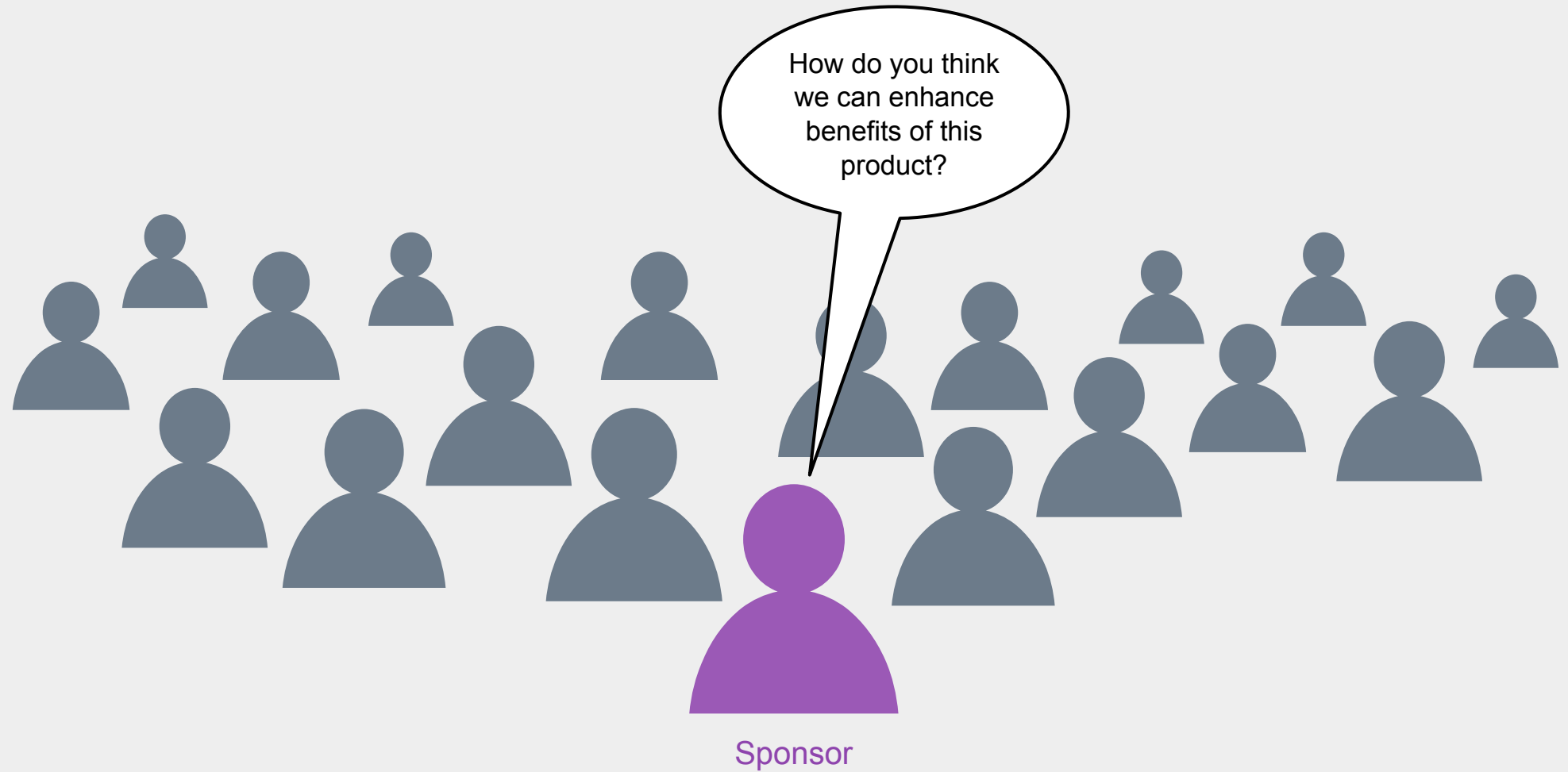
Is there anything we can do to improve its benefits?

Ad hoc tasks

New projects



Sponsor



Wisdom of Crowds

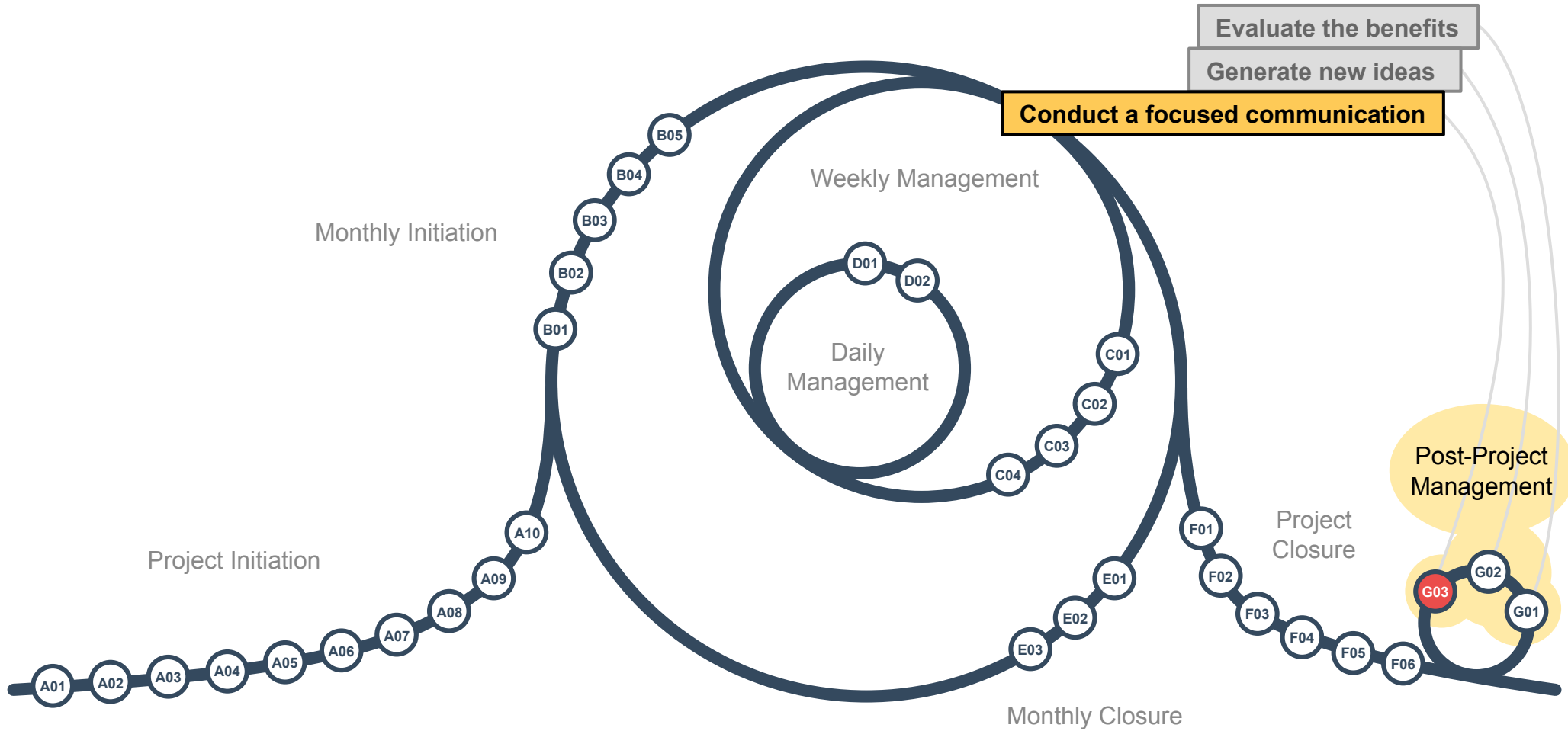
How do you think we can enhance benefits of this product?



Sponsor

You've finished the project for making the city center bicycle-friendly. Think of a few ad hoc post-project tasks that can improve its benefits.





Project Initiation

Monthly Initiation

Weekly Management

Daily Management

Monthly Closure

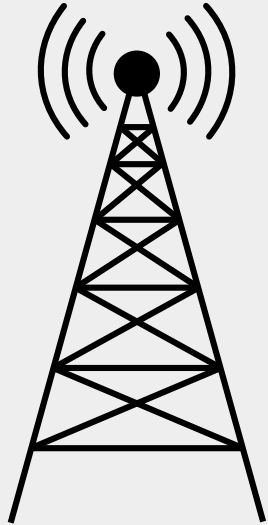
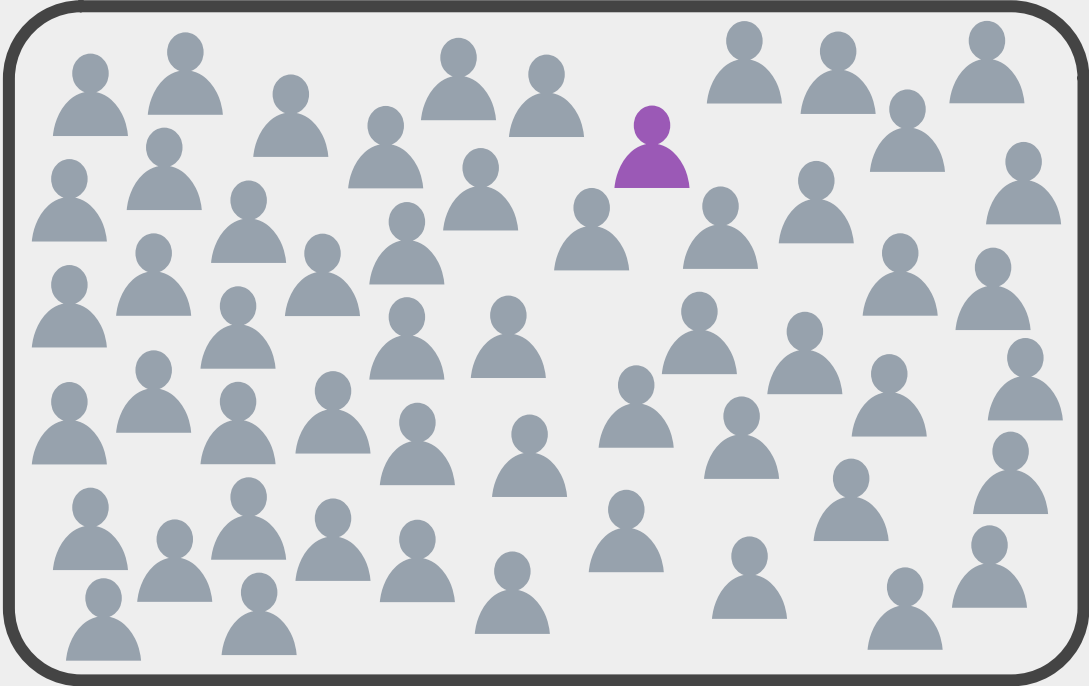
Project Closure

Post-Project Management

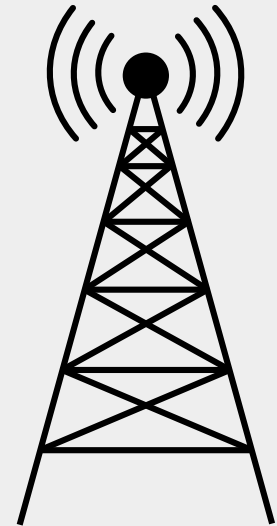
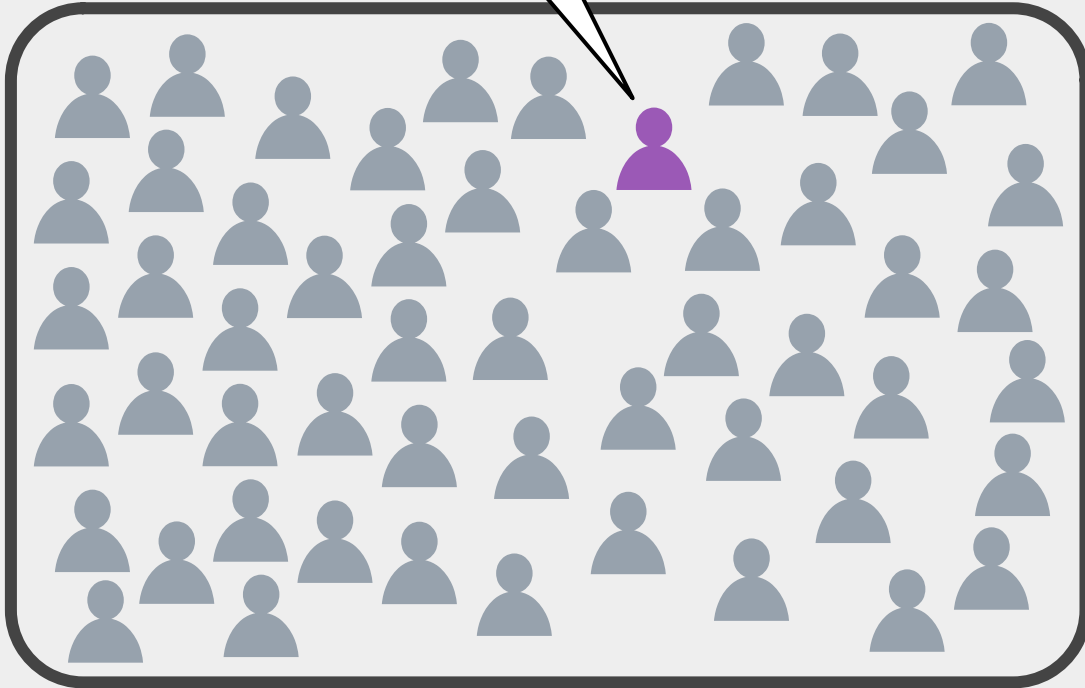
Conduct a focused communication

Evaluate the benefits

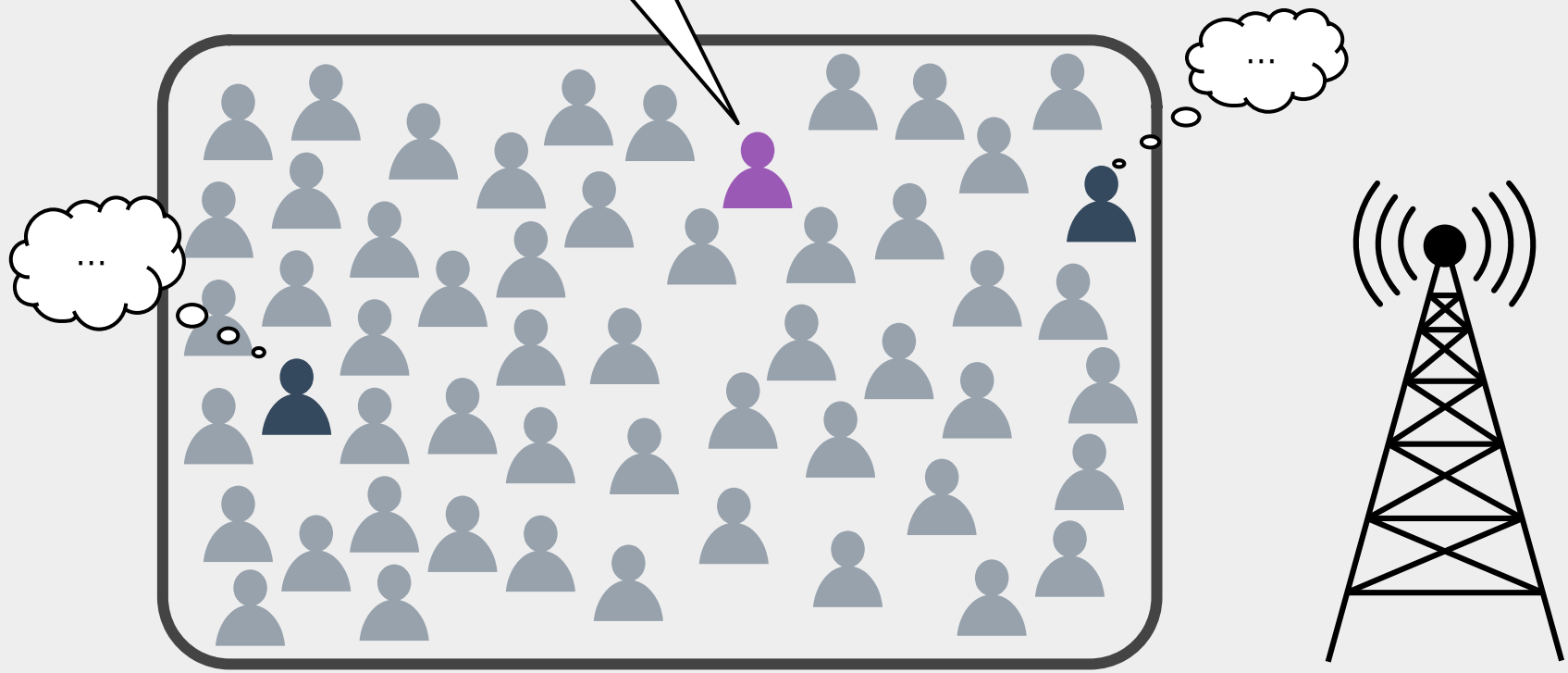
Generate new ideas



Hey, everyone!
Here's a summary
of the benefits...

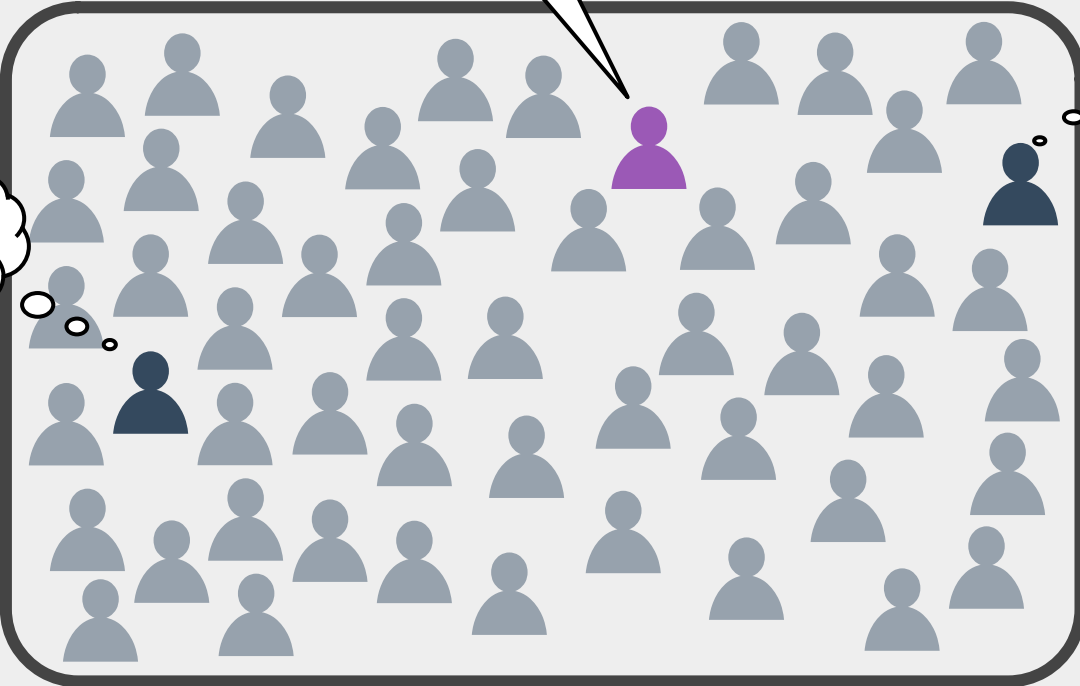


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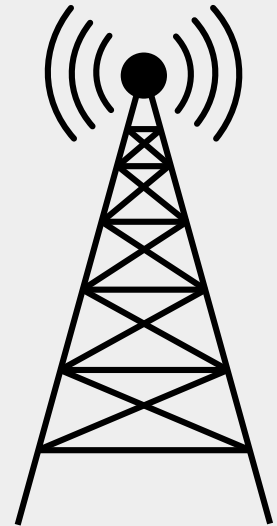
Hey, everyone!
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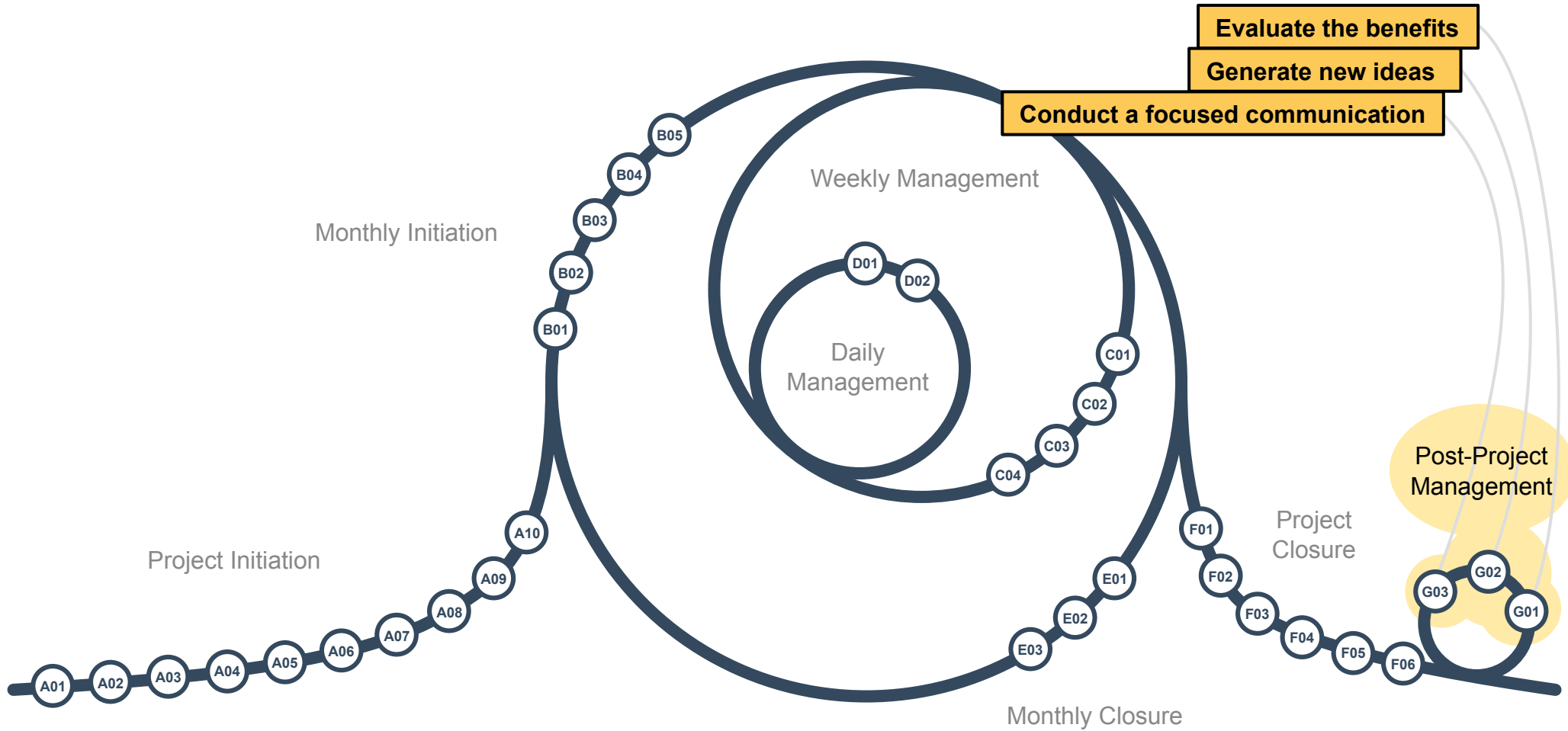
Reminds everyone that
we're undertaking projects
for their benefits.



...

...





① High-level overview

② Full review

Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management



③ NUPP

④ Tailoring

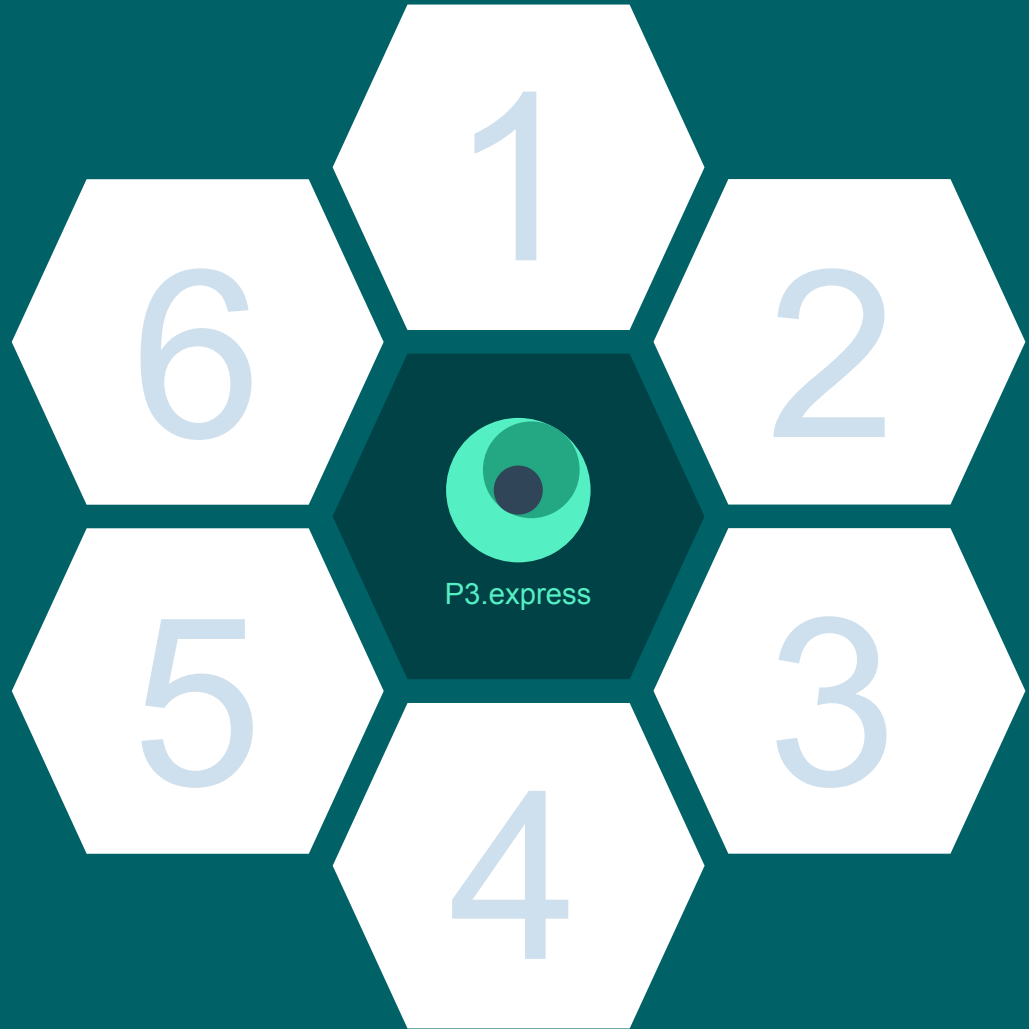
⑤ Development methods

⑥ Context

⑦ Certification program

NUPP

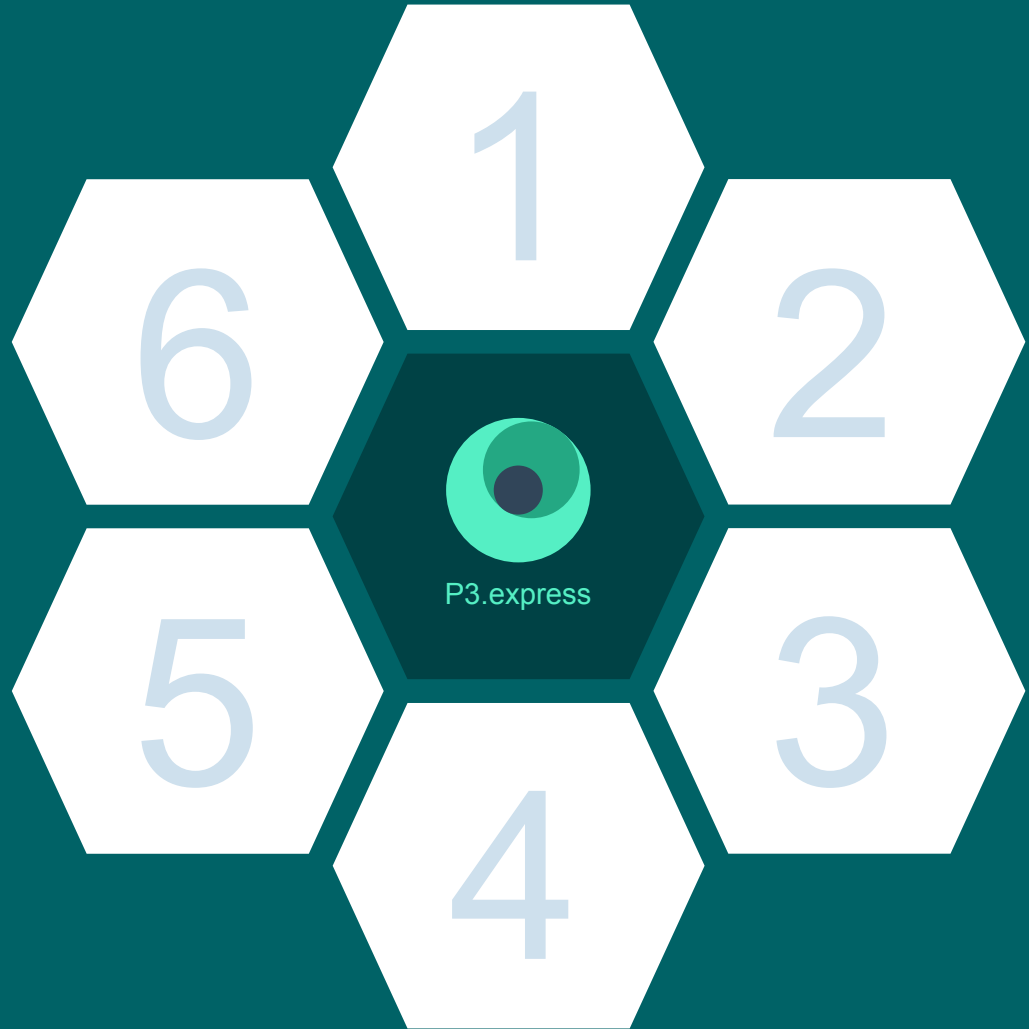
Nearly Universal Principles of Projects



NUPP

Nearly Universal Principles of Projects

P3.express should
be interpreted and
implemented using
NUPP

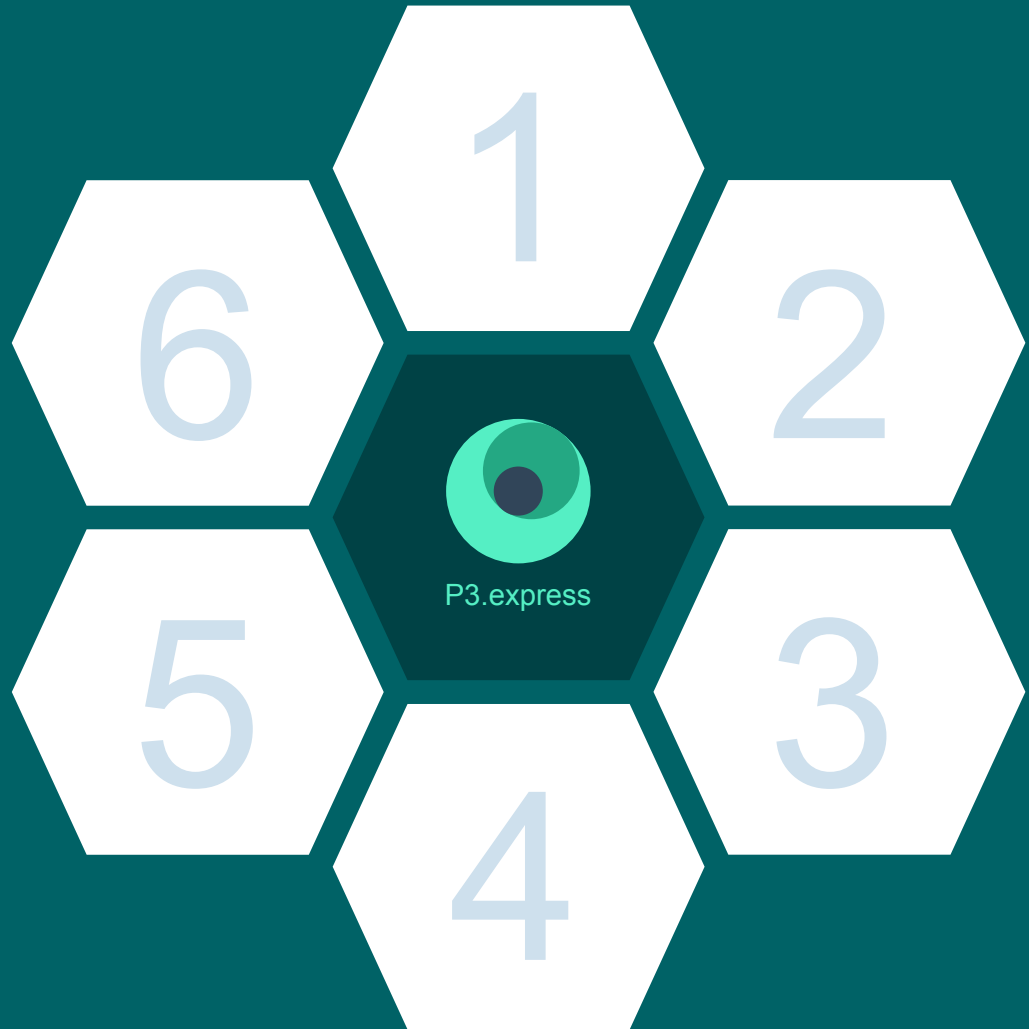


NUPP

Nearly Universal Principles of Projects

Applicable to

- P3.express
- micro.P3.express
- PRINCE2 PjM
- DSDM
- Scrum
- XP
- PM²
- PMBOK Guide
- Etc.



NUPP

Nearly Universal Principles of Projects

Examples:

- “Agile vs. waterfall”
- Continuous learning
- Openness



NUPP

Nearly Universal Principles of Projects

Examples:

- The 80/20 rule
- Decision fatigue
- Etc.



NUPP

Nearly Universal Principles of Projects

Examples:

- Risk management
- Critical thinking
- Etc.



NUPP

Nearly Universal Principles of Projects

Examples:

- Deadlines
- Cherry picking
- Etc.



NUPP

Nearly Universal Principles of Projects

Examples:

- “Business case”
- Simplicity
- Tailoring
- Etc.

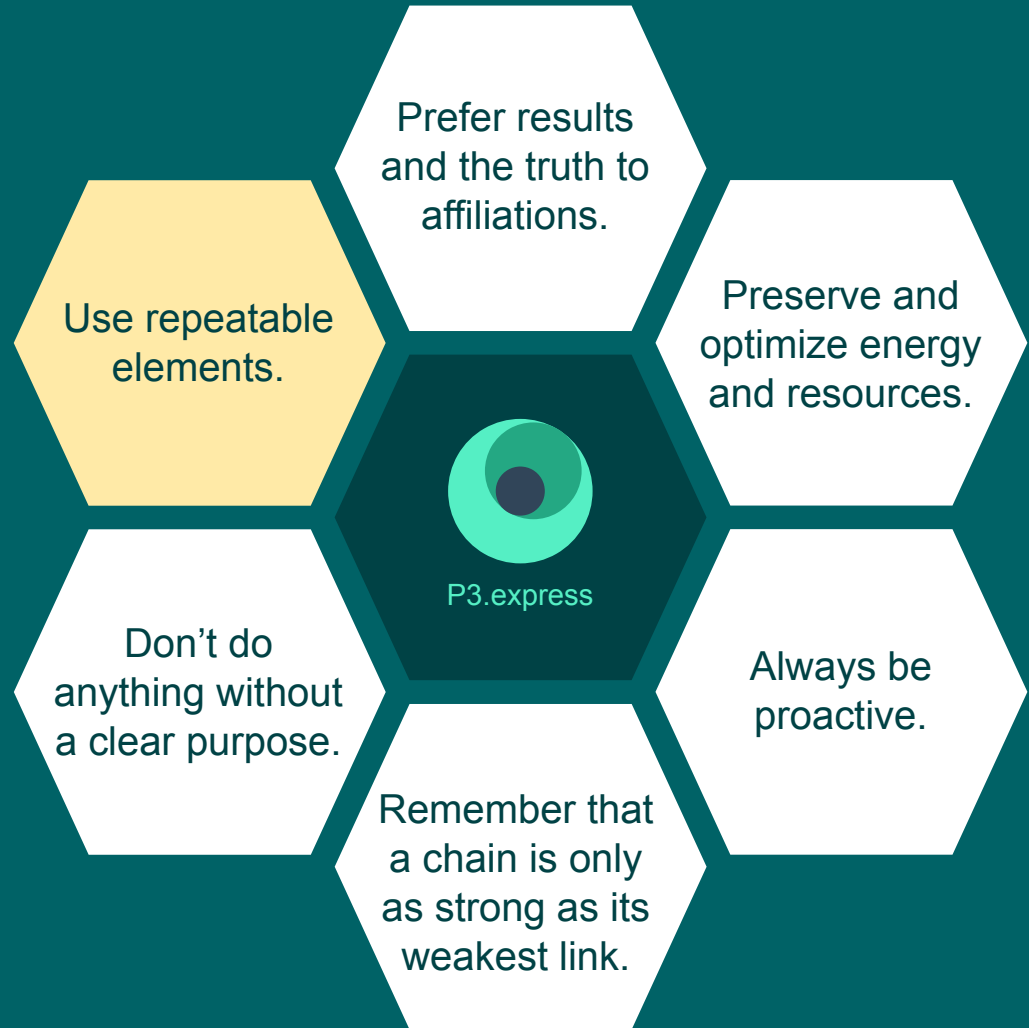


NUPP

Nearly Universal Principles of Projects

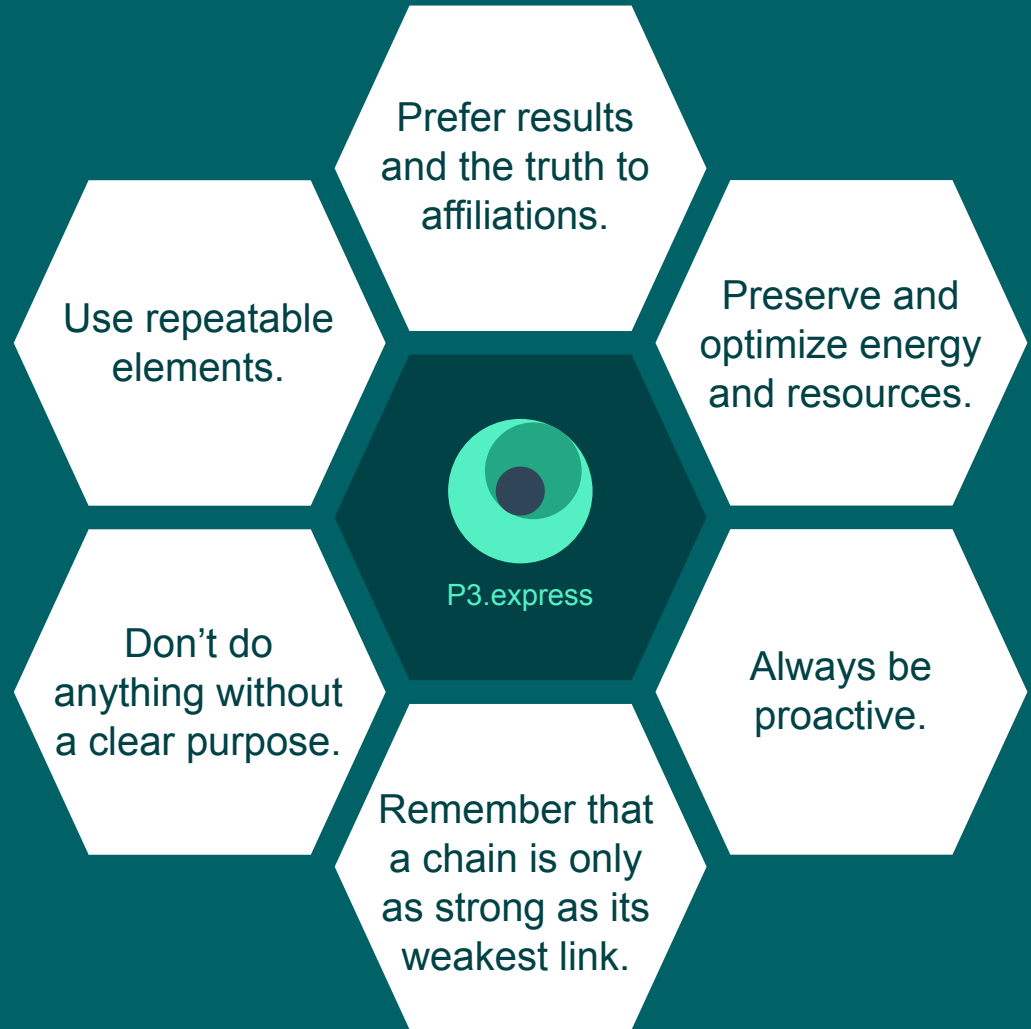
Examples:

- Checklists
- Cycles
- Methods
- Etc.



NUPP

Nearly Universal Principles of Projects



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- Ⓖ Post-Project Management

③ NUPP

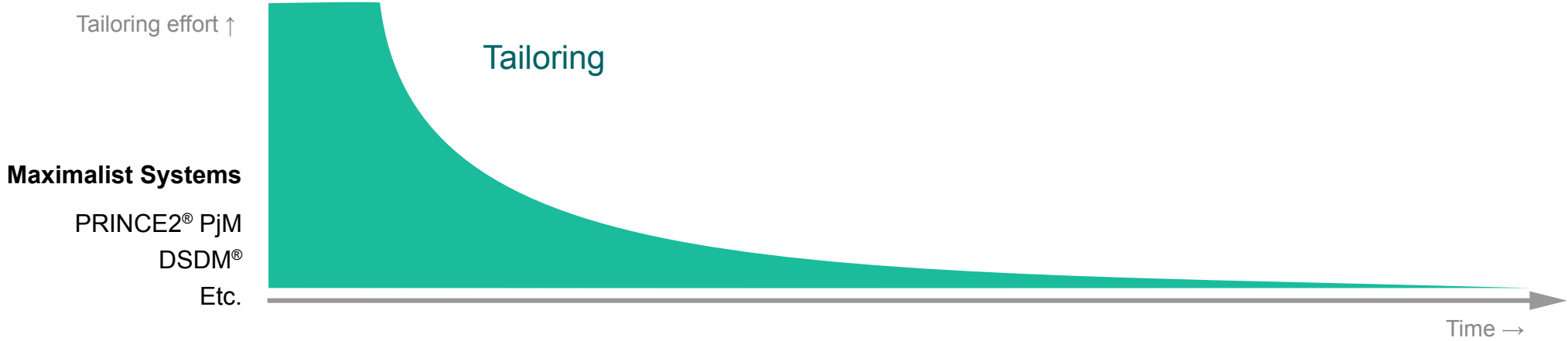


④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program



Upfront
Tailoring

Continuous
Tailoring

Minimalist Systems

P3.express
micro.P3.express
Etc.



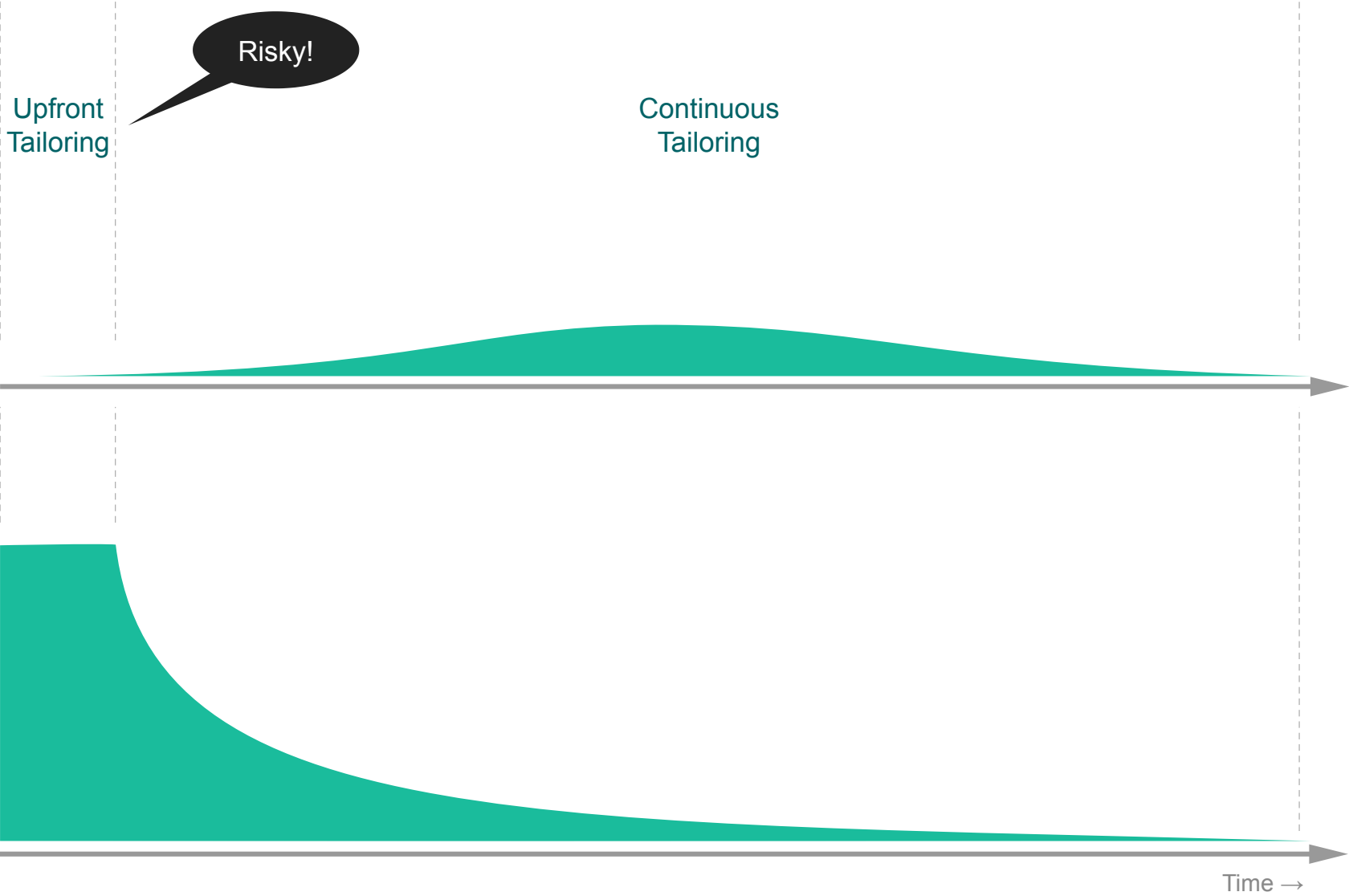
Tailoring effort ↑

Maximalist Systems

PRINCE2® PjM
DSDM®
Etc.



Time →



Minimalist Systems

P3.express
micro.P3.express
Etc.

Maximalist Systems

PRINCE2® PjM
DSDM®
Etc.

Upfront
Tailoring

Continuous
Tailoring

Risky!

Tailoring effort ↑

Time →

Upfront Tailoring

Risky!

Continuous Tailoring

Always necessary

Minimalist Systems

P3.express
micro.P3.express
Etc.



Tailoring effort ↑

Maximalist Systems

PRINCE2® PjM
DSDM®
Etc.



Time →

Minimalist Systems

P3.express
micro.P3.express
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Upfront
Tailoring

Risky!

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Tailoring

Always
necessary

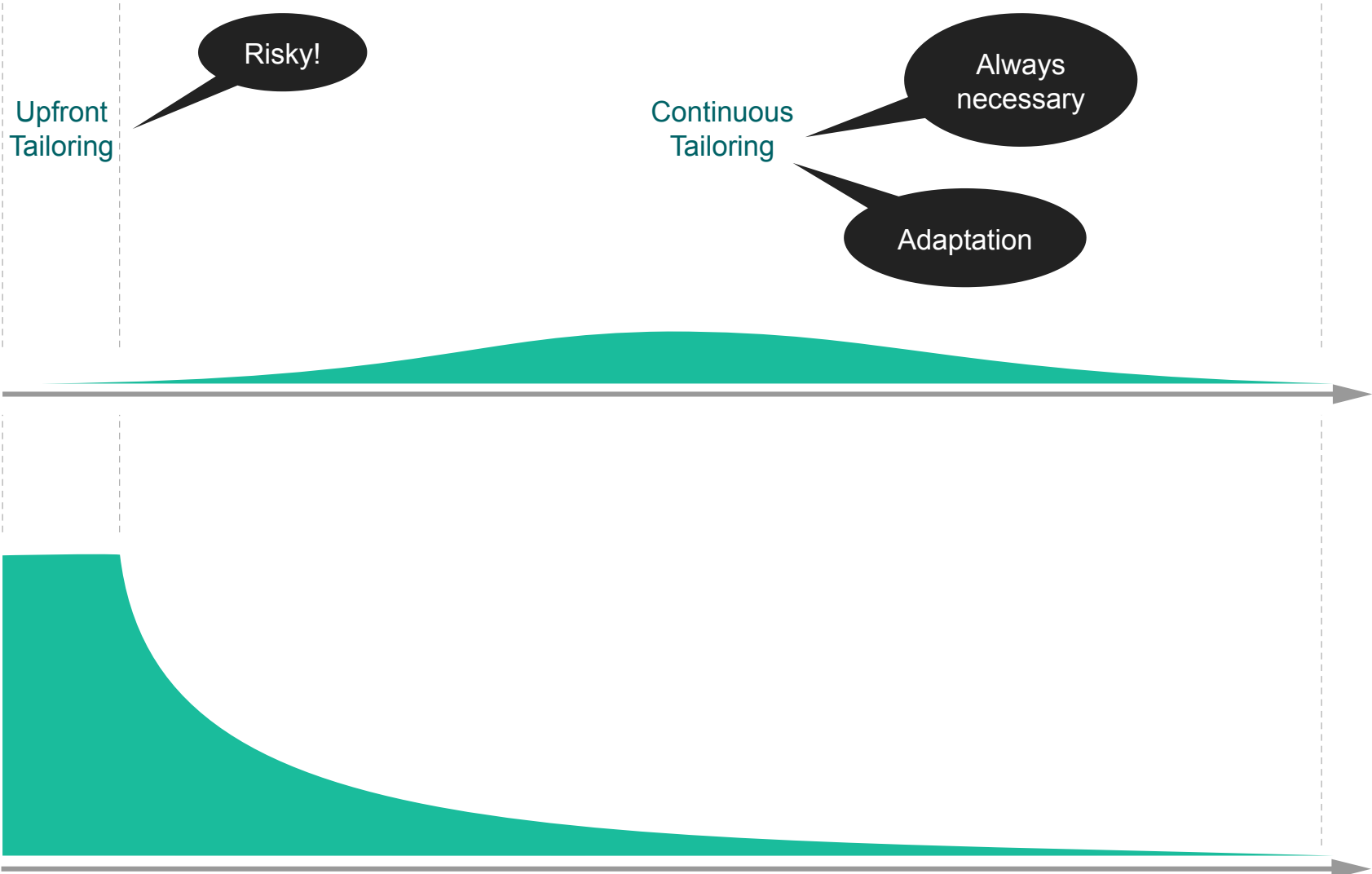
Adaptation

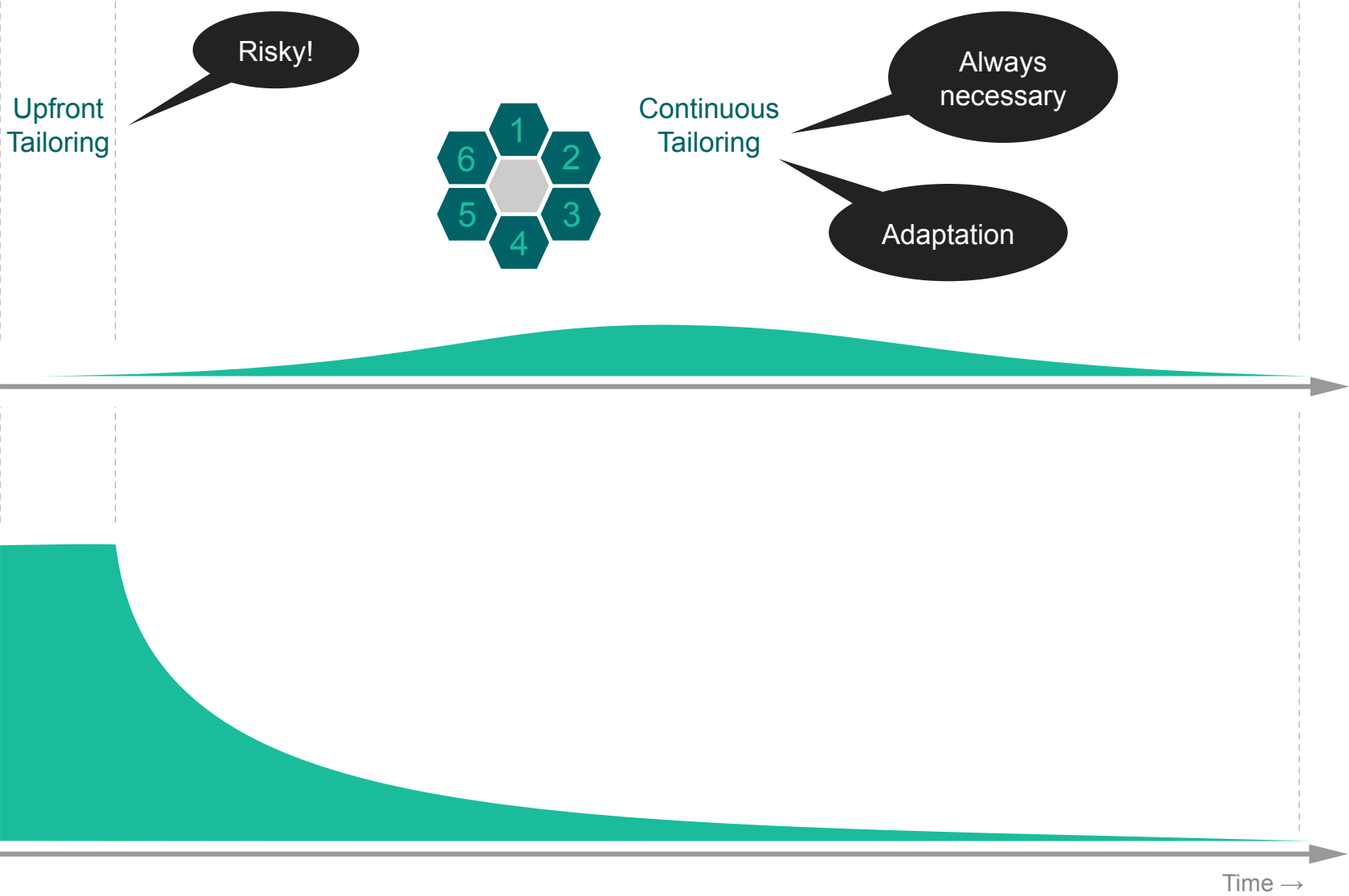
Maximalist Systems

PRINCE2® PjM
DSDM®
Etc.

Tailoring effort ↑

Time →





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③ NUPP

④ Tailoring



⑤ Development methods

⑥ Context

⑦ Certification program

5

Portfolio
Management

4

Program
Management

3

Project
Management

2

Team
Management

1

Personal
Task Management

The 5 levels of management
that impact projects

5

**Portfolio
Management**

Selection of
projects and
programs

4

**Program
Management**

3

**Project
Management**

2

**Team
Management**

1

**Personal
Task Management**

5

**Portfolio
Management**

Selection of
projects and
programs

4

**Program
Management**

High-level
management of
projects that have
the same goal

3

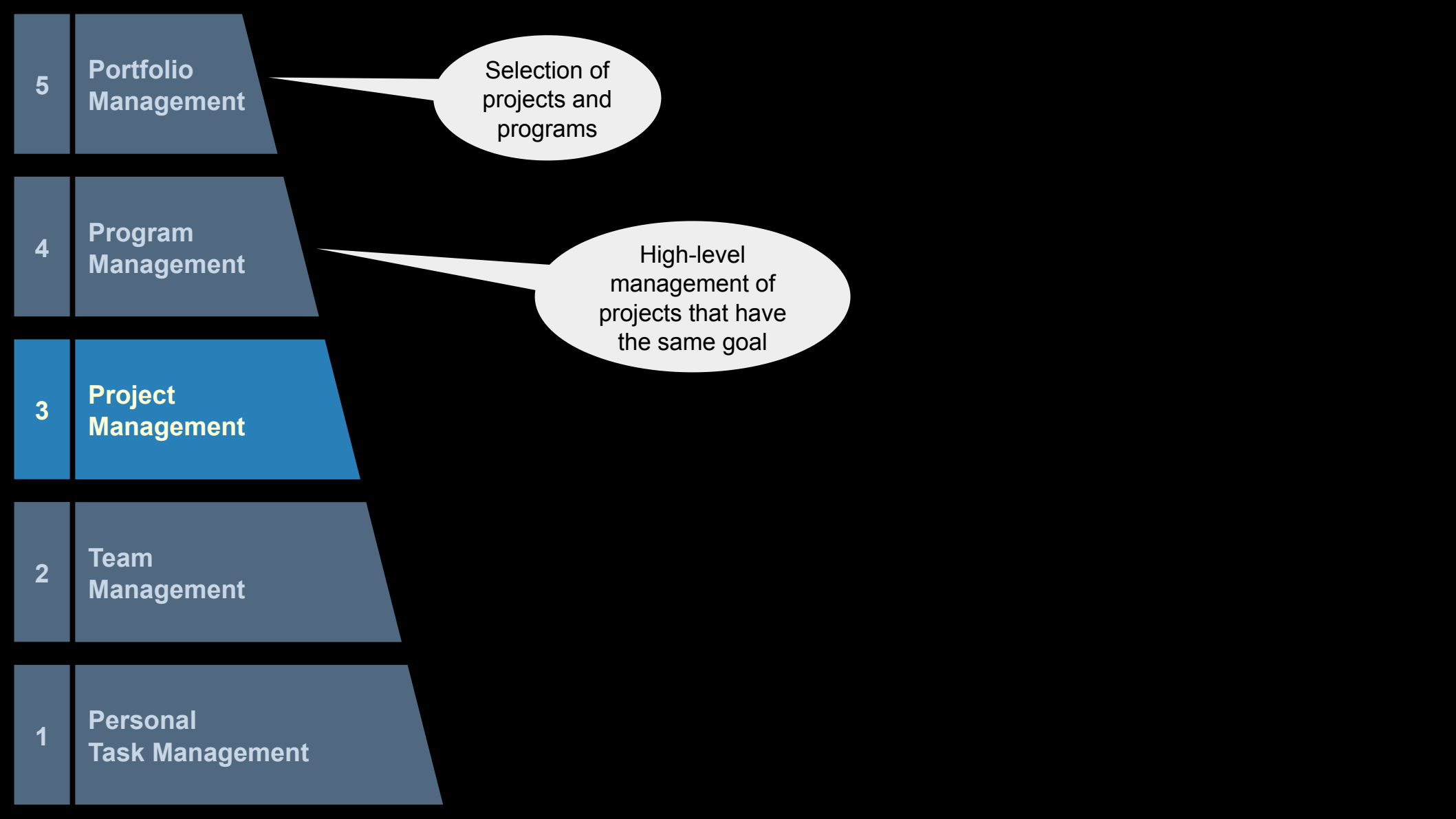
**Project
Management**

2

**Team
Management**

1

**Personal
Task Management**



5

**Portfolio
Management**

Selection of
projects and
programs

4

**Program
Management**

High-level
management of
projects that have
the same goal

3

**Project
Management**

Management of
project teams and the
technical aspects of
the project

2

**Team
Management**

1

**Personal
Task Management**

5

**Portfolio
Management**

Selection of
projects and
programs

4

**Program
Management**

High-level
management of
projects that have
the same goal

3

**Project
Management**

Management of
project teams and the
technical aspects of
the project

2

**Team
Management**

Individuals
managing their
own contributions
to projects

1

**Personal
Task Management**

5

Portfolio
Management

4

Program
Management

3

Project
Management

2

Team
Management

1

Personal
Task Management

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Portfolio
Management

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Program
Management

3

Project
Management

2

Team
Management

1

Personal
Task Management

Doing the
right things

5

Portfolio
Management

Doing the
right things

4

Program
Management

Doing the
things right

3

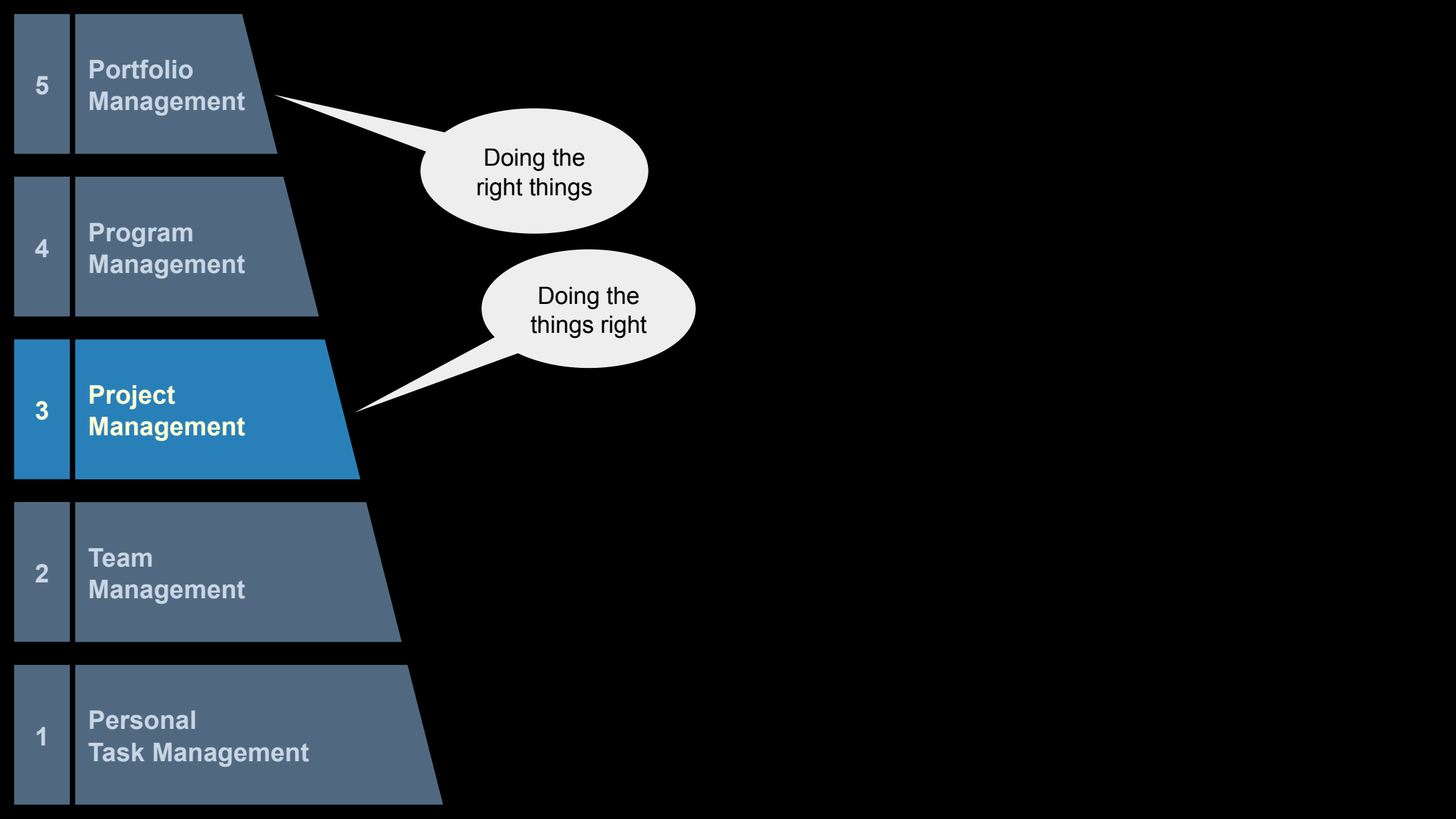
Project
Management

2

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Personal
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5

Portfolio
Management

4

Program
Management

3

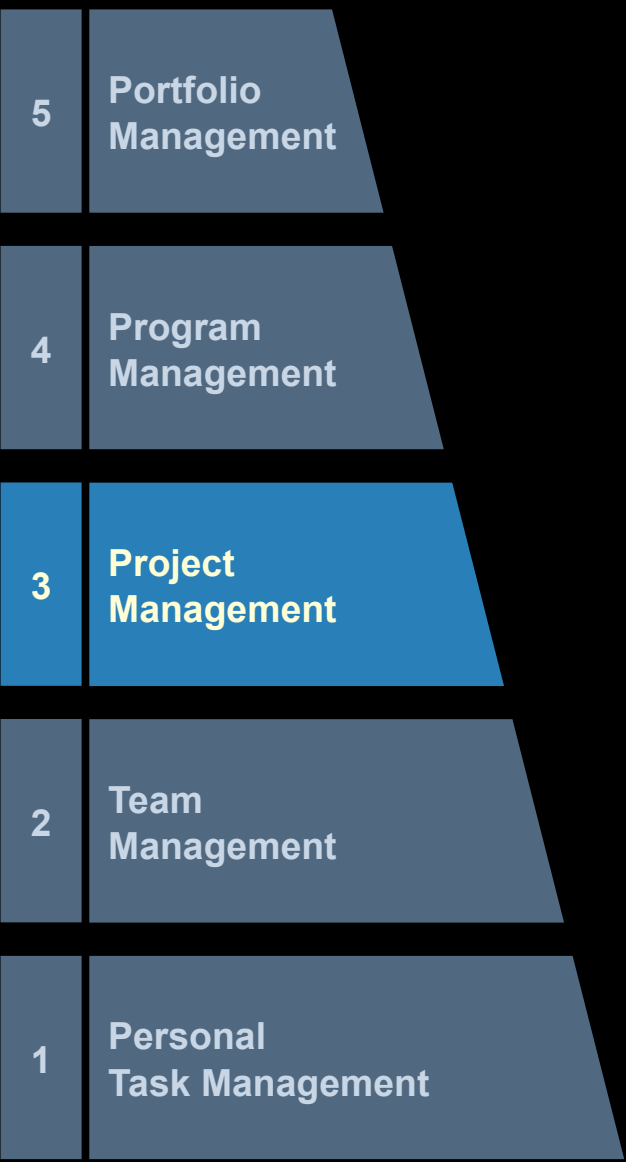
Project
Management

2

Team
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Personal
Task Management



All layers are necessary

5

Portfolio
Management

4

Program
Management

3

Project
Management

2

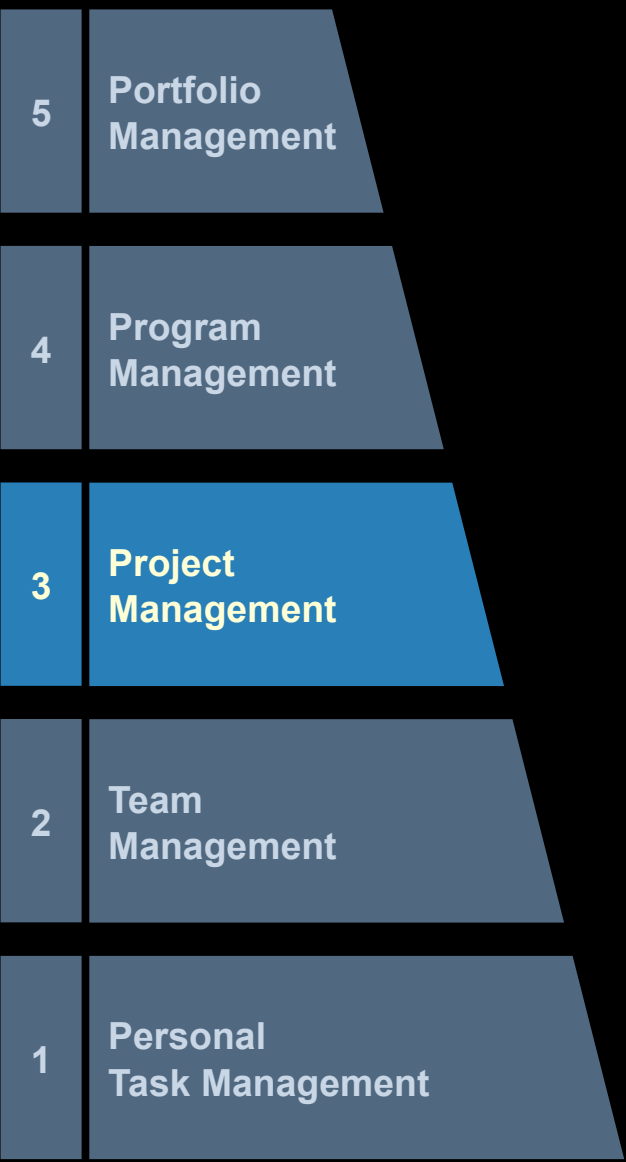
Team
Management

1

Personal
Task Management

All layers are
necessary

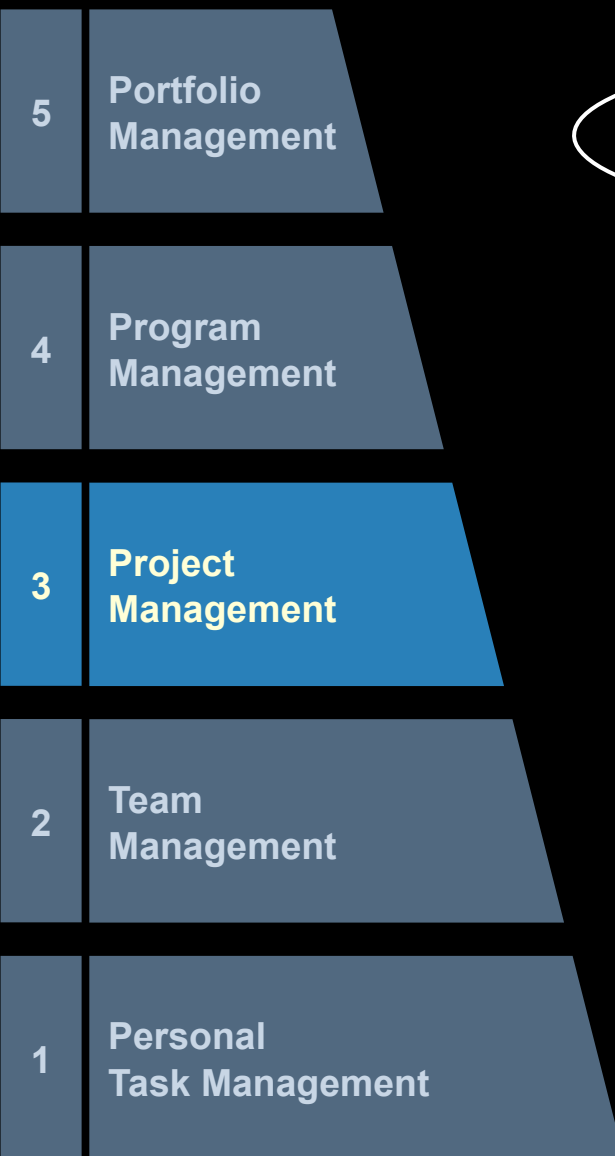
Each problem
should be solved
in the correct
layer.



All layers are necessary

Each problem should be solved in the correct layer.

Trying to solve a problem in the wrong layer wouldn't work, and it will also make the system more complicated.



We need your help improving resource management in our projects.

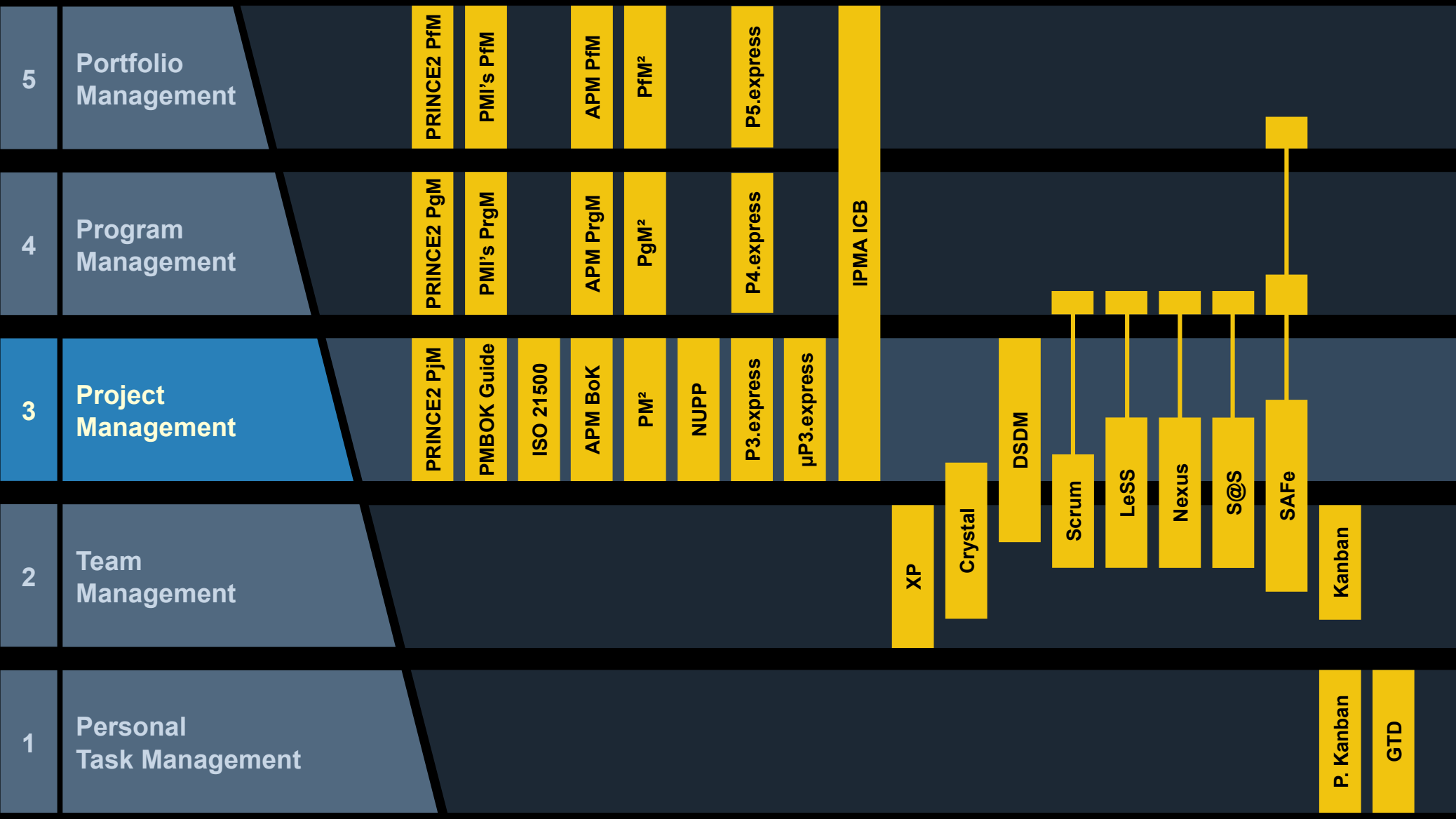
What's the setup in your organization?

We have 80 developers and 20 project managers, and they are working on 135 projects right now.

It doesn't matter what you do in your project management layer, it will never work fine!

It's a portfolio management problem and should be fixed in that layer.





5

4

3

2

1

Team
Management

Basis for acceptance of the product of the project

Objective reality

Human perception



5

4

3

2

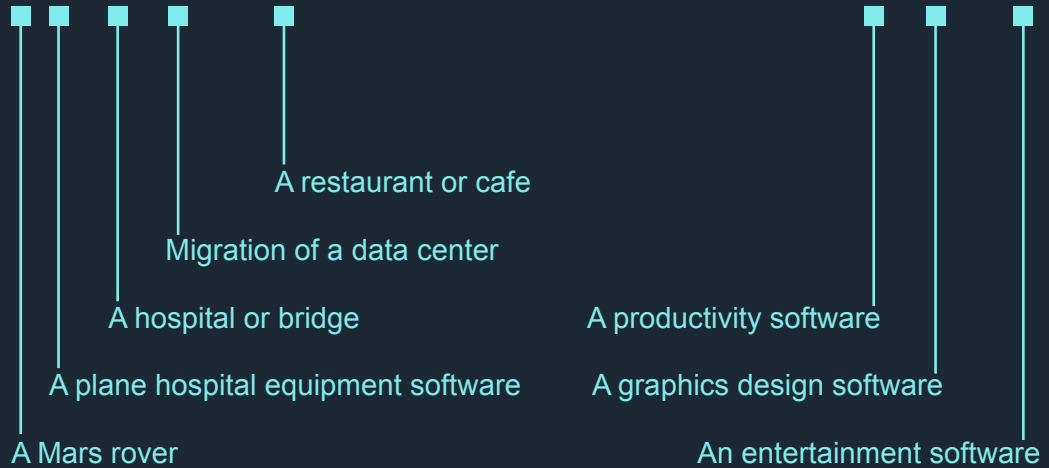
1

Team Management

Basis for acceptance of the product of the project

Objective reality

Human perception



5

4

3

2

1

Team
Management

Basis for acceptance of the product of the project

Objective reality

Human perception



5

4

3

2

1

Team
Management

Basis for acceptance of the product of the project



Describe the project

5

4

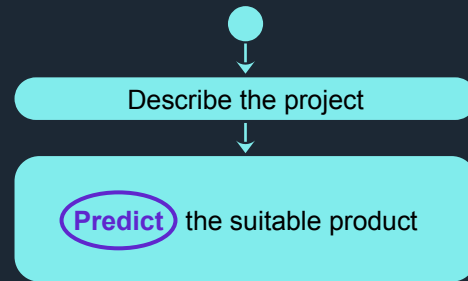
3

2

1

Team Management

Basis for acceptance of the product of the project



5

4

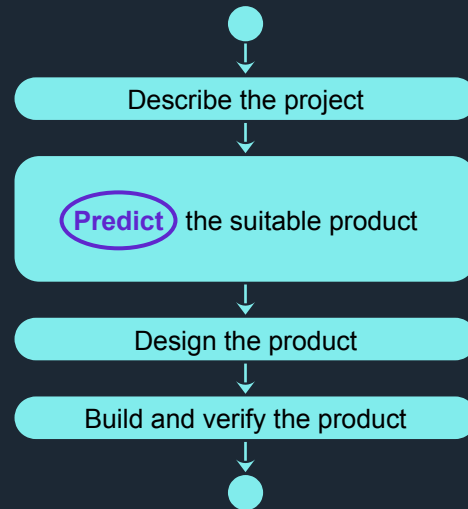
3

2

1

Team Management

Basis for acceptance of the product of the project



5

4

3

2

1

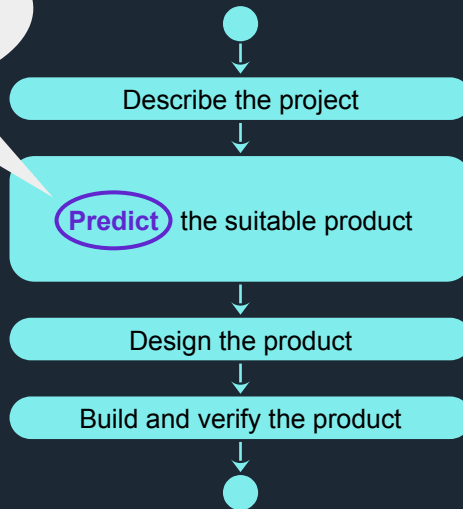
Team Management

Basis for acceptance of the product of the project

Objective reality

Human perception

Effective and necessary for the objective reality



5

4

3

2

1

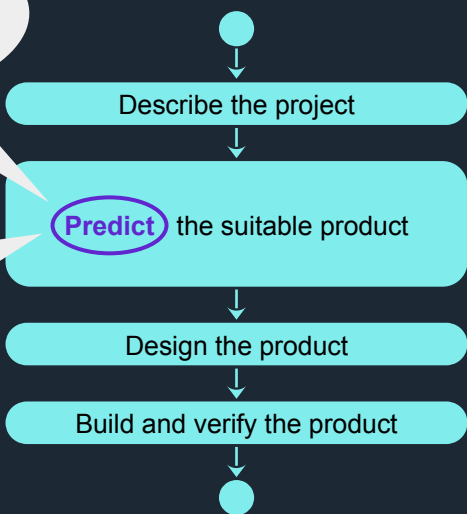
Team Management

Basis for acceptance of the product of the project



Effective and necessary for the objective reality

Sometimes ineffective and impractical for human perception



5

4

3

2

1

Team Management

Basis for acceptance of the product of the project

Objective reality

Human perception

Effective and necessary for the objective reality

Sometimes ineffective and impractical for human perception

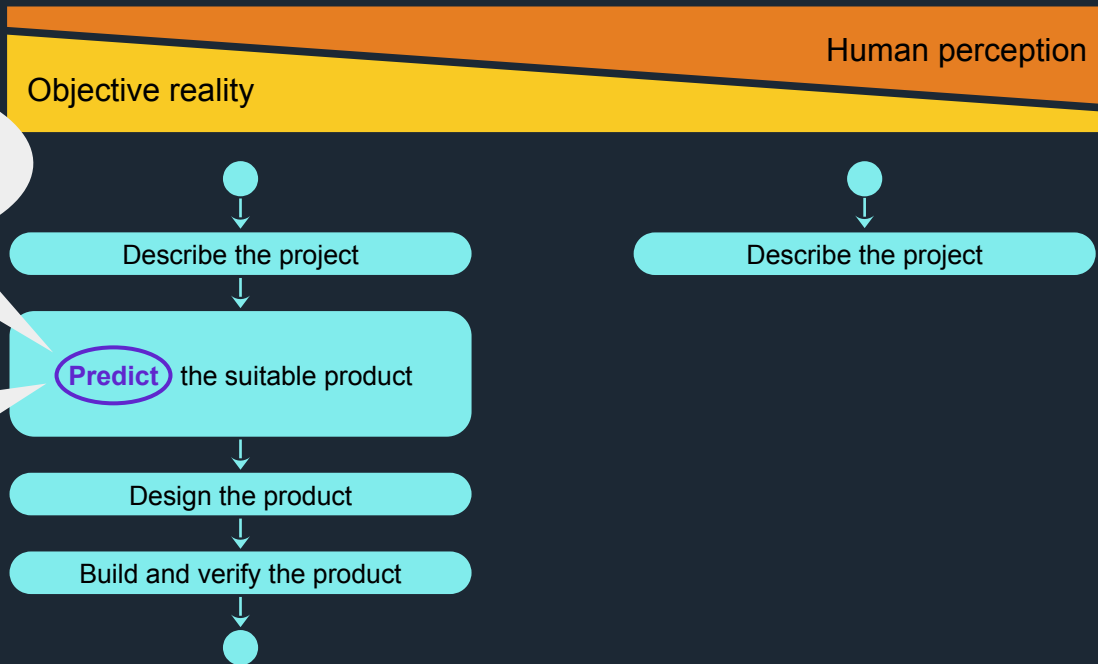
Describe the project

Describe the project

Predict the suitable product

Design the product

Build and verify the product



5

4

3

2

1

Team Management

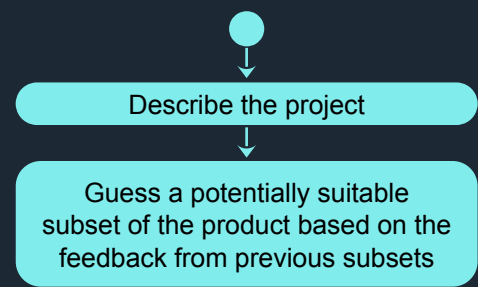
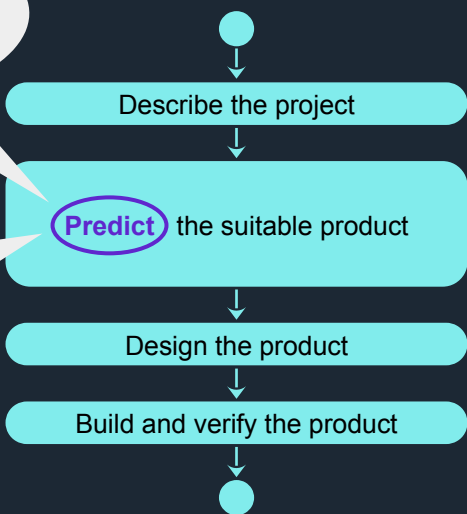
Basis for acceptance of the product of the project

Objective reality

Human perception

Effective and necessary for the objective reality

Sometimes ineffective and impractical for human perception



5

4

3

2

1

Team Management

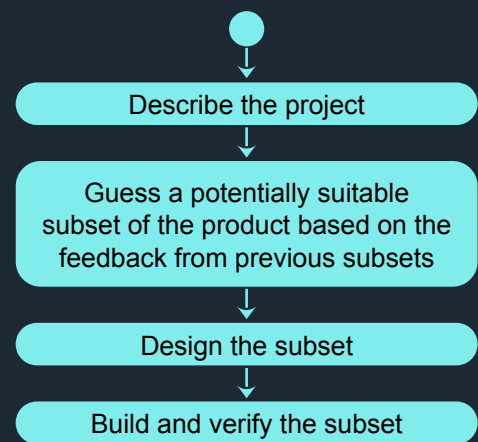
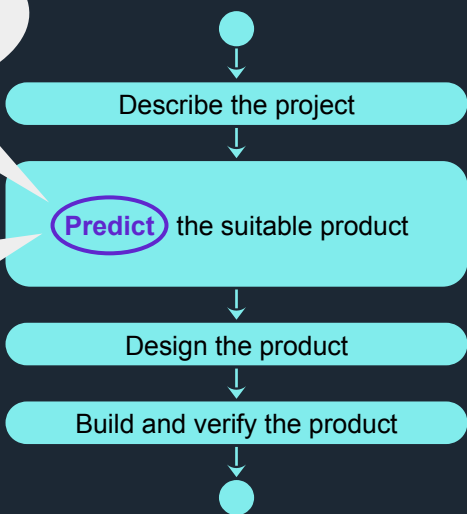
Basis for acceptance of the product of the project

Objective reality

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Effective and necessary for the objective reality

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5

4

3

2

1

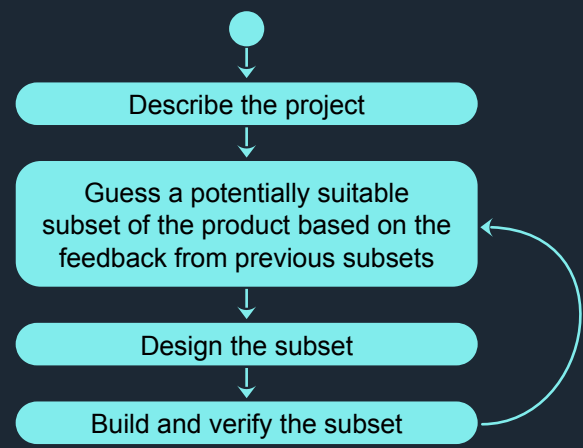
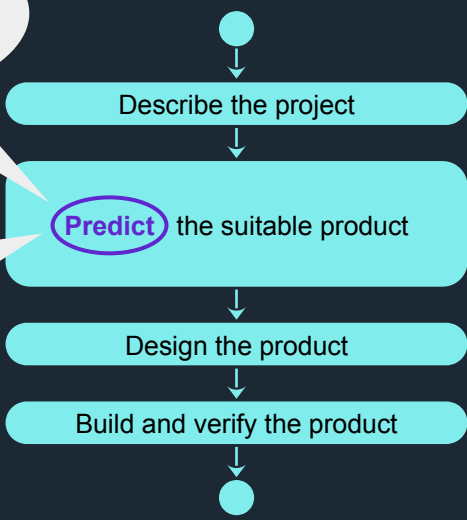
Basis for acceptance of the product of the project



Team Management

Effective and necessary for the objective reality

Sometimes ineffective and impractical for human perception



5

4

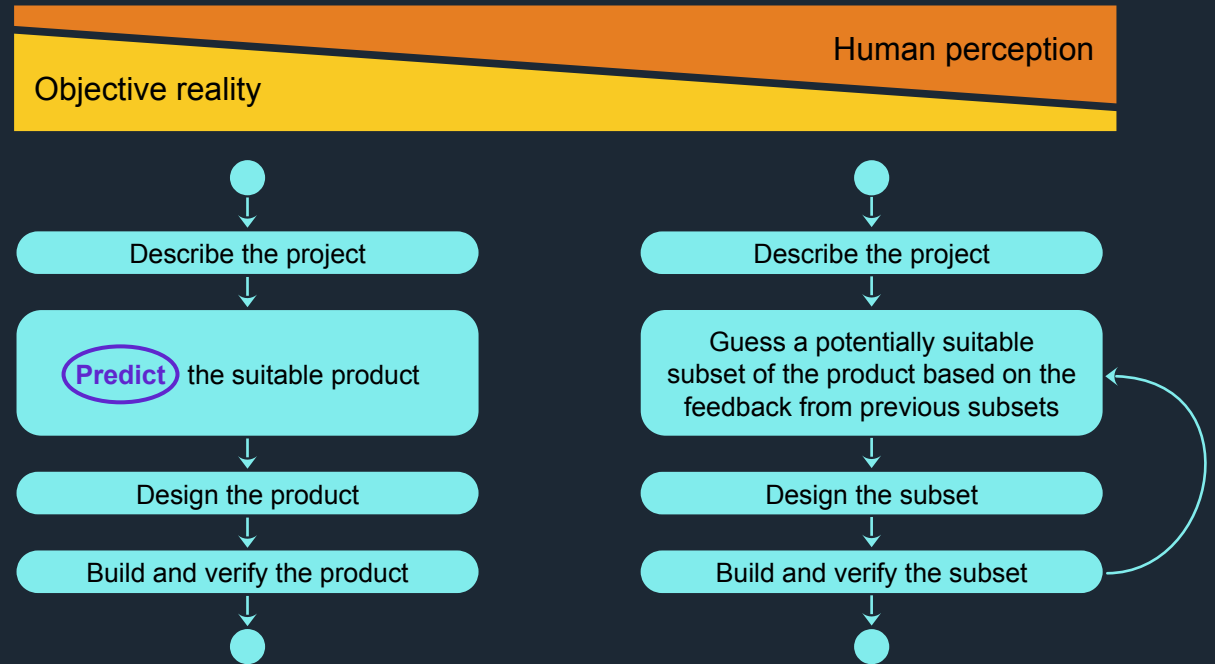
3

2

1

Team Management

Basis for acceptance of the product of the project



Human perception

Objective reality

Describe the project

Predict the suitable product

Design the product

Build and verify the product

Describe the project

Guess a potentially suitable subset of the product based on the feedback from previous subsets

Design the subset

Build and verify the subset

5

4

3

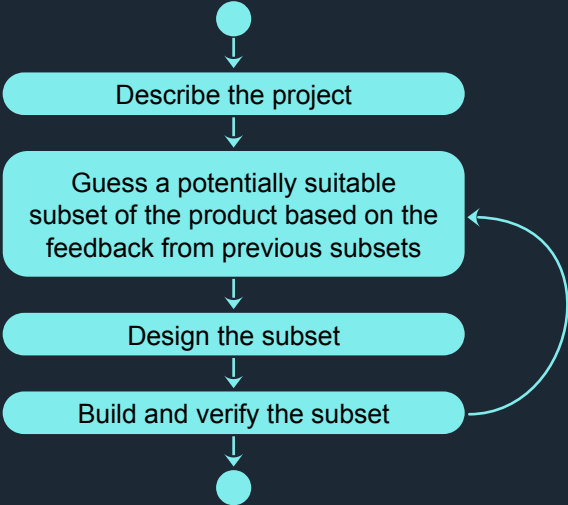
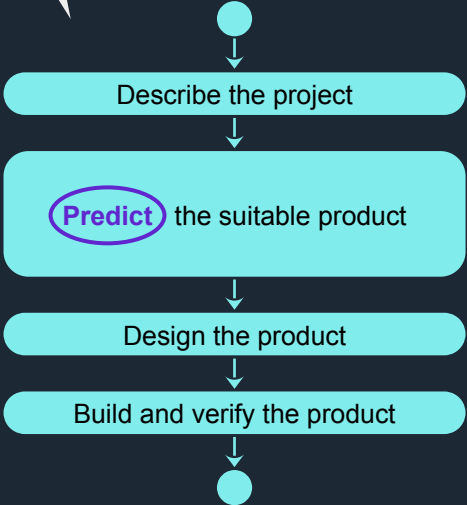
2

1

Team Management

Predictive development method (aka "waterfall")

Basis for acceptance of the product of the project



5

4

3

2

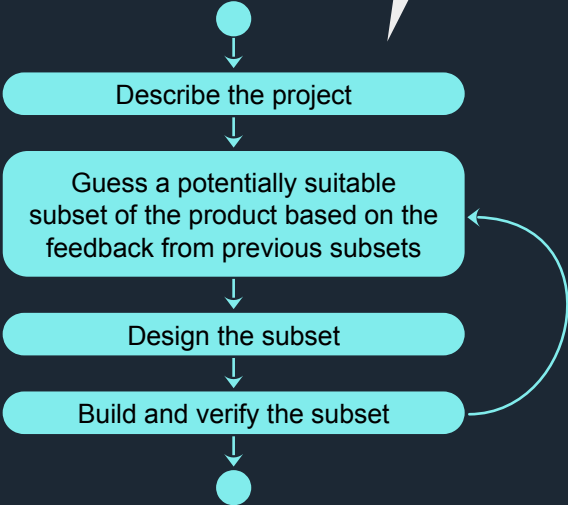
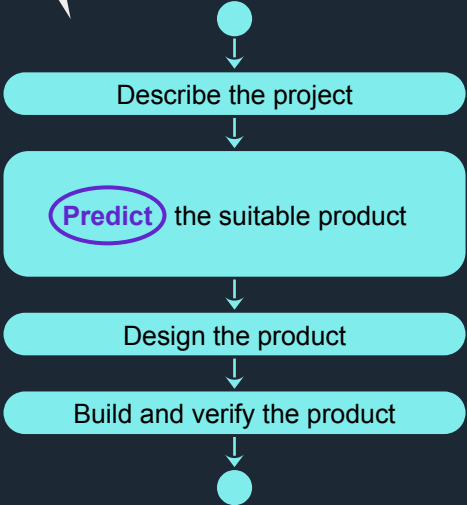
1

Team Management

Predictive development method
(aka "waterfall")

Adaptive development method
(aka Agile)

Basis for acceptance of the product of the project



5

4

3

Project Management

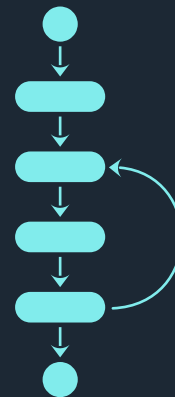
2

Team Management

1

Predictive

Adaptive



5

4

3

Project Management

P3.express



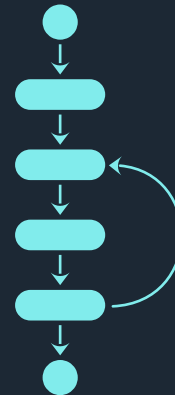
2

Team Management

Predictive



Adaptive



1

5

4

3

Project Management

P3.express



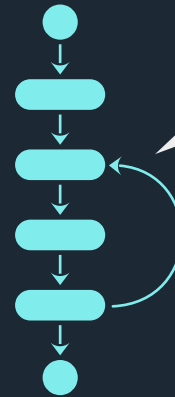
2

Team Management

Predictive



Adaptive



Cyclic development

iterative development
incremental delivery

1

5

4

3

Project Management

P3.express



Cyclic project management

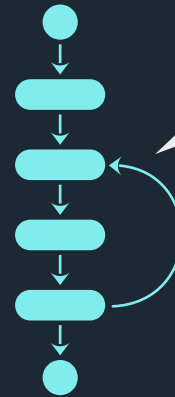
2

Team Management

Predictive



Adaptive



Cyclic development
iterative development
incremental delivery

1

5

4

3

Project Management

P3.express

Compatible with both delivery methods



Cyclic project management

2

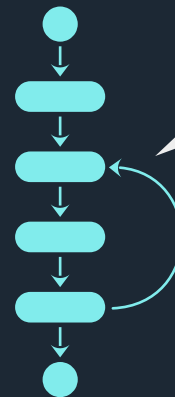
Team Management

Predictive

Adaptive

Cyclic development

iterative development
incremental delivery



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④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program





OMIMO's Vision



OMIMO's Vision

We envision a future where our target projects⁽¹⁾

- 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.



OMIMO's Mission



OMIMO's Mission

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

- Open⁽³⁾
- Minimalist⁽⁴⁾
- Modular⁽⁵⁾

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



General Code of Conduct

1

2

3



General Code of Conduct

- 1 We respect human freedom and avoid discriminatory speech or actions.
- 2
- 3



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⁽²⁾.
- 3



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*⁽²⁾.
- ③ We act with honesty and transparency.



General Code of Conduct

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P3P Code of Conduct



P3P
Code of Conduct

1

2

3

4

5

6



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

3

4

5

6



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

4

5

6



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
- 5
- 6



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
- 6



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



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;
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- 6** I will be honest and transparent in my professional work.



P3P

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Definitions



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

OMIMO

(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.



Definitions

OMIMO

(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.



Definitions

OMIMO

(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.

① High-level overview

② Full review

- Ⓐ Project Initiation
- Ⓑ Monthly Initiation
- Ⓒ Weekly Management
- Ⓓ Daily Management
- Ⓔ Monthly Closure
- Ⓕ Project Closure
- Ⓖ Post-Project Management

③ NUPP

④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program



P3.express Practitioner (P3P)

Certification Program

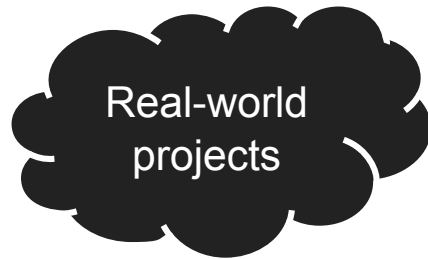
Candidates who are certified are expected to be able to manage projects or contribute to their management in an effective and structured way using P3.express.



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.



P3.express Practitioner (P3P)

Certification Program

Requirements:

- Accepting the P3P Code of Conduct
- Passing the P3P exam



P3.express Practitioner (P3P)

Certification Program

Validity:

- Valid for life, but attributed to the year of issue
- Free re-certification



P3.express Practitioner (P3P)

Certification Program

Validity:

- Valid for life, but attributed to the year of issue
- Free re-certification

P3P-2023
P3P-2024
P3P-2025

...



P3.express Practitioner (P3P)

Certification Program

Validity:

- Valid for life, but attributed to the year of issue
- Free re-certification

P3P-2023
P3P-2024
P3P-2025
...

- One free attempt,
- during the first 3 months of each year,
- for practitioners who have the previous certificate.



P3.express Practitioner (P3P)

Certification Program

Exam format:

- Open book
- 70 questions
- 100 minutes
- 67% passing score
- No penalty for wrong answers



P3.express Practitioner (P3P)

Certification Program

Format of questions:

- **Multiple-choice**
 - with 2 or more choices
 - where only one choice should be selected
- **Multiple-answer**
 - with 3 or more choices
 - where more than one choice should be selected



P3.express Practitioner (P3P)

Certification Program

Format of questions:

- **Scenario-based** 80% of questions
- **Direct** 20% of questions



P3.express Practitioner (P3P)

Certification Program

Format of questions:

- | | | |
|----------------------------|------------------|---|
| ● 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 |



Number of questions

Topic

4	NUPP
3	Context
2	License and rights
4	Project manager
4	Sponsor
3	Peer reviewer
2	Custodian
1	Team leader
13	Initiations
8	Daily and Weekly Management
4	Closures
4	Post-Project Management
2	Deliverables Map
4	Project Description
6	Follow-Up Register
3	Tailoring
2	Delivery method





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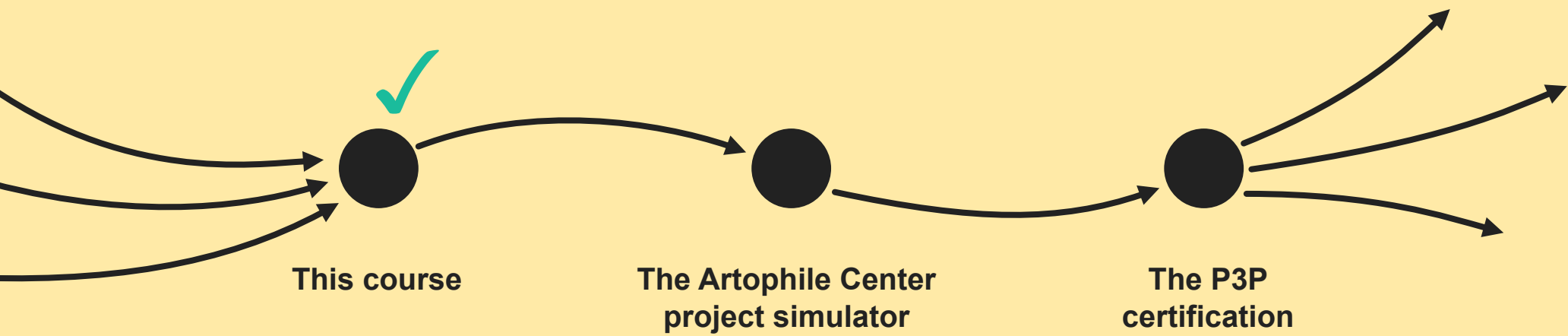
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<https://p3.express/c>