

# P3.express Group Peer-Review Meeting

MEETING GUIDE



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**P3.express Group Peer-Review  
Meeting for User Groups  
- Meeting Guide**

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## Foreword

If you're reading this, chances are you're planning to attend, or even better, take on a role in a P3.express Group Peer-Review Meeting. These meetings are structured learning and networking events, typically organised monthly or bi-monthly by a P3.express User Group.

Everyone is welcome at these meetings, regardless of whether you use the P3.express methodology. Whether you're just starting your first project or are an experienced project manager, you'll find inspiration and value here.

At each meeting, the project management activities used in a real-world project are presented by a guest or a User Group member involved in that project. These management practices are then reviewed by fellow project managers who share their feedback and what they learned from the presentation. The goal is twofold: to provide meaningful feedback that helps the presenter improve their project management practices, and to create learning opportunities for all participants.

Everyone who takes on a role in these meetings will practice their essential project management skills, such as planning, time management, facilitation, feedback delivery, and public speaking, while also building connections within the project management and P3.express communities.

These meetings are designed for you to learn and practice project management skills. We encourage you to participate actively, take on different roles, make new connections, and most importantly, enjoy the learning journey.

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## Chapter 1. Meeting overview

While the exact format of a P3.express Group Peer-Review Meeting may vary slightly between User Groups, most meetings follow a standard structure designed to create an optimal learning and networking experience for everyone taking on a meeting role and all attending guests. The meeting roles are described in more detail later in this guide.

<b>AGENDA</b>			
	<b>Agenda item</b>	<b>Timing</b>	<b>Responsible</b>
<b>01.</b>	<b>Welcome words by the Meeting Project Manager</b>	5 min	Meeting Project Manager
<i>The Meeting Project Manager welcomes participants, outlines the agenda, and introduces the key supporting roles and the Project Presenter. They also highlight the follow-up items of the last meeting and update participants on whether the previous Project Presenter could implement them in their project.</i>			
<b>03.</b>	<b>Project Presentation</b>	15 min	Project Presenter
<i>The Project Presenter delivers a prepared presentation on the management practices in a project in which they are involved. The presentation covers three topics: the project description and two focused project management topics that they selected.</i>			
<b>04.</b>	<b>Q&amp;A with the Project Presenter</b>	12 min	Project Presenter and Meeting Project Manager
<i>Each Peer-Reviewer may ask one targeted question (2 min per question). The audience is allowed up to two additional questions in total (2 min per question).</i>			
<b>05.</b>	<b>BREAK</b>	10 min	
<i>Participants are encouraged to network, discuss the project and exchange ideas in an informal setting.</i>			
<b>06.</b>	<b>Peer-Review Focused on the Project Description</b>	5 min	Peer-Reviewer 1
<i>The first Peer-Reviewer provides feedback on the general project description (Part 1 of the presentation).</i>			
<b>07.</b>	<b>Peer-Review Focused on Topic 1</b>	5 min	Peer-Reviewer 2
<i>The second Peer-Reviewer provides feedback on the first selected project management topic (Part 2 of the presentation).</i>			
<b>08.</b>	<b>Peer-Review Focused on Topic 2</b>	5 min	Peer-Reviewer 3
<i>The third Peer-Reviewer provides feedback on the second selected project management topic (Part 3 of the presentation).</i>			
<b>09.</b>	<b>PM on the spot - Project Management Challenge discussion</b>	15 min	P3.express Practitioner of the meeting

<p><i>The P3.express Practitioner of the meeting presents the project management challenge they have prepared. He facilitates a discussion where the audience can provide their solution to the Challenge. Every speaker can talk for a maximum of 2 minutes. The P3.express practitioner concludes the discussion by sharing their perspective, drawing on insights from NUPP and P3.express.</i></p>			
<b>10.</b>	<b>Meeting Meta Peer-Review</b>	5 min	Meta Peer-Reviewer
<p><i>The Meta Peer-Reviewer provides feedback on the overall meeting, including the performance of the Meeting Project Manager and supporting roles, as well as the overall meeting quality.</i></p>			
<b>11.</b>	<b>Closing Remarks by Community Leader</b>	2 min	Community Leader
<p><i>The Community Leader thanks everyone involved in the meeting. They announce the date of the next session(s) and discuss any relevant community updates.</i></p>			
<b>12.</b>	<b>Post-Meeting Networking</b>		
<p><i>It's customary for attendees to gather informally at a nearby bar after the session for further networking.</i></p>			

## Chapter 2. Meeting Roles

P3.express Group Peer-Review Meetings work well because of their clear structure of the event and the predefined roles and responsibilities. When you join and take on a role, you're not just helping the group; you're also building on your personal project management skillset.

If you'd like to get hands-on experience managing a micro-project, volunteer with the Community Leader to take on the role of Meeting Project Manager. Contact the Meeting Project Manager if you want to take on a Peer-Reviewer role or any other supporting role to practice public speaking, giving feedback, time management, facilitation, and more.

Below, you can find a description of each meeting role. If you are taking up a role, read your responsibilities carefully. In an ideal meeting, one person takes up one role. However, if there are not enough volunteers, you can combine some of the smaller roles, such as Time Manager and Note Taker.

### 2.1 Meeting Project Manager

People join a P3.express User Group to practice or improve their project management skills. The Meeting Project Manager role is an excellent opportunity to practice the whole suite of skills needed for managing projects effectively. As Meeting Project Manager, you are responsible for organising and hosting the P3.express Group Peer-Review Meeting. This requires good planning, facilitation and communication.

Organising a P3.express Group Peer-Review Meeting is a micro project, and it is a good idea to use the step-by-step process described in [micro.P3.express](https://micro.p3.express/)<sup>1</sup> to organise the event. The Community Leader is the sponsor of this project; you are the Project Manager (you wear all four micro.P3.express hats in activity A2). Set up an Integrated Project Board and carefully read the P3.express Group Peer-Review Meeting Guide to populate it. Don't forget to find a volunteer for the meeting role of Meta Peer-Reviewer as soon as possible; you can contact this person for Peer-Reviews in micro.P3.express activities A5 and C2 while preparing for the meeting. If you want inspiration on managing this meeting best, ask previous Meeting Project Managers to see their Integrated Project Board.

**Tip** Remember, you must have the following items in your project description: You can find most information by reading this document and talking to your community leader.

- Why this project?
- Requirements and expectations
- Targets and forecasts
- Stakeholders

**Tip** Do you have issues defining your deliverables? The following are suggestions for high level deliverables for this meeting: Promotional posts, Meeting registration system / Attendance list, Well informed volunteers for every meeting role, Venue, Meeting Agenda, High quality presentation on a

<sup>1</sup> <https://micro.p3.express/>

*relevant project, Quality Peer-Reviews, Introductions for all major speakers, Good notes of the follow up items for the Peer-Reviewed project,...*

### Responsibilities before the meeting

- At least three weeks in advance of the meeting:
  - Find a Project Presenter. You must do this well in advance so the Presenter has time to prepare properly. You can count on the Community Leader (who acts as the project sponsor for organising the meeting) for help if you're experiencing any issues. Keep in mind that the project must not necessarily be managed with P3.express; any type of project can be interesting!
  - Help the Project Presenter select two suitable Focused Project Management Topics from the list in this guide with the Project Presenter.
  - Confirming the meeting location and time (or digital infrastructure for online meetings).
  - Prepare for the Project Initiation Go/no-go decision ([micro P3.express activity A6](#)) and ask the Community Leader to make the Go/no-go decision at least two weeks before the meeting happens.
- After the Go/no-go decision
  - Go through the weekly and daily management cycles of micro.P3.express.
  - Set up meeting registration so you know who to expect at the meeting.
  - Assign Meeting roles (Peer-Reviewers, Meta Peer-Reviewer, Time Manager, P3.express Practitioner of the Meeting, and Note Taker) to attendees and brief them.
  - Promote the Meeting for Guests and User Group members.
  - Review the Project presentation with the presenter.
  - Collect the follow-up items and results of the last meeting from the previous Meeting Project Manager.
  - Check if the NDA protocol is needed; if so, execute it.
  - Prepare the agenda for the meeting.
  - Prepare introductions for the major speakers.

### Responsibilities during the meeting

- Make sure everyone feels welcome and appreciated for their contributions.
- Check that all attendees who are taking on a role are present and have understood their tasks.
- Open the meeting.
  - Welcome the members and guests.
  - Outline the agenda.
  - Acknowledge the supporting roles and introduce the Time Manager and Note Taker, explaining the importance of the role.
  - Highlight the follow-up items and outcomes of the last meeting.
- Host the meeting.
  - Introduce the speakers (P3.express Practitioner of the meeting, Project presenter, Peer-Reviewers and Meta Peer-Reviewer), include a short role description for each of them in their introductions.
  - Facilitate the Q&A with the Project Presenter.
  - Respond to any last-minute changes.

### Responsibilities after the meeting

- Provide the attendees and the Project Presenter with the meeting notes and potential follow-up activities of the meeting.
- Check with the Project Presenter if the feedback was helpful and what can be implemented in the project.
- Stay a little longer after the meeting to listen to feedback from the audience about the meeting. It's always nice to have a quick chat with the next Meeting Project Manager as well to share some tips and tricks.

## 2.2 Project Presenter

The whole P3.express Group Peer-Review Meeting is organised around a single project that is presented at the meeting. Presenting a project you're involved in, whether as a project manager or a team member, can be a unique learning opportunity. It's always insightful to hear peers' take on your management practices, and a good moment to discuss issues you're facing or lessons you've learned. **The presented project can follow any methodology; it's not limited to projects managed with P3.express.** However, you must present a project, not something that can be defined as "business as usual" or operations. The presentation should focus on the management practices used in the project, rather than the technical details.

When you take on the role of Project Presenter in a meeting, read the chapter "Presenting your Project" carefully. The format for presenting projects at the Group Peer-Review Meeting is standardised to allow Peer-Reviewers to provide a high-quality review focusing on the managerial aspects of your project.

### Responsibilities before the meeting

- Read the chapter "Presenting your Project" carefully.
- Select, together with the Meeting Project Manager, two Focused Project Management Topics from the list in the chapter "Presenting your Project".
- Ask the project manager to follow the NDA protocol if your presentation contains sensitive information.
- Prepare your presentation carefully.
- Go over the presentation with the Meeting Project Manager, who can give tips on the format and style.

### Responsibilities during the meeting

- Arrive early at the meeting room and get comfortable in the speaker's area.
- If you have slides, test them. The Meeting Project Manager will be there to help you if needed.
- Find the Peer-Reviewers and have a quick chat with them. The reviewers should already be familiar with the Focused Project Management Topics you choose.
- The Meeting Project Manager will introduce you when it's your time to present, go on stage when they invite you.
- Deliver your presentation, keep an eye on the Time Manager, which will signal how much time you have left for your presentation.

- Answer the questions from the Peer-Reviewers and the audience. If you don't feel comfortable sharing some information about the project, just let them know that you cannot provide the answer.
- Listen carefully to the Peer-Reviews. If you have any follow-up questions, take note of them and discuss them with the Peer-Reviewers after the meeting.

#### Responsibilities after the meeting

- Stay longer after the meeting to chat with audience members with questions or suggestions on your project.
- The Meeting Project Manager will send you an overview of the meeting notes with the Peer Reviewers' suggestions. Read them carefully and decide which ones can be useful. Let the Meeting Project Manager know which actions you will take to implement.

## 2.3 Peer-Reviewer

Peer-Reviewing is an essential aspect of the P3.express project management system. It's an opportunity to learn for the Peer-Reviewer and the project manager. You'll learn from the experience of other projects, and you'll be able to share your expertise with colleagues in the profession.

Taking on the role of Peer-Reviewer in a P3.express Group Peer-Review Meeting is a great opportunity, but also a big responsibility. The quality of the Group Peer-Review Meeting largely depends on the quality of the Peer-Reviews. If you decide to take on this role, you'll get a lot out of the meeting, but it's also your responsibility that the project presenter and the audience do. Make sure to read the chapter "Peer-Reviewing a Project" carefully, especially the topic that you have been assigned to.

A meeting typically has three Peer-Reviewers, each reviewing a different aspect of the presented project. The first Peer-Reviewer reviews the Project description. They pay special attention to the clarity of the project's purpose and benefits. The next two Peer-Reviewers are assigned to a Focused Project Management Topic the speaker selected.

#### Responsibilities before the meeting

- Read the chapter "Peer-Reviewing a Project" carefully.
- Check with the Meeting Project Manager to determine which Review you are responsible for and read the Peer-Review page for that topic carefully.

#### Responsibilities during the meeting

- Arrive early at the meeting room and get comfortable with the venue.
- Check with the Meeting Project Manager if there are any last-minute changes.
- Find the Project Presenter, introduce yourself, and double-check the topics you are reviewing.
- Pay close attention to the Project Presentation and take relevant notes for your Peer-Review.
- Prepare and ask one relevant question for your Peer-Review.

- During the break, make a quick structure of your Peer-Review on a small piece of paper; this can be a breakdown or mind map. You can hold it on stage; it will help keep your review well-structured and easy to follow.
- The Meeting Project Manager will introduce you when it's your time to present the Peer-Review, go on stage when they invite you.
- Deliver your Peer-Review, keep an eye on the Time Manager, which will signal how much time you have left for your presentation.

#### Responsibilities after the meeting

- Stay a little longer after the meeting, the Project Presenter and some audience members might have questions about your Peer-Review.
- Try to have a quick chat with the Meta Peer-Reviewer and see if they have some tips on improving your Peer-Review.
- You can share your notes with the meeting's note taker if you'd like. It will help them create better meeting minutes and follow-up items from the meeting.

## 2.4 P3.express Practitioner of the Meeting

In each meeting, the P3.express Practitioner of the Meeting facilitates a short, structured brainstorm around a project management challenge. This part of the meeting is called "PM on the spot".

After the peer reviews, the Practitioner presents a realistic project management challenge and hosts the "PM on the spot" discussion. Audience members who want to participate can present how they would deal with the challenge for 2 minutes. At the end of this short brainstorm, the Practitioner closes with their own reflection, explaining how the issue could be approached using principles from P3.express or NUPP.

This activity is designed to help people think critically, exchange practical experiences, and learn how to apply structured thinking to uncertain or difficult situations. People always learn better when they're involved and when they see how ideas apply to the real world.

It's an honour to be asked to be a P3.express Practitioner of the Meeting. When selecting you, the User Group celebrates your achievement and recognises your knowledge about P3.express. Make sure you invest enough time in selecting an interesting project management challenge and an appropriate response based on NUPP and P3.express.

**Tip** Here are some examples of challenges that work well for the "PM on the spot" segment.

- *Challenge: You're halfway through the project, and the sponsor stops responding to messages and skips key decision meetings. What do you do?*
- *Challenge: A friendly internal client asks you to include "just a small addition" to the deliverable. You're happy to help, but this keeps happening over and over again. What would you do?*

- *Challenge: You're asked to take over a project that's already underway. There's no documentation, and you're unclear on who's responsible for what. How do you begin?*

### Responsibilities before the meeting

- Spend some time selecting an interesting project management challenge.
- Prepare a short 2-minute speech on how you would respond to this Challenge based on P3.express and NUPP.

### Responsibilities during the meeting

- Arrive early at the meeting room and get comfortable with the venue.
- Just before the break, the Meeting Project Manager will invite you to the stage to present the Challenge. Take no more than 2 minutes to explain the situation clearly.
- After the peer reviews, the Meeting Project Manager will invite you back to host the interactive part. Explain how the discussion part is going to work. Invite participants to share their answers. Each speaker has a maximum of 2 minutes, with a hard stop at 2 minutes and 30 seconds. The Time Manager will support you in keeping time.
- After the contributions, give a short 2-minute closing reflection based on your knowledge of P3.express or NUPP.

### Responsibilities after the meeting

- Stay a little longer after the meeting, some audience members might have some questions about your presentation.

## **2.5 Time Manager**

Time management is a vital skill for any Project Manager. In a P3.express Group Peer-Review Meeting, we have a dedicated role to help the Meeting Project Manager keep the session on track. Each part of the meeting is carefully timed to ensure a smooth flow and to encourage concise, focused contributions from all participants.

As the Time Manager, your job is to track the timing of each meeting segment and alert speakers when their time is running out. You can use a stopwatch or your phone to keep time. It's helpful to prepare visual cues such as cards that say "1 minute remaining," "30 seconds remaining," and "Time's up." Alternatively, you can coordinate with speakers before the meeting to agree on custom timing signs or display a timer on the screen so they can monitor their remaining time directly.

The allocated time for each speaking slot (P3.express Practitioner of the meeting, Project Presentation, Peer-Review, etc) are indicated on the agenda. Keep in mind that the time of each speaker only starts when they start speaking. Before that, the Meeting Project Manager might introduce them. This time should not be deducted from the speaking slot of the speaker who's introduced. When timing the questions, keep in mind that each question with answer needs to be limited to two or three minutes to make sure that they are not dragged out.

**Tip** *Time each question individually, try to make sure that the questions don't take more than 2-3 minutes. We want to avoid the questions dragging out, and there is no time for others to ask questions.*

*For "PM on the spot" discussion, make sure that each individual speaker is limited to 2 minutes, with a hard stop at 2 minutes and 30 seconds. We want the presented solutions to be short. It's an exercise in formulating thoughts in a structured way and communicating efficiently.*

#### Responsibilities before the meeting

- Check the agenda of the meeting and the different timings indicated on it.

#### Responsibilities during the meeting

- Check with the Meeting Project Manager if there are any last-minute changes.
- Check with the Project Presenter, Peer-Reviewers and Meta Peer-Reviewer what their preference is for time indication signs.
- Time the different slots of the meeting and show the speakers the agreed-upon time indication signs. Don't forget to time the question section, and don't hesitate to ask the Meeting Project Manager to cut it short when it is over time.

#### Responsibilities after the meeting

- /

## 2.6 Note Taker

Note-taking during meetings is the skill of actively listening, filtering important information, and recording key points in a clear, concise, and structured way. For project managers, it's a crucial capability that supports decision-making and communication. P3.express Group Peer-Review Meetings have a Note Taker to help the Meeting Project Manager, the audience, and the Project Presenter keep a good overview of the key takeaways of the meeting. The notes that the Note Taker takes are shared after the meeting by the Project Manager with the audience and the Project Presenter.

As a Note Taker, you must record the lessons learned from the Peer-Reviews and the Meta Peer-Review. If there are any action points, note them and note who should be taking them. It's common to share lessons learned or key takeaways from meetings on social media. It is your responsibility to create a proposal post and ensure a picture accompanies it. After the meeting, you provide your summary of your meeting notes and the suggested post to the Meeting Project Manager and the Community Leader.

#### Responsibilities before the meeting

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#### Responsibilities during the meeting

- Take note of any important announcements made during the meeting by the Meeting Project Manager or Community Leader that are relevant for User Group Members who might not be present.

- Make a very high-level summary of the presented project.
- Take notes on the Peer-Reviews and point out actionable items for the Project Presenter and lessons learned relevant to the general public.
- Take notes of the Meta Peer-Review, and make sure to point out actionable items for the Peer-Reviewers, the Meeting Project manager, or other attendees.
- Take a picture to use for the social media of the User Group.

#### Responsibilities after the meeting

- Ask the Peer-Reviewers and Meta Peer-Reviewer to share your notes with you if they want, so you can verify your notes.
- Make the meeting minutes based on your notes and send them to the Meeting Project Manager and Community Leader. Do this two days after the meeting at the latest.
- Create a suggested post for social media based on the highlights of the meeting and send it together with the picture to the Meeting Project Manager and Community Leader.

## 2.7 Meta Peer-Reviewer

Each P3.express Group Peer-Review Meeting has a Meta Peer-Reviewer, who safeguards the quality and professionalism of the meeting. The person reviews the work of the Meeting Project Manager and provides feedback on the project management skills shown during the preparation of the meeting and the meeting itself. The Meta Peer-Reviewer also provides feedback about the work of the three main Peer-Reviewers.

If you take on this role, you are responsible for Peer-Reviewing the work of the Meeting Project Manager. Provide them with some improvement points, but highlight what they did well and what we can learn from them. You can evaluate all project management skills you like, from planning to stakeholder management and public speaking. If you want, you can also request access to their Integrated Project Board before the meeting and provide feedback on it.

Another important task is to evaluate the three main Peer-Reviewers of the meeting. To do that well, it's important to read their instructions. What were they supposed to review, and how did they do it? Did they tailor it well to the project management practices at hand? Were they positive and encouraging? Did they explain the reason behind their feedback well? It's key that the Peer-Reviews we provide in the meeting are high quality, so it's up to you to keep them up to the mark and give tips on how to improve.

If there are any other supporting roles that could use some feedback, points for improvements or praise, it's up to you to do that.

#### Responsibilities before the meeting

- Ask the Meeting Project Manager if they would like you to review their preparation work and share their Integrated Project Board.
- Check with the Meeting Project Manager who will be the Peer-Reviewers and what their assigned topic is. Read their assignments extra carefully.

- Read the chapter “Peer-Reviewing a Project”, this will help you understand the tasks of the three main Peer-Reviewers you’ll be evaluating.

#### Responsibilities during the meeting

- Arrive early at the meeting room and get comfortable with the venue.
- Check with the Meeting Project Manager if there are any last-minute changes.
- Find the Peer-Reviewers, introduce yourself, and double-check the topics they are evaluating.
- Pay close attention to the Peer-Reviews and note what you liked and what could be improved. Don’t forget to also watch for the relevance and quality of the questions the Peer-Reviewers ask the Project Presenter.
- The Meeting Project Manager will introduce you when it’s your time to present the Meta Peer-Review, go on stage when they invite you.
- Deliver your Meta Peer-Review, keep an eye on the Time Manager, they will signal how much time you have left for your presentation.

#### Responsibilities after the meeting

- Stay a little longer after the meeting, the Meeting Project Manager, Peer-Reviewers and some audience members might have questions about your Meta Peer-Review.
- Try to have a quick chat with the Peer-Reviewers if there was some feedback you wanted to share but preferred to do personally.
- You can share your notes with the meeting’s note taker if you’d like. It will help them create better meeting minutes and follow-up items from the meeting.

## **2.8 Community Leader**

The Community Leader is appointed for a longer time; how long usually depends on the User Group, but it usually ranges from 6 months to 2 years. The Community Leader is responsible for the P3.express Group Peer-Review Meetings and is the representative of the User Group management team at these meetings. They act as the sponsor for each micro project that is organising a meeting. Being the Community Leader is a unique opportunity to gain experience in high-level management roles. You will practice different skills essential for project sponsors and managers, including team management, planning, conflict resolution, mentoring, and risk management.

If you take on the role of Community Leader, you’ll be responsible for setting the meeting dates. Do this well in advance and ensure that, at all times, at least two meetings are planned. It’s advisable to schedule them on a fixed day of the month and organise them on a monthly or bi-monthly basis at a fixed location and time.

Another key responsibility is to appoint the Meeting Project Manager and support them in finding a suitable Project Presenter. You will act as the sponsor of the micro projects that are organising the meeting. Ultimately, you are accountable for the outcome of the meeting, making high-level decisions (such as setting the date), and ensuring the User Group management & members provide sufficient support to make the meetings a success. Make sure you are approachable to the Meeting Project Manager if any issues arise and available

to help resolve them. You can read more about the sponsor role in A01 of the online [P3.express manual](#)<sup>2</sup>.

#### Responsibilities before the meeting

- Appoint the Meeting Project Manager for the meeting. Go over the responsibilities with them and ensure they have all the information and support they need to make the meeting successful.
- Confirm the date and time of the meeting with the Meeting Project Manager.
- Help the Meeting Project Manager find a suitable Project Presenter.
- Make the necessary Go/no-go decisions when the Meeting Project Manager asks.
- Prepare any announcements that need to be made at the meeting.

#### Responsibilities during the meeting

- Ensure the Meeting Project Manager feels supported, and help where needed.
- Deliver the closing remarks, thank everyone for their contributions and remind everyone of the next meeting and highlight the User Group and meeting announcements.

#### Responsibilities after the meeting

- Stay a little longer after the meeting, some audience members might have questions about the User Group or the meeting; this is also a good opportunity to scout the next Project Presenters or Meeting Project Managers.
- Set the date and time of the next meeting(s). This should be done well in advance, and two should be planned at all times, so there is enough time for the organisation and promotion.
- The Note Taker will send you a proposal post about the previous meeting for the User Group Social media, improve it and post it. This is a great way to attract more guests to the meetings.
- If your term as Community Leader is almost over, start looking for someone to take over. It's your responsibility to find a suitable candidate to replace you and ensure they have all the necessary information to make the P3.express Group Peer-Review Meetings successful.

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<sup>2</sup> <https://p3.express/>

## Chapter 3. Presenting your project

The Project Presentation is the core of the P3.express Group Peer-Review Meetings. It is designed to help share real experiences, reflect on management practices, and receive practical feedback from peers. It is key that the presentation focuses on the management practices in a project, not on the technical details or a detailed description of the output. To facilitate this, we use a structured presentation format. This makes it easier for presenters to prepare, helps Peer-Reviewers deliver consistent feedback, and ensures that all participants can learn from the session.

In this chapter, we'll discuss the structure of a Project Presentation and give you some practical information on public speaking. A key skill for everyone who works in the project management ecosystem.

### 3.1 The Format of the Project Presentation

The format of your presentation should be as follows:

- Project Description (3-4 minutes)
- Selected Focused Project Management Topic 1 (4-5 minutes)
- Selected Focused Project Management Topic 2 (4-5 minutes)

The Project Description section gives the audience a clear understanding of the project's context. You introduce yourself and briefly describe the project's purpose, expected benefits, high-level requirements and high-level stakeholders categories. This helps everyone to follow the rest of the presentation, even if they're unfamiliar with the industry or specific subject matter. It's also a good way to evaluate if the project's scope is clear. One of the Peer-Reviewers will be specifically tasked with looking into your project description.

In addition to the Project Description, you need to discuss two specific topics you selected from the list of focused Project Management Topics further in this chapter. The list contains a variety of project management practices that are important elements in projects. Select two that you think are interesting in your project. Discuss the selected topics with the Meeting Project Manager or ask them for advice if you don't know which to select. The Meeting Project Manager will inform the Peer-Reviewers of the chosen topics so they can tailor their reviews.

The Focused Project Management Topics you can chose from are:

- Risk Management Activities
- Roles in the Project
- Management of Deliverables
- Starting the Project
- Communication in the Project
- Planning and Planning Revisions
- Lessons learned in the Project

The goal of the presentation is to encourage an honest representation of the project you are involved in, not to show off a perfect project. Everyone at the meeting is here to learn and help you.

## **I. Project Description**

This is a mandatory element in the presentation. It is the start of every presentation. The goal is twofold. It helps the audience better understand the project, which is needed for the rest of the presentation. It also helps you to practice describing the project clearly. This is essential in all projects, no matter which project management methodology you use, if any at all. Describing the project is key to project success.

In the presentation, you need to highlight the following:

- Introduce yourself
- Describe the general purpose of the project
- Describe the expected benefits of the project
- Describe the high-level requirements of the project
- Describe the (categories of) stakeholders involved
- Provide information on the duration and at which stage the project is now.

Keep this part of the presentation between 3 and 4 minutes; this way, you have enough time to discuss the two selected focused project management topics.

## **II. Focused Project Management Topic: Risk Management Activities**

This is an optional topic in the presentation. Make sure to select two from the list.

If you choose Risk Management Activities as one of your topics, please explain how risk management is handled in your project. Some key elements you may want to cover include:

- How are risks identified in the project?
- Are risks tracked in the project? If so, how?
- How are risks responded to in the project?
- Provide two examples of risks identified in the project, and describe how you store and respond to them.
- If you experienced any issues with risk management in the project, highlight them.
- If you learned any important lessons related to risk management in the project, highlight them.

Keep this part of the presentation between 4 and 6 minutes; this way, you have enough time to discuss the project description and the other selected Focused Project Management Topic.

## **III. Focused Project Management Topic: Roles in the Project**

This is an optional topic in the presentation. Make sure to select two from the list.

If you choose Roles in the Project as one of your topics, please explain the different management roles in the project and how they relate to each other. Remember, we don't

need technical details; we focus on management roles only. Some key elements you may want to cover include:

- Introduce the project sponsor, their project responsibilities, background and organisational power.
- Introduce the project's organisational structure, who the project manager is, whether there are team leaders, supplier project managers (external production teams), consultants, etc. What is their organisational role and responsibility in this project?
- If you experienced any issues with roles and organisational structure in the project, highlight them.
- If you experience any lessons learned with roles and organisational structure in the project, highlight them.

Keep this part of the presentation between 4 and 6 minutes; this way, you have enough time to discuss the project description and the other selected Focused Project Management Topic.

#### **IV. Focused Project Management Topic: Management of Deliverables**

This is an optional topic in the presentation. Make sure to select two from the list.

If you choose Management of Deliverables as one of your topics, please explain how you deal with deliverables in the project, from start to finish. How they are described, changed, and accepted, the whole lifecycle. Make it practical and use examples from your project. Remember, we don't need technical details to produce the deliverables; we focus on managing deliverables only. Some key elements you may want to cover include:

- How were/are the deliverables identified in the project?
- How do you record the deliverables?
- Describe one or two deliverables for the project, including the underlying deliverables, if any.
- Discuss how deliverables are accepted in the project.
- If you experience any issues identifying or recording deliverables in the project, highlight them.
- If you experience any lessons learned identifying or recording deliverables in the project, highlight them.

Keep this part of the presentation between 4 and 6 minutes; this way, you have enough time to discuss the project description and the other selected Focused Project Management Topic.

#### **V. Focused Project Management: Starting the Project**

This is an optional topic in the presentation. Make sure to select two from the list.

If you choose Starting the Project as one of your topics, please provide more background on the project's initiation phase. Remember, we are looking for the project management activities during this phase, not the technical details or description of the project. Some key elements you may want to cover include:

- Where did the idea of the project come from?
- How was this idea detailed, and how did it turn into a project?
- Who was involved in turning the idea into a project?
- How was the decision taken to move ahead with the project? (Who was involved, were there any specific documents created, ...)
- If you experience any issues around starting this project, highlight them.
- If you experience any lessons learned around starting this project, highlight them.

Keep this part of the presentation between 4 and 6 minutes; this way, you have enough time to discuss the project description and the other selected focused Project Management Topic.

## **VI. Focused Project Management Topic: Communication in the Project**

This is an optional topic in the presentation. Make sure to select two from the list.

If you choose Communication in the Project as one of your topics, please describe the communication methods, timing and processes in the Project. Some key elements you may want to cover include:

- Do you have categories of stakeholders for communication purposes? How do you decide on these categories?
- Discuss what triggers the communication to stakeholders in the project (the frequency, actions, etc.).
- If you experience any issues with communication in this project, highlight them.
- If you experience any lessons learned with communication in the project, highlight them.

Keep this part of the presentation between 4 and 6 minutes; this way, you have enough time to discuss the project description and the other selected Focused Project Management Topic.

## **VII. Focused Project Management Topic: Planning and Planning Revisions**

This is an optional topic in the presentation. Make sure to select two from the list.

If you choose Planning and Planning Revisions as one of your topics, discuss how the project was planned and the management activities that were undertaken to plan the project. Also, highlight how these plans are revised. Some key elements you may want to cover include:

- How was the initial project plan developed?
- How do you store and share the project plan?
- How and when do you revise the project plan?
- Discuss how you measure the performance of the project.
- How do you track change requests?
- How do you manage change requests?
- If you experience any issues with planning and plan revisions in this project, highlight them.

- If you experience any lessons learned with planning and plan revisions in this project, highlight them.

Keep this part of the presentation between 4 and 6 minutes; this way, you have enough time to discuss the project description and the other selected Focused Project Management Topic.

### **VIII. Focused Project Management Topic: Lessons Learned in the Project**

This is an optional topic in the presentation. Make sure to select two from the list.

If you choose Lessons Learned in the Project as one of your topics, discuss the management activities around Lessons in the Project and what happens with them after the project. Some key elements you may want to cover include:

- How do you collect lessons?
- When do you collect lessons?
- How do you track and share lessons in the project?
- If you experience any issues with managing lessons in this project, highlight them.
- If you experience any lessons learned with managing lessons in this project, highlight them.

Keep this part of the presentation between 4 and 6 minutes; this way, you have enough time to discuss the project description and other selected, Focused Project Management Topic.

## 3.2 Public Speaking Tips

Whether you're a project manager, a team lead, or in any kind of leadership role, one skill you'll always need is public speaking. Your effectiveness as a manager depends on your ability to communicate clearly, persuade others, inspire action, and motivate teams. All of this comes down to effective communication. Public speaking is a vital part of this.

This is why public speaking is central to P3.express Group Peer-Review Meetings. The project presenter isn't just reporting; they speak to an audience. The same goes for Peer-Reviewers and the Meta Peer-Reviewer. Each role involves delivering feedback in a short speech or presentation.

To improve your public speaking skills, you need practice and a few foundational principles to work with. Here are three basic principles to keep in mind.

1. **Structure your talk** - Before you speak, know what you're going to say. Your message needs a clear structure. Think of it as a simple outline or mental mind map. If the structure is unclear for you, it won't be clear for your audience either. Use examples, stories, or statistics to support your points. These help clarify your message and make it more memorable.
2. **Use Voice and Body Language with Intention** - If time allows, think about how you'll deliver your message, not just what you say. Use gestures purposefully. You can, for example, use your hands to indicate structure ("first," "second," "finally") or employ stage anchoring. This is linking different parts of your presentation to different spots in the room so you can physically refer back to them. Vary your pitch, volume, and pacing. Include pauses to let key points sink in. Practising beforehand will make you less likely to fall into a monotone or rush through your talk when nerves hit.
3. **Connect with Your Audience** - Your goal is not just to inform but to connect. Build a bridge between yourself and your listeners. What do you have in common? What shared goals, values, or experiences can you tap into? Personal stories, light humour (when appropriate), and a conversational tone can make you more relatable. The more your audience trusts and likes you, the more likely they will believe your message and act on your ideas.

**Tip** Here are three practical tips that you can use when preparing for a presentation:

1. **Prepare:** Rehearse your talk out loud. This will help you find the right words and feel more confident under stress.
2. **Record yourself:** If you want to get good, record yourself and watch it to know what needs improvement. Some people find it weird to watch themselves talk, but it is very effective to improve.
3. **Time yourself:** Our meetings are time-boxed, so ensure your speech fits within the allotted time. Practice helps with pacing and clarity.

## Chapter 4. Peer-Reviewing a Project

Peer-Reviews are the heart of the P3.express Group Peer-Review Meetings. They transform a project presentation into a two-way learning experience. Each Peer-Reviewer offers constructive feedback, drawing from their own project management experience and P3.express knowledge. The role of the Peer-Reviewer is essential in helping the project presenter reflect on their project management practices, gain insights into areas of improvement, and receive valuable feedback that they can apply to future projects.

This chapter will discuss how to conduct an effective Peer-Review, focusing on the structure, responsibilities, and best practices for delivering feedback that encourages growth and learning. In the second part, we'll provide a template per topic discussed in a Project Presentation.

### 4.1 How to give an effective Peer-Review in a Group Peer-Review Meeting

While the content of each review is different, a good Peer-Review in this Group Peer-Review Meeting setting typically follows the following structure.

1. State your assigned focus - Clearly mention the aspect of the project you were reviewing.
2. Share your positive observations - Highlight what was done well, something you learned from the presented project that you'll take into your own practice
3. Share your points for improvements - Highlight where there's room for improvement in the project management approach.
4. Conclude - Wrap up and summarise your Peer review in one or two sentences.

**Tip** Here are three practical tips that you can use when giving a Peer-Review presentation:

1. **Keep it constructive** - Focus on the practices, not the person. For example: "I think this approach could be improved by..." instead of "You should have..."
2. **Be specific and explain the 'why'** - Provide reasoning behind your feedback so others can understand and apply it.
3. **Stay positive and respectful** - Presenters are volunteers who open their projects to Peer-Review, and we all learn from this experience. Show appreciation and encouragement for their work..

## 4.2 Peer-Reviewer Notes per Project Management Topic

### I. Peer-Review - Project Description

If you are selected to Peer-Review the “Project Description” section of a presented project, it’s a good idea to read this chapter extra carefully and review activities A04 and A07 in the [P3.express manual](#)<sup>3</sup>. This will help you understand the purpose of the project description, common mistakes and what to pay attention to in your Peer-Review.

Keep in mind that your feedback should remain concise and directly related to the Project Description. Each Peer-Review is limited to 5 minutes.

**Note** *It's important to remember that the specific names we use for concepts in different projects or best practices are not what truly matters. Different teams or frameworks might use different terms for similar ideas. What's essential is the underlying goal or intent behind each concept. Two things might be labelled differently but serve the same purpose, and it's that shared purpose we should focus on during your review.*

### Principles for describing projects

The following principles play a significant role in this management activity:

- NUP2: Preserve and optimise energy and resources.
- NUP4: Remember that a chain is only as strong as its weakest link.
- NUP5: Don’t do anything without a clear purpose.
- NUP6: Use repeatable elements.

You can review the NUPP principles and read some examples in the [online manual](#)<sup>4</sup>.

### Peer-Review Questions

If you are not sure how to review the speaker’s presentation. You can use the following questions to guide you.

1.	Is the purpose of the project clear and easy to understand?	Yes / No
2.	Are the expected benefits realistic and well-explained?	Yes / No
3.	Are the scope and key requirements clearly defined?	Yes / No
4.	Are the main stakeholders identified and relevant?	Yes / No
5.	Is the language clear and accessible to someone outside the project?	Yes / No
6.	Does the description avoid common mistakes (e.g. vague estimates, confusing requirements with deliverables, filler content)?	Yes / No

<sup>3</sup> <https://p3.express/>

<sup>4</sup> <https://nupp.guide/>

## II. Peer-Review - Risk Management Activities

If you are selected to Peer-Review the topic “Risk Management Activities” in the presented Project. It’s important to read P3.express activities A06 and D01 again in the [P3.express manual](#)<sup>5</sup>. They will provide insight into the common pitfalls and the purpose of activities related to the topic.

Keep feedback concise and aligned with your assigned topic. Each Peer-Review is limited to 5 minutes.

**Note**

*It's important to remember that the specific names we use for concepts in different projects or best practices are not what truly matters. Different teams or frameworks might use different terms for similar ideas. What's essential is the underlying goal or intent behind each concept. Two things might be labelled differently but serve the same purpose, and it's that shared purpose we should focus on during your review.*

### Principles for Risk Management

The following principles play a significant role in this management activity:

- NUP2: Preserve and optimise energy and resources.
- NUP3: Always be proactive.
- NUP4: Remember that a chain is only as strong as its weakest link.
- NUP5: Don't do anything without a clear purpose.
- NUP6: Use repeatable elements.

You can review the NUPP principles and read some examples in the [online manual](#)<sup>6</sup>.

### Peer-Review Questions

If you are not sure how to review the speaker’s presentation. You can use the following questions to guide you.

1.	Is there a structured way to keep track of the risks and their responses?	Yes / No
2.	Is there a responsible person identified for each risk?	Yes / No
3.	Are risks being managed regularly?	Yes / No
4.	Is the length of the risks list what you would expect for this type of project? (Does the risk list cover a broad range of possible uncertainties?)	Yes / No
5.	Are the risks specific and understandable?	Yes / No
6.	Are the described risks really risks?	Yes / No

<sup>5</sup> <https://p3.express/>

<sup>6</sup> [https://nupp\\_guide/](https://nupp_guide/)

### III. Peer-Review - Roles in the Project

If you are selected to Peer-Review the topic “Roles in the Project” in the presented Project. It’s important to read P3.express activities A01, A02 and A03 again in the [P3.express manual](#)<sup>7</sup>. They will provide insight into the common pitfalls and the purpose of activities related to the topic.

Keep feedback concise and aligned with your assigned topic. Each Peer-Review is limited to 5 minutes.

**Note**

*It’s important to remember that the specific names we use for concepts in different projects or best practices are not what truly matters. Different teams or frameworks might use different terms for similar ideas. What’s essential is the underlying goal or intent behind each concept. Two things might be labelled differently but serve the same purpose, and it’s that shared purpose we should focus on during your review.*

#### Principles for Roles in the Project

The following principles play a significant role in this management activity:

- NUP2: Preserve and optimise energy and resources.
- NUP4: Remember that a chain is only as strong as its weakest link.
- NUP5: Don’t do anything without a clear purpose.

You can review the NUPP principles and read some examples in the [online manual](#)<sup>8</sup>.

#### Peer-Review Questions

If you are not sure how to review the speaker’s presentation. You can use the following questions to guide you.

1.	Is a Sponsor appointed to the project from the beginning?	Yes / No
2.	Is the Sponsor involved in all high-level aspects of the project?	Yes / No
3.	Does the sponsor avoid getting involved in the details of the project?	Yes / No
4.	Was the project manager appointed to the project from the start?	Yes / No
5.	Are the right key team members from the start of the project?	Yes / No
6.	Does the project have a clear organisational structure?	Yes / No
7.	Does the organisational structure fit the size and scope of the project?	Yes / No

<sup>7</sup> <https://p3.express/>

<sup>8</sup> [https://nupp\\_guide/](https://nupp_guide/)

## IV. Peer-Review - Management of Deliverables

If you are selected to Peer-Review the topic “Management of Deliverables” in the presented Project. It’s important to read P3.express activities A05 and D02 again in the [P3.express manual](#)<sup>9</sup>. They will provide insight into the common pitfalls and the purpose of activities related to the topic.

Keep feedback concise and aligned with your assigned topic. Each Peer-Review is limited to 5 minutes.

### Note

*It's important to remember that the specific names we use for concepts in different projects or best practices are not what truly matters. Different teams or frameworks might use different terms for similar ideas. What's essential is the underlying goal or intent behind each concept. Two things might be labelled differently but serve the same purpose, and it's that shared purpose we should focus on during your review.*

### Principles for Roles in the Project

The following principles play a significant role in this management activity:

- NUP2: Preserve and optimise energy and resources.
- NUP3: Always be proactive.
- NUP4: Remember that a chain is only as strong as its weakest link.
- NUP5: Don't do anything without a clear purpose.
- NUP6: Use repeatable elements.

You can review the NUPP principles and read some examples in the [online manual](#)<sup>10</sup>.

### Peer-Review Questions

If you are not sure how to review the speaker’s presentation. You can use the following questions to guide you.

1.	Were the key team members involved in identifying the deliverables?	Yes / No
2.	Is there a document that identifies and describes the deliverables?	Yes / No
3.	Are deliverables well described (not as tasks, but actual deliverables)?	Yes / No
4.	Does the Project Manager accept deliverables regularly?	Yes / No
5.	Is there a straightforward process for changing deliverables (change requests) during the project?	Yes / No

<sup>9</sup> <https://p3.express/>

<sup>10</sup> <https://nupp.guide/>

## V. Peer-Review - Starting the Project

If you are selected to Peer-Review the topic “Starting the Project” in the presented Project. It’s important to read P3.express activities A08 and G02 again in the [P3.express manual](#). They will provide insight into the common pitfalls and the purpose of related activities.

Keep feedback concise and aligned with your assigned topic. Each Peer-Review is limited to 5 minutes.

**Note** *It's important to remember that the specific names we use for concepts in different projects or best practices are not what truly matters. Different teams or frameworks might use different terms for similar ideas. What's essential is the underlying goal or intent behind each concept. Two things might be labelled differently but serve the same purpose, and it's that shared purpose we should focus on during your review.*

### Principles for Starting the Project

The following principles play a significant role in this management activity:

- NUP3: Always be proactive.
- NUP5: Don't do anything without a clear purpose.

You can review the NUPP principles and read some examples in the [online manual](#)<sup>11</sup>.

### Peer-Review Questions

If you are not sure how to review the speaker’s presentation. You can use the following questions to guide you.

1.	Is/was there a precise moment where the viability of the project was evaluated and decided to start the project or kill it?	Yes / No
2.	Did the Sponsor decide to proceed with the project (not the Project Manager)?	Yes / No
3.	Were all facts on the project collected before making a decision to proceed?	Yes / No

<sup>11</sup> <https://nupp.guide/>

## VI. Peer-Review - Communication in the Project

If you are selected to Peer-Review the topic “Communication in the Project” in the presented Project. It’s important to read P3.express activities A10, B05, C01, C04, E03, F06 and G03 again in the [P3.express manual](#)<sup>12</sup>. They will provide insight into the common pitfalls and the purpose of related activities.

Keep feedback concise and aligned with your assigned topic. Each Peer-Review is limited to 5 minutes.

**Note**

*It's important to remember that the specific names we use for concepts in different projects or best practices are not what truly matters. Different teams or frameworks might use different terms for similar ideas. What's essential is the underlying goal or intent behind each concept. Two things might be labelled differently but serve the same purpose, and it's that shared purpose we should focus on during your review.*

### Principles for Communication in the Project

The following principles play a significant role in this management activity:

- NUP3: Always be proactive.
- NUP4: Remember that a chain is only as strong as its weakest link.
- NUP5: Don't do anything without a clear purpose.

You can review the NUPP principles and read some examples in the [online manual](#)<sup>13</sup>.

### Peer-Review Questions

If you are not sure how to review the speaker’s presentation. You can use the following questions to guide you.

1.	Is the broad organisation aware that the project is happening?	Yes / No
2.	Do the right people with an interest in the project receive updates on the projects relevant to them?	Yes / No
3.	Are the communications short and to the point?	Yes / No
4.	Are there fixed times to communicate with people with an interest in the project?	Yes / No
5.	Do reports have the right level of accuracy (a level of detail that serves the purpose, not more)?	Yes / No
6.	Do the metrics in the reports match the targets and goals of the project?	Yes / No

<sup>12</sup> <https://p3.express/>

<sup>13</sup> <https://nupp.guide/>

## VII. Peer-Review - Planning and Planning Revisions

If you are selected to Peer-Review the topic “Planning and Planning Revisions” in the presented Project. It’s important to read P3.express activities A05, B01, C01, C02, F01 and G01 again in the [P3.express manual](#)<sup>14</sup>. They will provide insight into the common pitfalls and the purpose of activities related to the topic.

Keep feedback concise and aligned with your assigned topic. Each Peer-Review is limited to 5 minutes.

**Note**

*It's important to remember that the specific names we use for concepts in different projects or best practices are not what truly matters. Different teams or frameworks might use different terms for similar ideas. What's essential is the underlying goal or intent behind each concept. Two things might be labelled differently but serve the same purpose, and it's that shared purpose we should focus on during your review.*

### Principles for Planning and Planning Revisions

The following principles play a significant role in this management activity:

- NUP2: Preserve and optimise energy and resources.
- NUP3: Always be proactive.
- NUP4: Remember that a chain is only as strong as its weakest link.
- NUP5: Don't do anything without a clear purpose.
- NUP6: Use repeatable elements.

You can review the NUPP principles and read some examples in the [online manual](#)<sup>15</sup>.

### Peer-Review Questions

If you are not sure how to review the speaker’s presentation. You can use the following questions to guide you.

1.	Is there a clear project plan (Adaptive or Predictive)?	Yes / No
2.	Does the planning method (Adaptive or Predictive) suit the project environment?	Yes / No
3.	Were the right key team members involved in creating the project plan?	Yes / No
4.	Is there a central place for tracking and following up on change requests?	Yes / No
5.	Is there a responsible person for following up on change requests?	Yes / No
6.	Are the metrics to measure the progress of the project relevant?	Yes / No
7.	Are plans revised to match reality on a regular basis?	Yes / No

<sup>14</sup> <https://p3.express/>

<sup>15</sup> <https://nupp.guide/>

## VIII. Peer-Review - Lessons Learned in the Project

If you are selected to Peer-Review the topic “Lessons learned” in the presented Project. It’s important to read P3.express activity E02 again in the [P3.express manual](#)<sup>16</sup>. It will provide insight into the common pitfalls and the purpose of the activity related to the topic.

Keep feedback concise and aligned with your assigned topic. Each Peer-Review is limited to 5 minutes.

**Note** *It’s important to remember that the specific names we use for concepts in different projects or best practices are not what truly matters. Different teams or frameworks might use different terms for similar ideas. What’s essential is the underlying goal or intent behind each concept. Two things might be labelled differently but serve the same purpose—and it’s that shared purpose we should focus on during your review.*

### Principles for Planning and Planning Revisions

The following principles play a significant role in this management activity:

- NUP2: Preserve and optimise energy and resources.
- NUP3: Always be proactive.
- NUP4: Remember that a chain is only as strong as its weakest link.
- NUP5: Don’t do anything without a clear purpose.

You can review the NUPP principles and read some examples in the [online manual](#)<sup>17</sup>.

### Peer-Review Questions

If you are not sure how to review the speaker’s presentation. You can use the following questions to guide you.

1.	Can all team members list Lessons Learned?	Yes / No
2.	Is there a central place to store Lessons Learned?	Yes / No
3.	Are Lessons Learned from previous projects used in the project?	Yes / No
4.	Are Lessons Learned shared with the organisation to be used in the next Projects?	Yes / No
5.	Do team members feel comfortable listing Lessons Learned?	Yes / No

<sup>16</sup> <https://p3.express/>

<sup>17</sup> <https://nupp.guide/>

## Chapter 5. NDA protocol

Some projects presented in P3.express Peer-Review meetings may include sensitive, confidential, or proprietary information. While openness is at the heart of our learning culture, protecting the integrity of shared content is just as critical. This protocol outlines clear responsibilities and steps to follow when a project requires confidentiality. It is intended to ensure that sensitive material is not shared outside the meeting.

This process can be triggered at the request of the Project Presenter to the Meeting Project Manager. It should always be discussed with the Community Leader, if it is possible to avoid including sensitive content in the presentation; it is preferred to avoid unnecessary risk.

The following describes the NDA protocol:

### 1. Verification of the application of the NDA protocol

- Responsible: Meeting Project Manager
- Action:
  - When a project presenter submits a project, the Meeting Project Manager must ask if any of the content is sensitive or confidential.
  - If yes, the Meeting Project Manager must immediately consult the Community Leader to assess the level of sensitivity and determine if a confidentiality protocol must be activated.

### 2. Activate Confidentiality Protocol

- Responsible: Community Leader (in agreement with Meeting Project Manager and Project Presenter)
- Action:
  - Decide whether to proceed with the presentation or if a redacted presentation with no sensitive information is possible.
  - If the information is to be kept in, activate this confidentiality protocol.

### 3. Pre-Meeting Communication with Participants

- Responsible: Meeting Project Manager
- Action:
  - Notify all registered participants that the session will involve confidential content and that they must sign a Non-Disclosure Agreement (NDA) to attend.
  - Include the NDA form with the invitation and request that attendees submit a signed copy before the meeting.
  - Make it clear that:
    - No recordings or photos are allowed.
    - Handwritten or digital notes containing project-specific information must be handed in at the end of the session.
    - Public sharing of information or referencing the project outside of the group is not permitted.

### 4. At the Start of the Meeting

- Responsible: Meeting Project Manager

- Action:
  - Reiterate the confidentiality rules verbally before the presentation begins.
  - Confirm the Note Taker is aware of the protocol and knows how to redact sensitive content.

## **5. During the Meeting**

- Responsible: Note Taker
- Action:
  - Do not write down any project-specific details (e.g., company names, product names, internal figures).
  - Only capture general insights that can be reused in an anonymised form.

## **6. After the Meeting**

- Responsible: Meeting Project Manager
- Action:
  - Collect any notes that were taken during the session from Peer-Reviewers, audience members, and others.
  - Discarding the notes after the meeting
  - Review the Note Taker's meeting summary and send it to the Project Presenter for approval before it is shared or published.
  - Retain all signed NDAs in a secure archive for future reference.

Step into a space where project managers learn by doing, share by reflecting, and grow together.

Whether you're new to project management or have years of experience, this practical guide introduces you to the P3.express Group Peer-Review Meeting format. It is a collaborative event where real projects are presented, reviewed, and discussed by peers. It's more than a meeting: it's a structured environment to sharpen your project management skills, gain valuable feedback, and connect with others in the field.

Inside, you'll find everything you need to take part: clear role descriptions, guidance for presenters and reviewers, and tips to help you get the most out of each session. These meetings are inclusive, engaging, and grounded in the minimalist principles of P3.express, but you don't need to be a P3.express practitioner to join.

Learn. Use. Teach. Repeat.