

OpenPM² 2018 CONFERENCE

Brussels, Charlemagne | February 1 & 2

Introduction to PM²



[nkouroun](#)

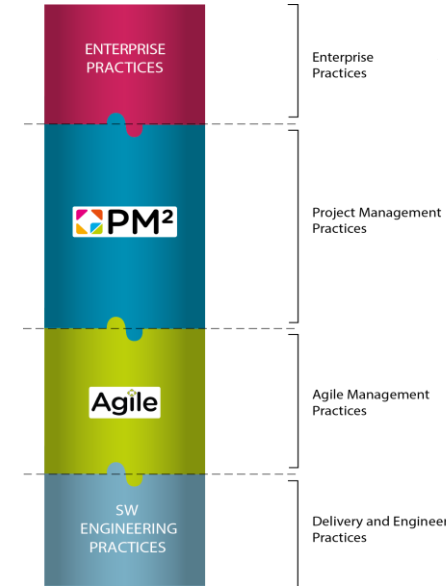
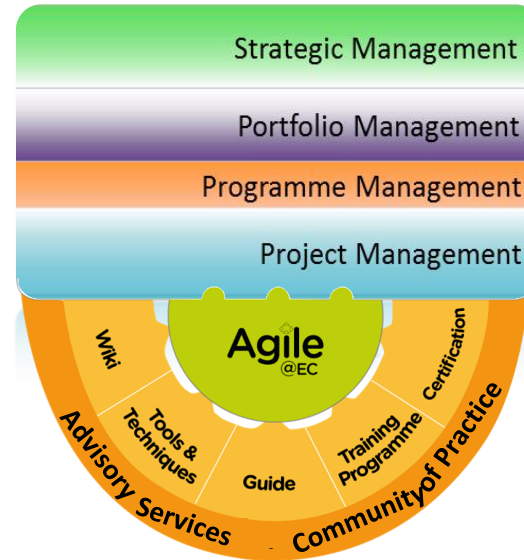
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MAsc, MBA, PMP, IPMA-D, PRINCE2, Agile PM²

About PM²

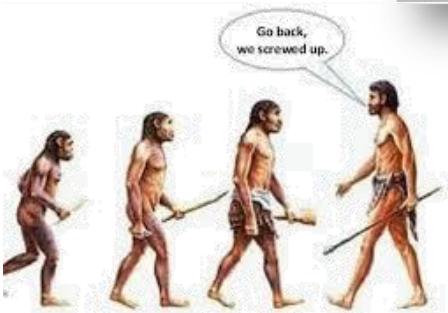
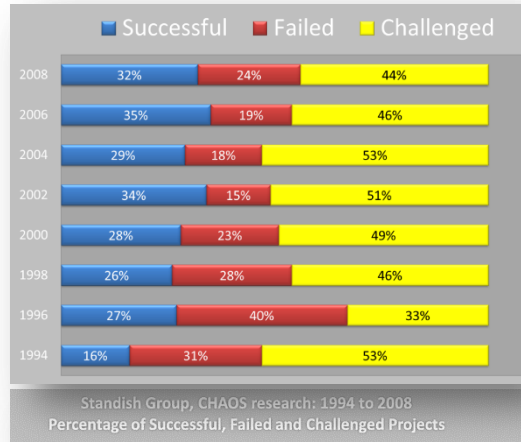
The PM² Offering enables **Organisations** to implement their Projects in a increasingly **effective** and **efficient** manner.

The PM² Methodology enables **project teams** to do “better” project management and deliver **solutions and benefits** to their Organisations & Stakeholders.



The Project Journey

Do you have such measures?



Projects fail.....

During project initiation:

- Lack of link between business strategy and project
- Unclear objectives, competing/conflicting objectives
- Little or no alignment among major stakeholders
- Inappropriate decision making
- Unclear Project Charter
- Lack of executive support & user involvement

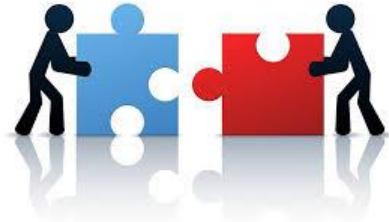
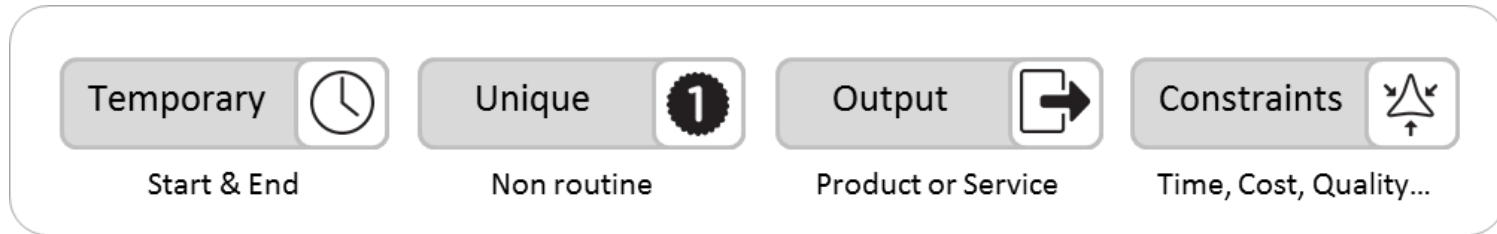


During project planning & execution:

- Poor or no requirements
- Misunderstanding requirements
- Lack of customer involvement
- Poor planning: unrealistic timescales
- Scope creep: no change control
- Unrealistic effort/resource estimates
- Inappropriate skills
- Lack of communication
- Inadequate risk management
- Lack of clarity on performance and control metrics
- Inconsistent approaches and lack of PM training

What is a Project?

A project "is a temporary organization setup to create a unique product or service (output) within certain constraints such as time, cost, and quality.

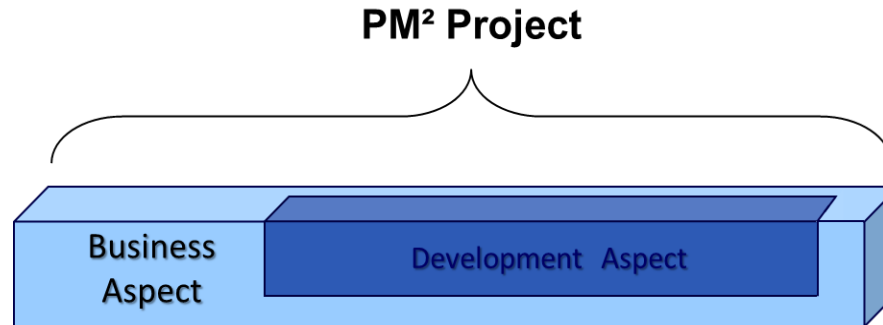


Project Outputs, Outcomes, Benefits

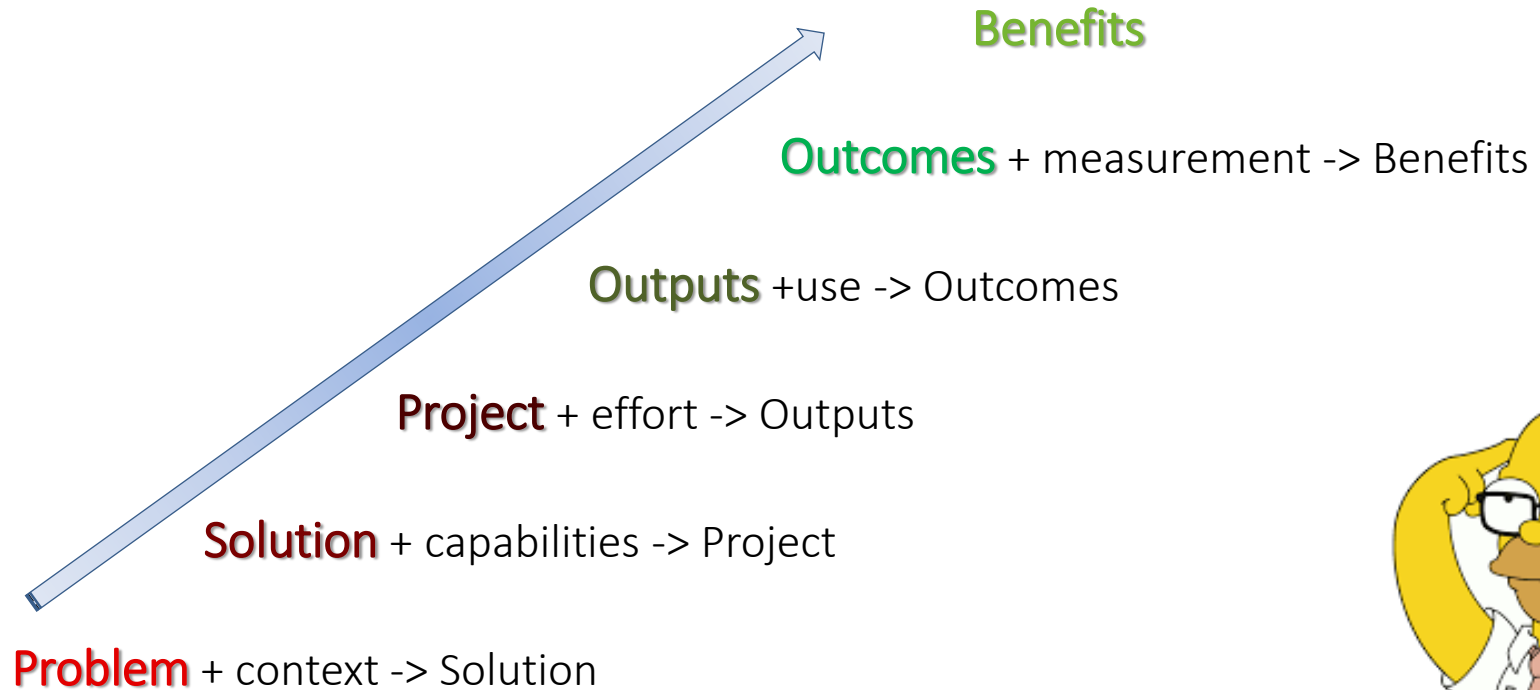
- Project deliverables are merely a means to an end.
- The real purpose of a project is to achieve outcomes.



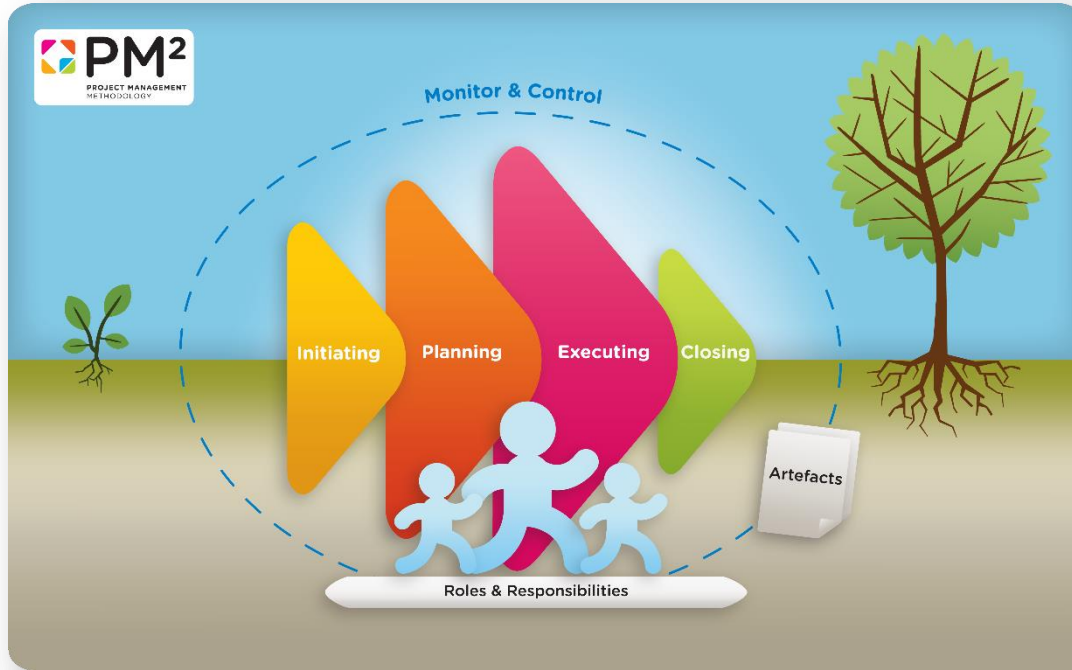
Note that project outcomes and benefits are often realized only after the project has closed.



The reason we run projects



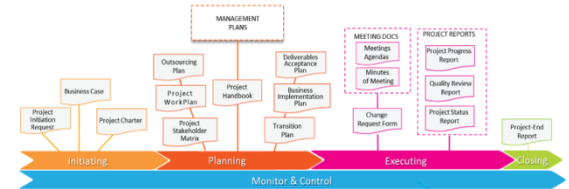
PM² Overview



Project Management vs Project Work

- Project Management Work:

- What?
- When?
- Who?
- How?



- Project Work:

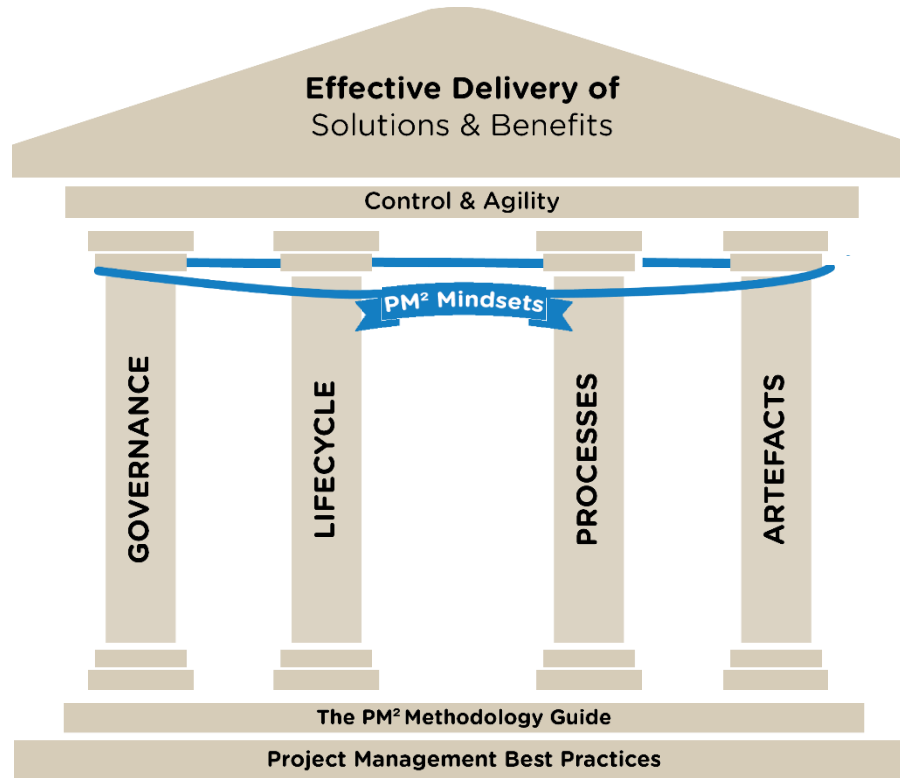
- What?
- When?
- Who?
- How?



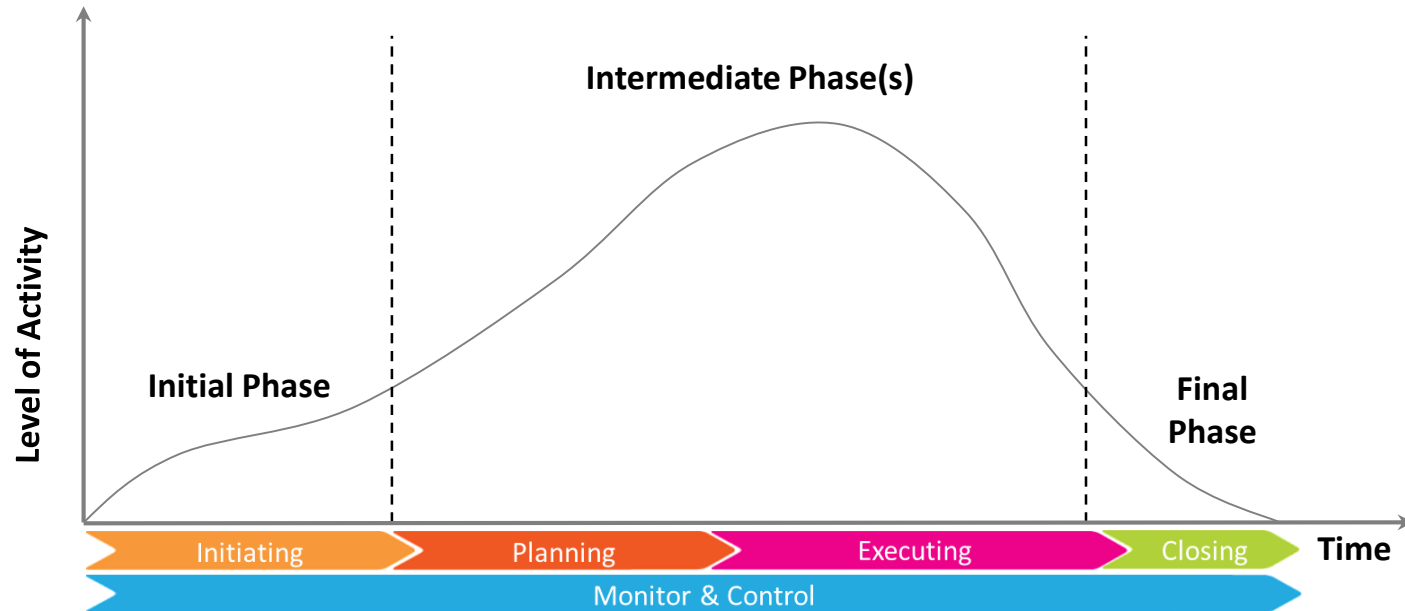
WHY?



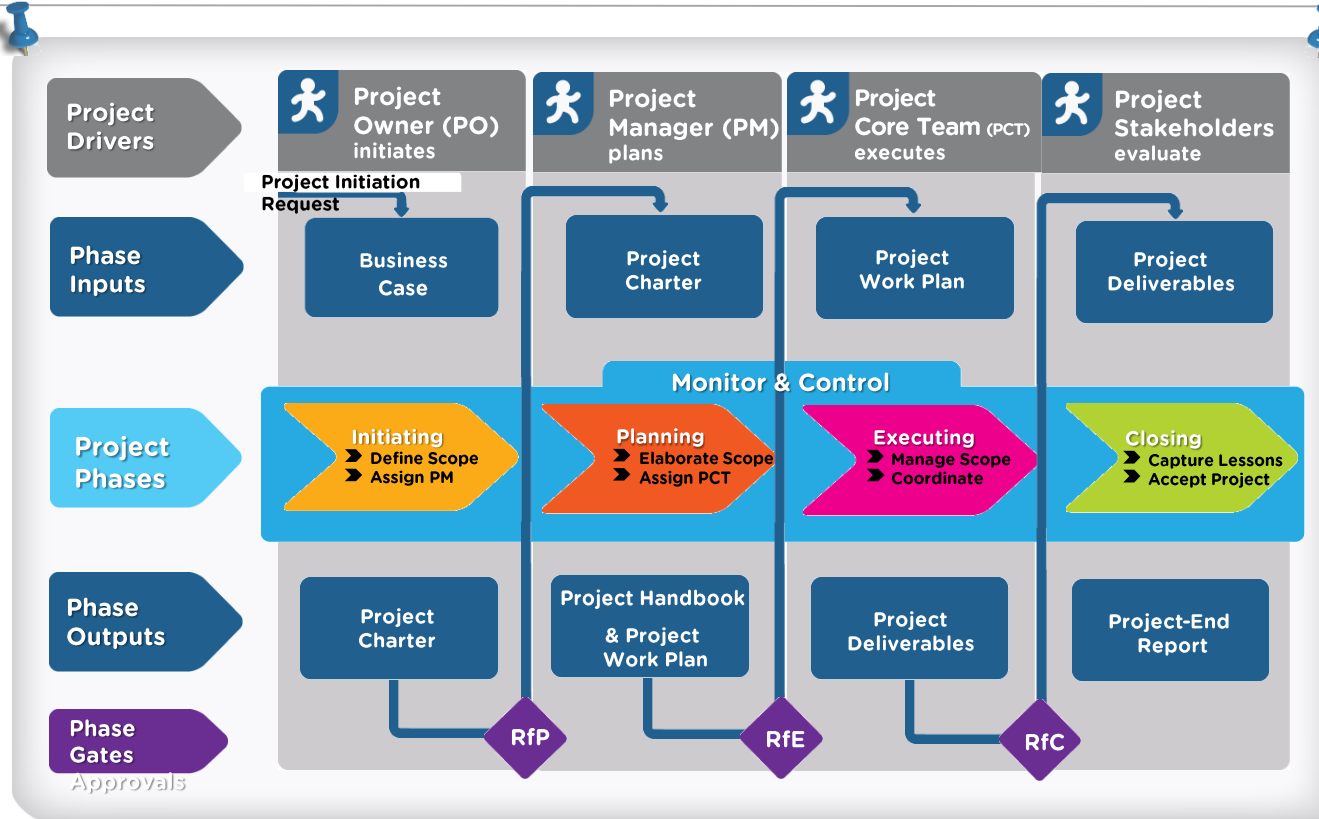
The House of PM²



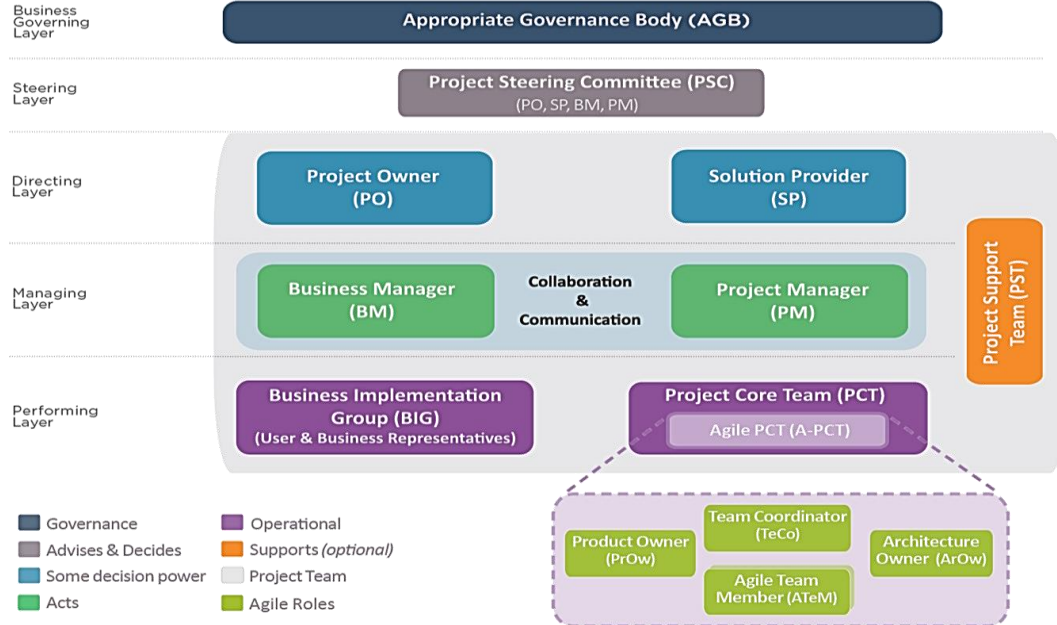
PM² Project Lifecycle



PM² Drivers, Phases, Input/Outputs



PM² Roles & Responsibilities



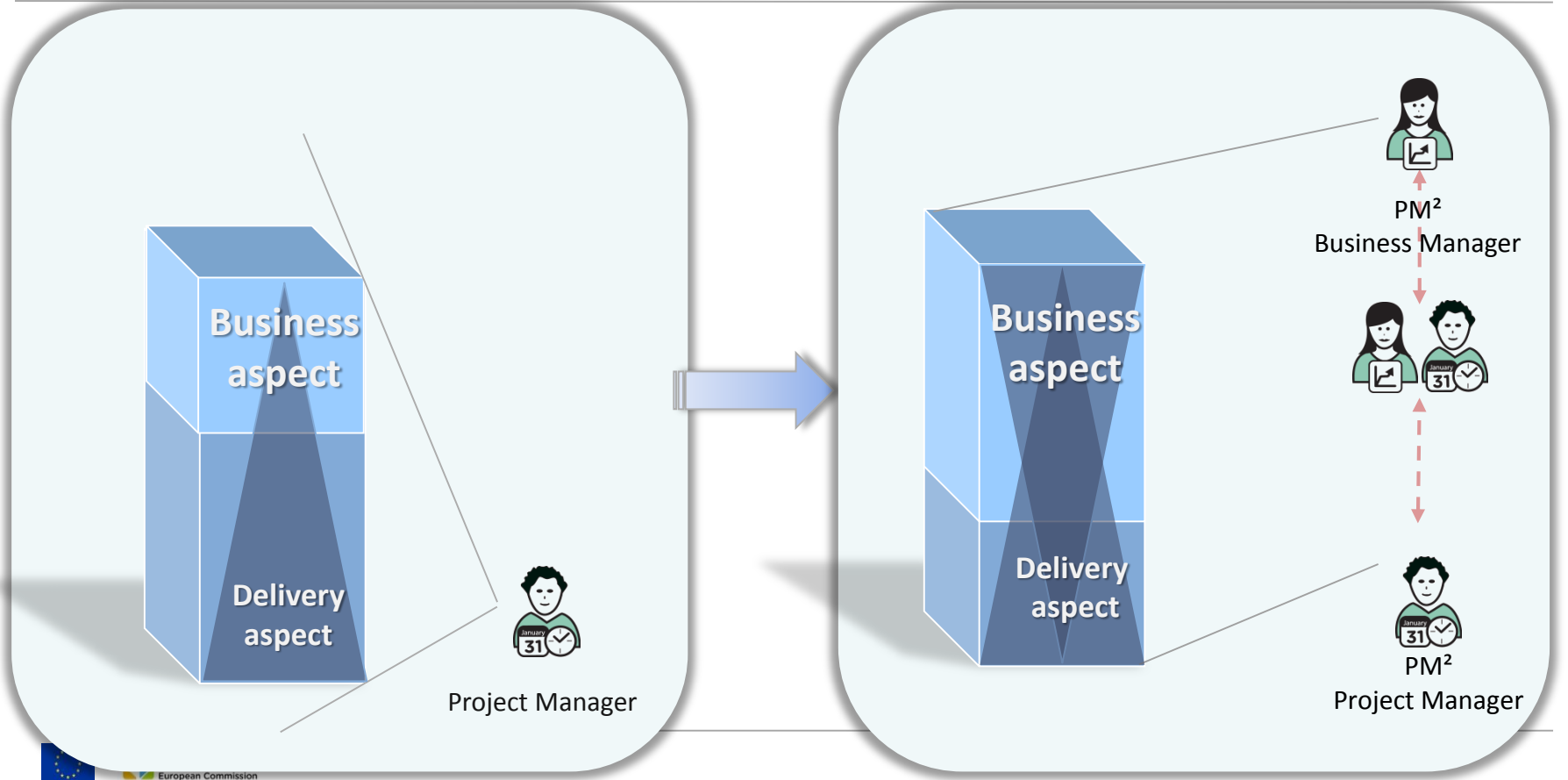
Initiating	AGB	PSC	PO	BM	UR	SP	PM	PCT
Project Initiation Request	I	n.a.	A/S	R	S/C	I	n.a.	n.a.
Business Case	I	C	A	R	C	S	S	n.a.
Project Charter	I	C	A	S	C	S	R	C
Planning	AGB	PSC	PO	BM	UR	SP	PM	PCT
Planning Kick-off Meeting	I	A	C	S	C	C	R	C
Project Handbook	I	I	A	S	C	I	R	C
Project Stakeholder Matrix	I	I	A	S	C	I	R	C
Project Work Plan	I	A	C	S/C	C	C	R	S/C
Outsourcing Plan	A	C	C	C	I	S	R	I
Deliverables Acceptance Plan	I	A	C	S	I	C	R	C
Transition Plan	I	A	C	C	C	C	R	C
Business Implementation Plan	I	I	A	R	C	I	S	I
Management Plans								
Requirements Management Plan	I	I	A	C	C	I	R	S
Project Change Management Plan	I	I	A	C	I	I	R	I
Risk Management Plan	I	C	A	C	I	I	R	I
Issue Management Plan	I	I	A	C	C	I	R	C
Quality Management Plan	I	A	C	C	C	C	R	C
Communications Management Plan	I	I	A	S	C	I	R	C
Executing	AGB	PSC	PO	BM	UR	SP	PM	PCT
Executing Kick-off Meeting	I	A	C	S/C	C	C	R	C
Project Coordination	I	I	A	S	I	I	R	I
Quality Assurance	I	I	I	S	C	I	A	R
Project Reporting	I	I	A	S/C	I/C	I/C	R	C
Information Distribution	I	I	A	C	I	I	R	C
Monitor & Control	AGB	PSC	PO	BM	UR	SP	PM	PCT
Monitor Project Performance	I	I	A	C	C	I	R	C
Control Schedule	I	I	A	C	C	I	R	C
Control Cost	I	I	A	C	C	I	R	C
Manage Stakeholders	I	I	A	S/C	I	C	R	I
Manage Requirements	I	I	A	C	C	I	R	S
Manage Project Changes	I	C	A	S	I	I	R	C
Manage Risks	I	C	A	S/C	C	I	R	C
Manage Issues & Decisions	I	I	A	S	C	I	R	C
Manage Quality	I	I	I	S/C	C	A	R	C
Manage Deliverables Acceptance	I	I	A	S	C	C	R	C
Manage Business Implementation	I	I	A	R	C	I	S	I
Manage Transition	I	A	C	C	C	C	R	C
Manage Outsourcing	A	C	C	C	I	S	R	I
Closing	AGB	PSC	PO	BM	UR	SP	PM	PCT
Project-End Review Meeting	I	A	C	S	C	C	R	C
Project-End Report	I	A	C	S	C	C	R	C
Administrative Closure	I	C	A	C	I	C	R	I

PM² Responsibilities: RASCI

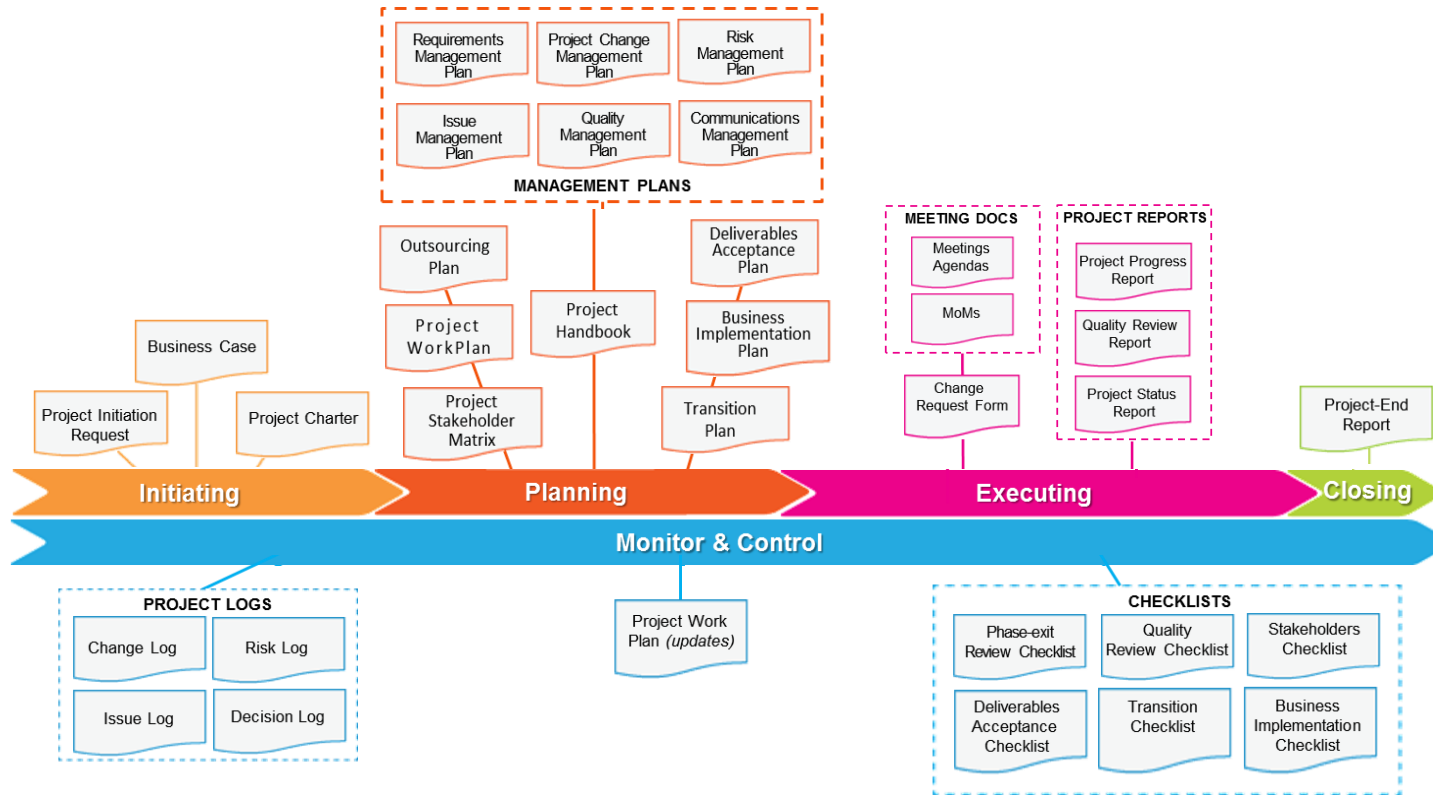
The Business Manager (BM) Profile

- Understands the business – have access to people that understand the business
- Is capable of defending/expressing the interests of the organisation
- Has access to the Project Owner (PO) and a good line of communication
- Acts on a daily basis on behalf of the Project Owner (PO)
- Manages the business implementation activities and coordinates the User Representatives
- Leads the implementation of the business changes as defined by the project
- Ensures that the organisation is ready to absorb the change and use the final project deliverables
- Ensures that the Project outputs produce the expected results (outcomes and benefits)
- Cares about the outcome(s) of the project and "feels the pain" of bad project deliverables

Pure Project Perspective (work-centric)



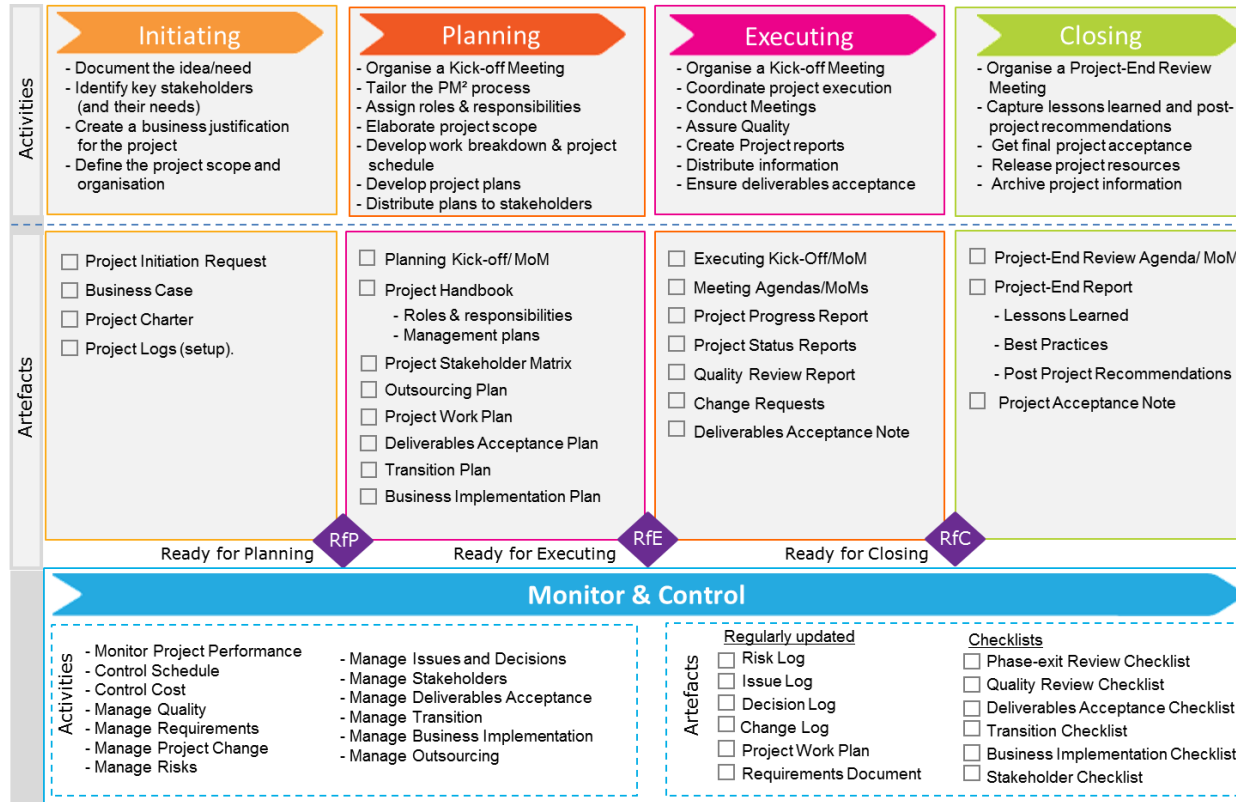
PM² Artefacts Landscape



But do we really need a Methodology?



PM² Tailoring



PM² Mindsets



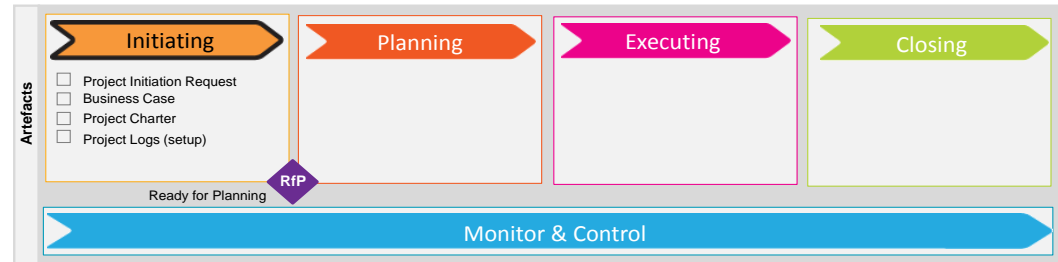
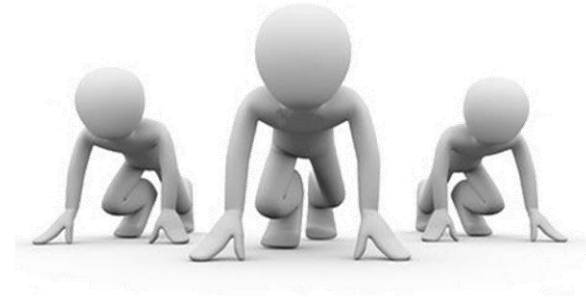
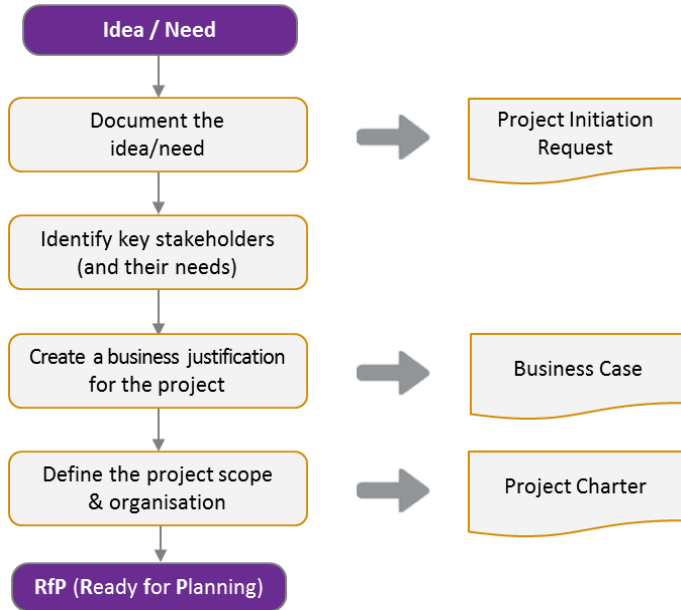
2. Remain mindful that methodologies are there to serve projects and not the other way around



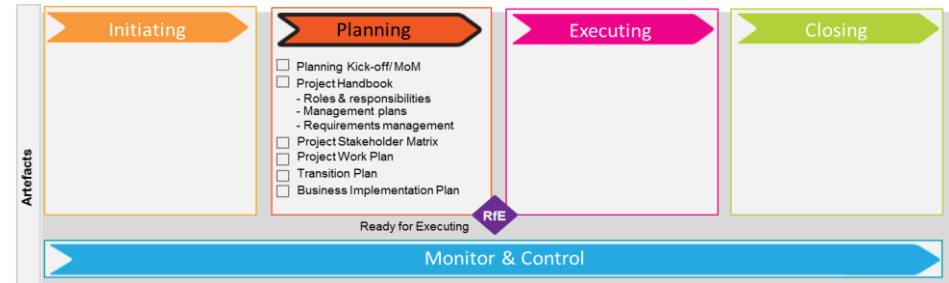
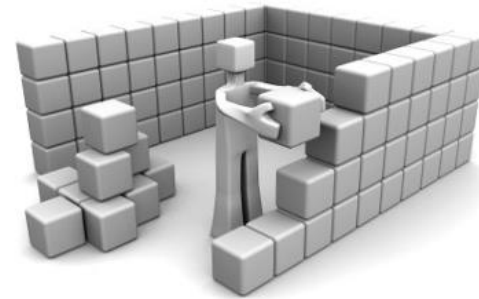
Spinning Plates



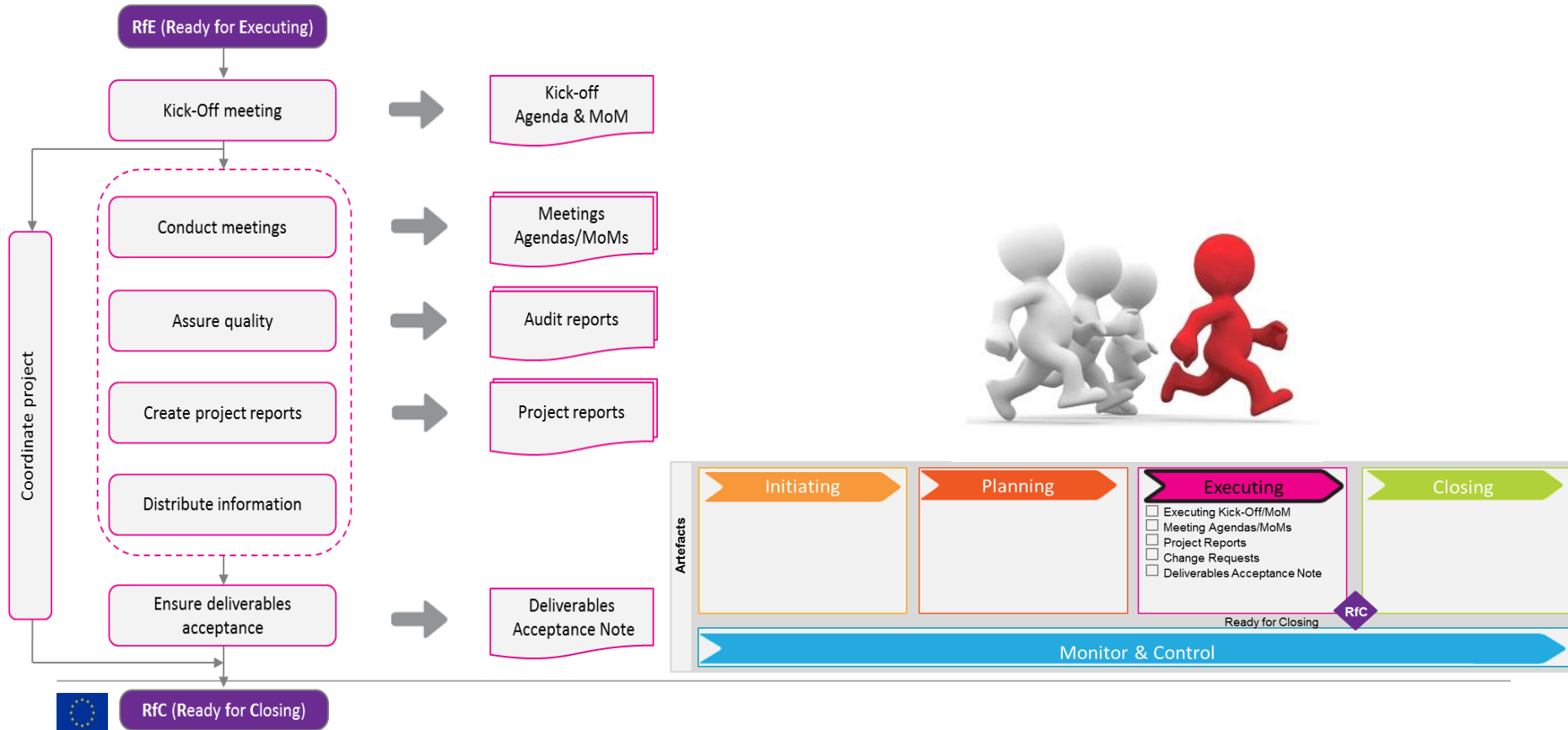
An overview: Initiating Phase



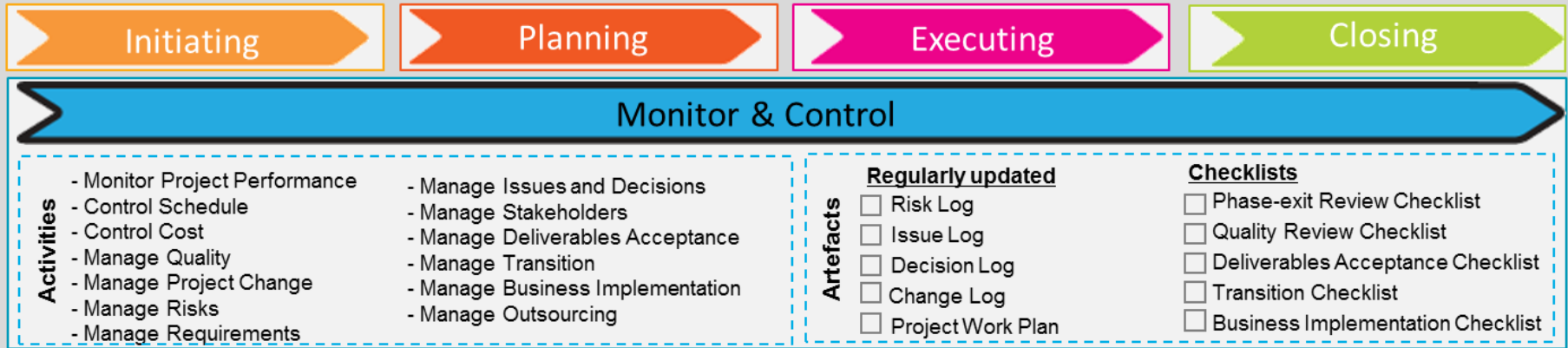
An overview: Planning Phase



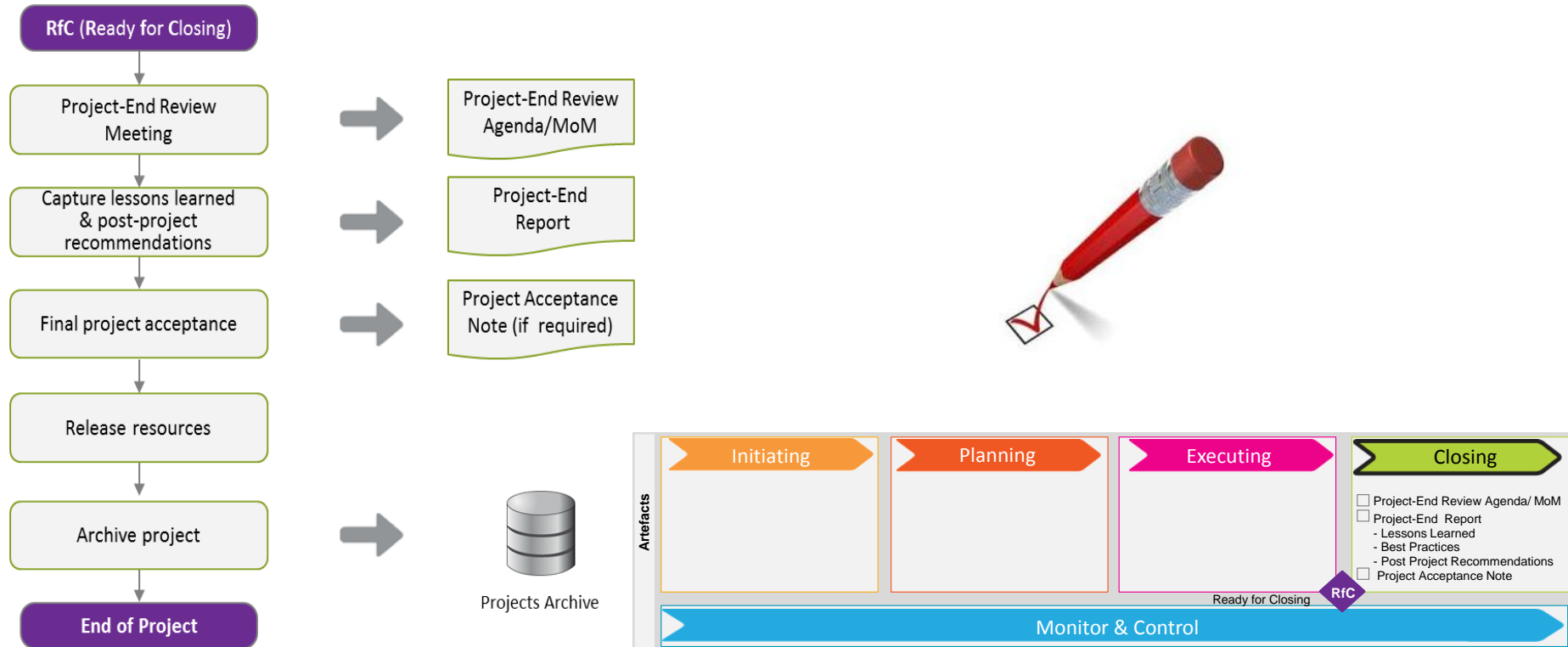
An overview: Executing Phase

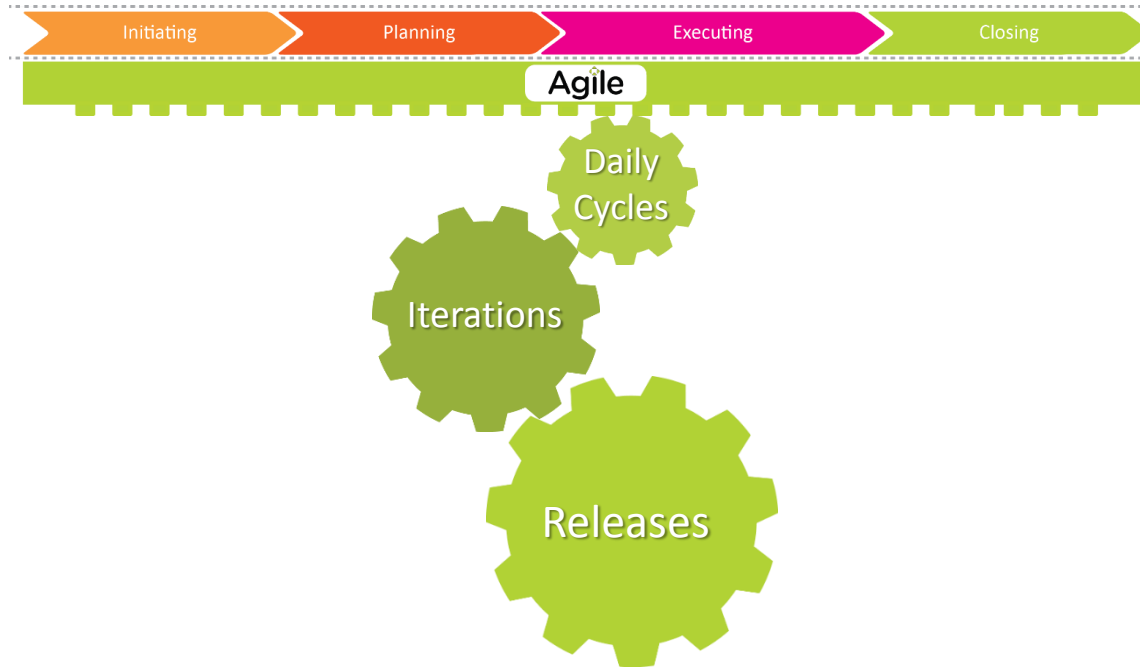


An overview: Monitor & Control

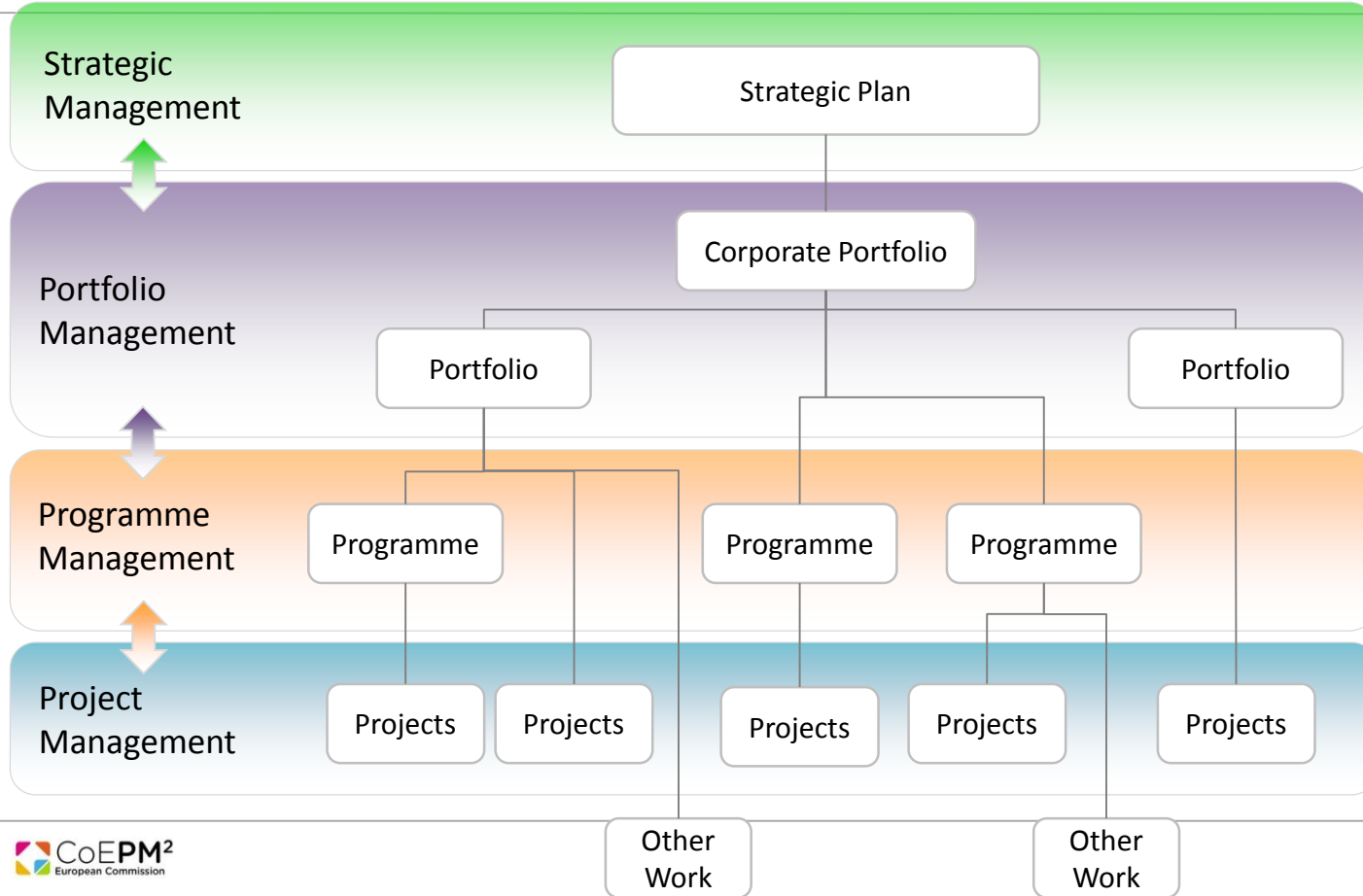


An overview: Closing Phase



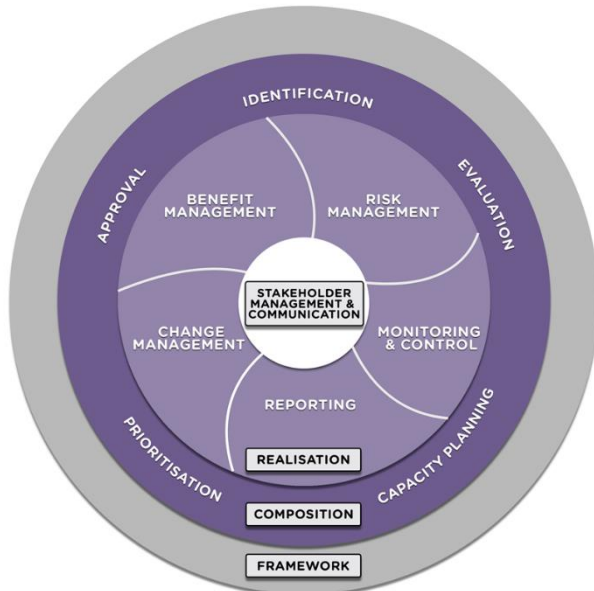


The PPP Tree

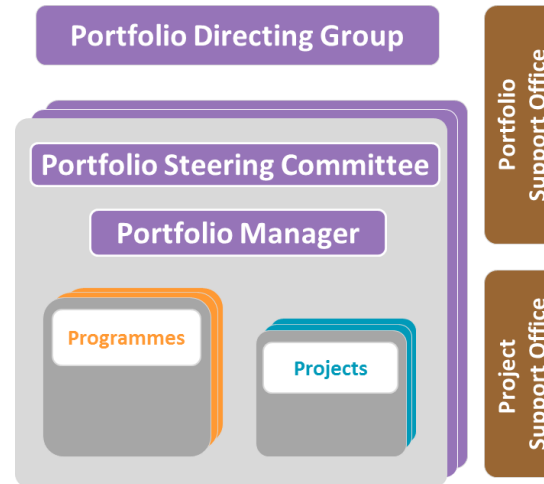


The PM²-PPM Overview

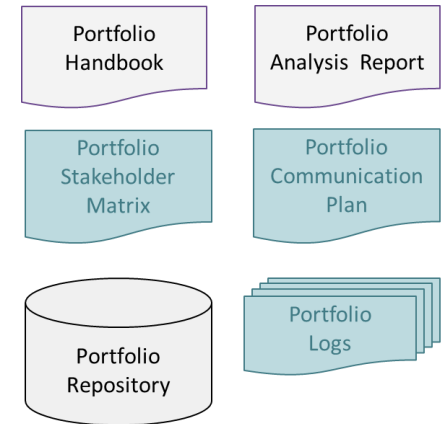
Processes



Governance



Artefacts



- PM²-PPM Guide
- PM²-PPM Wiki
- PM²-PPM Artefacts
- PM²-PPM Tools & Techniques







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