



OpenPM<sup>2</sup> 2018  
CONFERENCE

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# The PM<sup>2</sup> Mindsets & Professional Virtues

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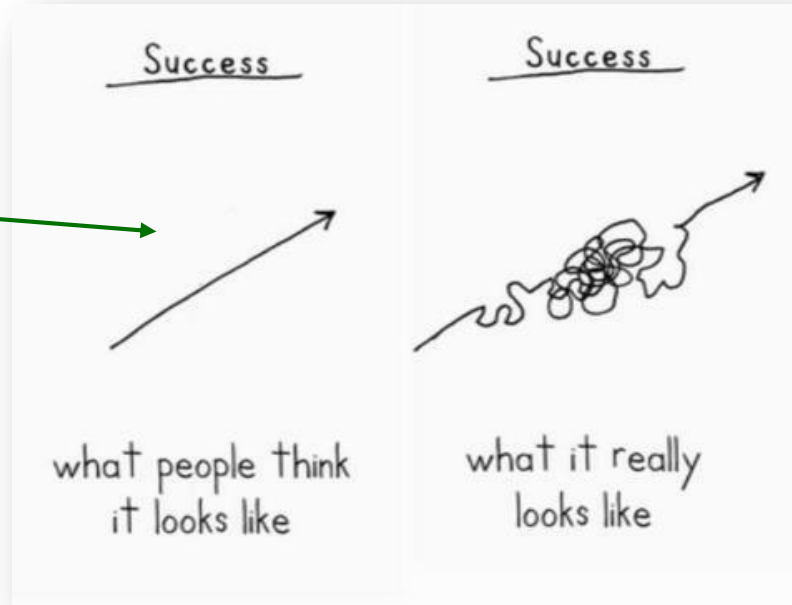
# About this Presentation

- The "Good" Project Manager
- Balancing the "Ps" of Project Management
- The PM<sup>2</sup> IAQs
- PM<sup>2</sup> Mindsets
- Professional Virtues



# The Path to Project Success

PM<sup>2</sup>  
Processes



Source: This is a Book, Demitri Martin

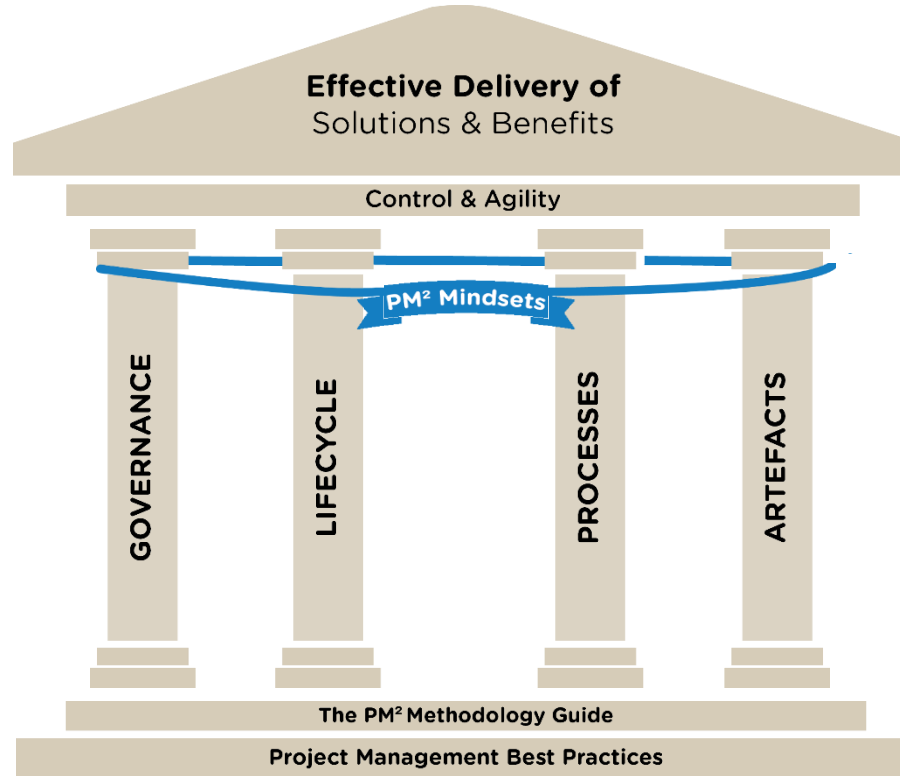


PM<sup>2</sup>  
Processes & Mindsets

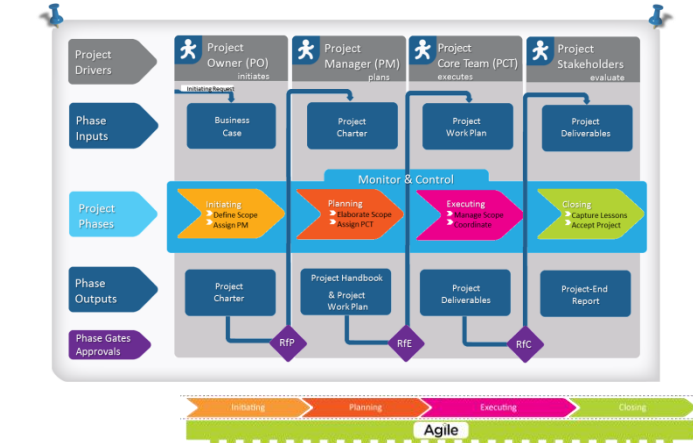
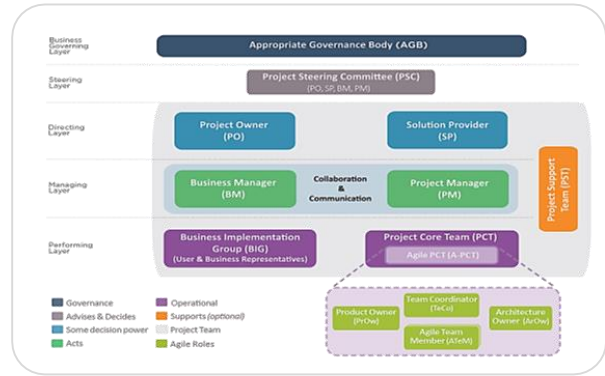
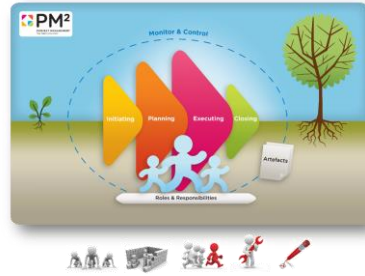


The PM<sup>2</sup> Mindsets help us navigate through the complexities of project reality.

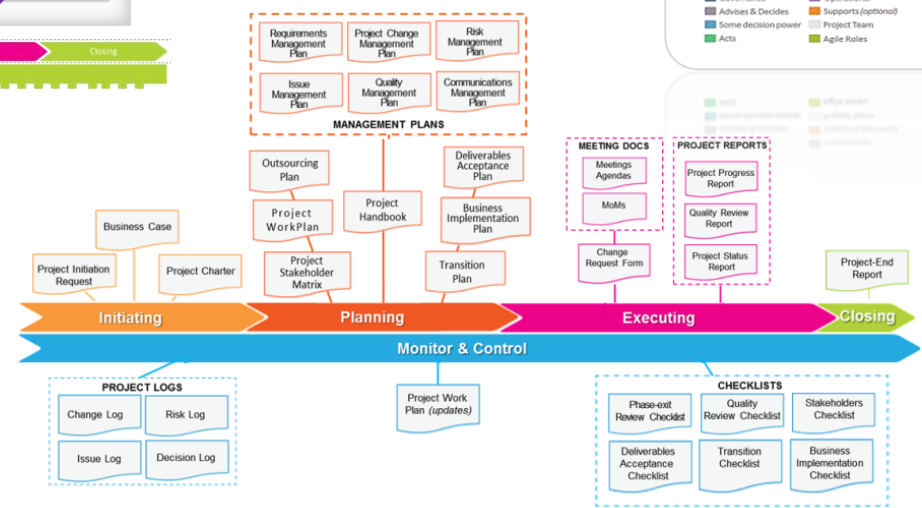
# The House of PM<sup>2</sup>



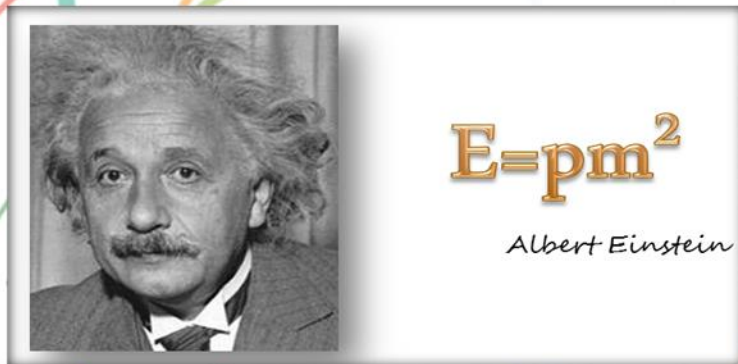
# Where are people involved in PM<sup>2</sup>?



Initiating	PMO	PO	SP	BM	PM	ST	SC	SA	SR	SR	SR
Project Initiation Request	1	1	1	1	1	1	1	1	1	1	1
Business Case	1	1	1	1	1	1	1	1	1	1	1
Project Charter	1	1	1	1	1	1	1	1	1	1	1
Planning	PMO	PO	SP	BM	PM	ST	SC	SA	SR	SR	SR
Planning Kick-off Meeting	1	1	1	1	1	1	1	1	1	1	1
Project Handbook	1	1	1	1	1	1	1	1	1	1	1
Project Stakeholder Matrix	1	1	1	1	1	1	1	1	1	1	1
Project Work Plan	1	1	1	1	1	1	1	1	1	1	1
Outsourcing Plan	1	1	1	1	1	1	1	1	1	1	1
Deliverables Acceptance Plan	1	1	1	1	1	1	1	1	1	1	1
Transition Plan	1	1	1	1	1	1	1	1	1	1	1
Business Implementation Plan	1	1	1	1	1	1	1	1	1	1	1
Management Plans	1	1	1	1	1	1	1	1	1	1	1
Requirements Management Plan	1	1	1	1	1	1	1	1	1	1	1
Project Change Management Plan	1	1	1	1	1	1	1	1	1	1	1
Risk Management Plan	1	1	1	1	1	1	1	1	1	1	1
Issue Management Plan	1	1	1	1	1	1	1	1	1	1	1
Quality Management Plan	1	1	1	1	1	1	1	1	1	1	1
Communications Management Plan	1	1	1	1	1	1	1	1	1	1	1
Executing	PMO	PO	SP	BM	PM	ST	SC	SA	SR	SR	SR
Executing Kick-off Meeting	1	1	1	1	1	1	1	1	1	1	1
Project Coordination	1	1	1	1	1	1	1	1	1	1	1
Quality Assurance	1	1	1	1	1	1	1	1	1	1	1
Project Reporting	1	1	1	1	1	1	1	1	1	1	1
Information Distribution	1	1	1	1	1	1	1	1	1	1	1
Monitor & Control	PMO	PO	SP	BM	PM	ST	SC	SA	SR	SR	SR
Monitor Project Performance	1	1	1	1	1	1	1	1	1	1	1
Control Schedule	1	1	1	1	1	1	1	1	1	1	1
Control Cost	1	1	1	1	1	1	1	1	1	1	1
Manage Stakeholders	1	1	1	1	1	1	1	1	1	1	1
Manage Requirements	1	1	1	1	1	1	1	1	1	1	1
Manage Project Changes	1	1	1	1	1	1	1	1	1	1	1
Manage Risks & Decisions	1	1	1	1	1	1	1	1	1	1	1
Manage Quality	1	1	1	1	1	1	1	1	1	1	1
Manage Deliverables Acceptance	1	1	1	1	1	1	1	1	1	1	1
Manage Business Implementation	1	1	1	1	1	1	1	1	1	1	1
Manage Transition	1	1	1	1	1	1	1	1	1	1	1
Manage Outsourcing	1	1	1	1	1	1	1	1	1	1	1
Closing	PMO	PO	SP	BM	PM	ST	SC	SA	SR	SR	SR
Project End Review Meeting	1	1	1	1	1	1	1	1	1	1	1
Project End Report	1	1	1	1	1	1	1	1	1	1	1
Administrative Closure	1	1	1	1	1	1	1	1	1	1	1



**KEEP IT LEAN AND ELIMINATE WASTE**



**INVEST  
IN YOUR  
PEOPLE**



# The Art of Using a Methodology





What is the difference between a coffee with milk and a cappuccino?



# What is good project management?

Serves the goals of the project...

- There is a lot of hard work involved in good project management.
- It's the result of the many (small) decisions and actions:
  - doing the right things
  - at the right time
  - for the right reasons
  - (...and some luck!)

A balance between  
end-goal and journey

**Magic  
Bullets**



# Good Project Managers:

- know how the lines connect in the future...
- achieve a productive balance between managing short term and longer term activities and goals.
- their actions are strategically prioritised, tactically pertinent, and aligned with lower and higher order goals which come together in synchronicity producing "the expected results".



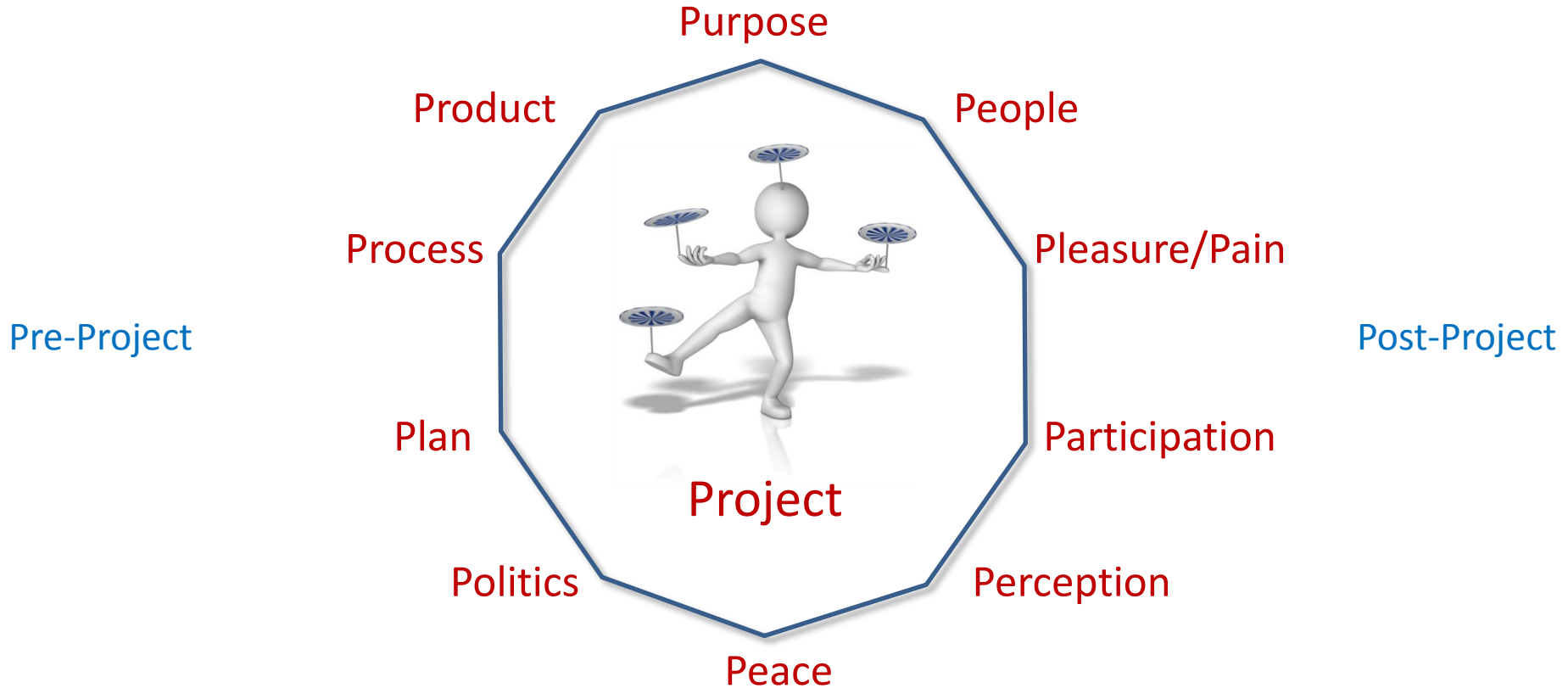
# The PM<sup>2</sup> Project Manager:

1. Builds on the basics of PM
2. Defines MVP & CSC
3. Applies O<sub>2</sub>PM (outcomes oriented PM)
4. Manages CSFs
5. Establishes Enablers

Applies the PM<sup>2</sup> Mindsets



# Balancing the “Ps”



# The PM<sup>2</sup> Mindsets



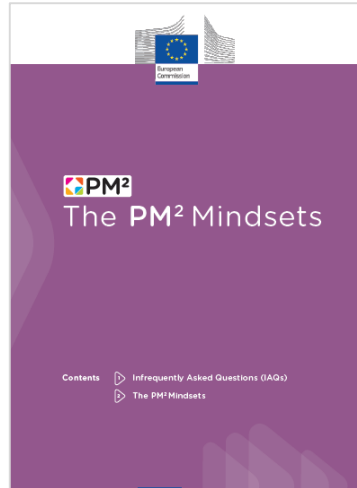
# Why Mindsets?

1. help us navigate through the complexities of project reality
2. help us reposition our perspective and enhance our view of the project goals within a wider project and organizational context
3. are useful reminders of effective attitudes & behaviours
4. remind us what is important for project management success
5. become the glue that holds together the PM<sup>2</sup> processes and practices
6. provide a common set of beliefs and values for all PM<sup>2</sup> practitioners

Altogether, the Mindsets offer PM<sup>2</sup> a "personality" with which PM<sup>2</sup> Project Managers can associate with and reinforce our sense of community:

PM<sup>2</sup> is OUR methodology.

# The PM<sup>2</sup> Mindsets Leaflet & Poster



## Infrequently Asked Questions (IAQs)

- IAQs**
- Project Managers (PMs) and project teams who practice PM<sup>2</sup> should always be able to answer the following important Infrequently Asked Questions (IAQs).**
- Do we know what we are doing?** Tip: Develop a clear and shared project vision. Manage the project using a holistic approach and optimise the whole project, not just parts of it. Follow a process but stay Agile and frequently remember why you're doing something in the first place.
- Do we know why we are doing IT?** Does anyone really care? Tip: Make sure your project matters. Understand its goals, value and impact, and how it relates to the organisational strategy. Define upfront what project success is and deliver maximum value and real benefits, not just outputs.
- Do we know who is doing what?** Tip: Know what you should be doing, and make sure others know what they should be doing. Is it clear to everyone? Clearly define and understand roles, responsibilities and accountabilities.
- Deliver at any cost or risk?** Tip: Show respect for people's work and EU funds and avoid high-risk behaviour and tactics. Always keep in mind that it is not just about the end result, how you get there also matters. Manage your projects based on positive values and principles.
- Is this important?** Tip: Everything is not equally important. Identify, and agree on the project's critical Success Criteria (CSCs), Minimum Value Product, and Critical Success Factors (CSFs), and allocate your effort and attention both tactically and strategically for the benefit of both the project and project management goals.
- Is this a task for "them" or for "us"?** Tip: Make sure that business/requestor and provider groups work as one team towards a common goal. Real teamwork really works if you build trust and foster clear, effective and frequent communication.
- Should I be involved?** Tip: Contribute from any position. Be proud of the skills, value, and positive attitude you bring to the project, help everyone who needs to be involved get involved. Promote and facilitate the contributions of all stakeholders.
- Have we improved?** Tip: Commit to ongoing self- and organisational improvement by creating and sharing knowledge. Safeguard how you can become more effective and adjust your behaviour accordingly.
- Is there life after the project?** Tip: The product (or service) lifecycle has just begun! We make sure that you contribute to its success.

## The PM<sup>2</sup> Mindsets

The PM<sup>2</sup> Mindsets are reminders of effective behaviours and attitudes. They provide a common set of beliefs and values for all PM<sup>2</sup> teams, helping them navigate through the complexities of project reality.

-  **Apply PM<sup>2</sup> best practices** to manage their projects, to serve projects and not the other way around.
-  **Remain mindful** that the methodologies are there to serve projects and not the other way around.
-  **Maintain an outcomes orientation** in relation to all projects and project management activities.
-  **Be committed** to delivering project results with maximum value rather than just following plans.
-  **Foster a project culture** of clear communication and effective collaboration.
-  **Assign Project Roles** to the most appropriate people for the benefit of the project.
-  **Balance** in the most productive way the project management "Ps" of: product, process, plan, people, pleasure, pain, participation, perception and politics.
-  **Invest** in developing their technical and behavioural competences to become better project contributors.
-  **Involve project stakeholders** in the organizational change needed to maximize project benefits.
-  **Share knowledge** and lessons learned, and contribute to the improvement of project management within their Organisations.
-  **Draw inspiration** from the PM<sup>2</sup> Guidelines on Ethics and Professional Virtues

Project Managers and Project Teams who practice PM<sup>2</sup> also ask the important questions:

- Do we know what we are doing?
- Do we know why we are doing it? Does anyone really care?
- Do we know who is doing what?
- Deliver at any cost or risk?
- Is this important?
- Is this a task for them or for us?
- Should I be involved?
- Have we improved?
- Is there life after project?





Project Teams and Managers who practice PM<sup>2</sup>:

1. **Apply PM<sup>2</sup>** best practices to manage projects.
2. **Remain mindful** that methodologies are there to serve projects and not the other way around.
3. Maintain an **Outcomes Orientation** in relation to all project & project management activities.
4. Become **committed** to delivering project results with maximum **value** rather than just following plans.
5. Foster a project culture of clear **communication** and effective **collaboration**.



# PM<sup>2</sup> Mindsets (cont'd)

6. **Assign** Project Roles to the most **appropriate** people and for the benefit of the project.
7. **Balance** in the most productive way the project management “Ps” of: product, process, plan, people, pleasure/pain, participation, politics and perception.
8. **Invest** in developing those competences required to **become better** project contributors.
9. **Involve** project stakeholders in the organizational change needed to maximize project **benefits**.
10. **Share knowledge** and lessons learned, and contribute to the **improvement** of project management in your Organisation.
11. Draw **inspiration** from the PM<sup>2</sup> Guidelines on Ethics and Professional Virtues.



*To do the **right** things  
at the **right** time  
in the **right** way  
to the **right** extent  
towards the **right** people*



Enablers vs Disablers: Deal with internal distortions & resistances.

- Your virtues profile?
  - Insightfulness & Judgment
  - Honours (desire for...)
  - Courage
  - Generosity
  - Fairness, temperance, humour,  
...



Read more here: PM<sup>2</sup> Guide – Appendix on Personal and Professional Virtues

*Knowledge ->*

*Disposition ->*

*Action ->*

*Logic ->*

*Habituation*



## virtue



The Methodology's processes, artefacts, tools and techniques, help us manage the project dimensions of  
**time, cost, scope and quality,**

whereas

the Mindsets remind us those **productive attitudes and behaviours** which help us focus on what is really important in achieving our project/management goals,

together

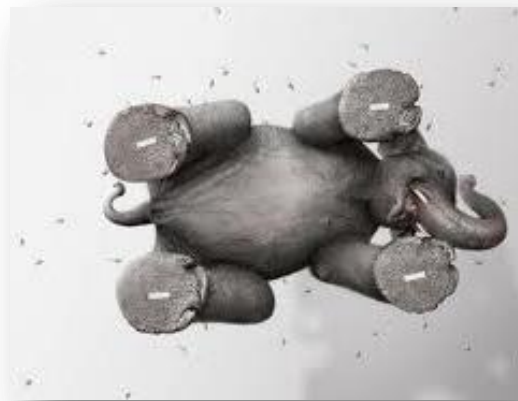
they help us navigate through the complexities of managing PM<sup>2</sup> projects and make PM<sup>2</sup> even more **effective and complete.**

# Summary

1. Don't get trapped in simply "serving" the methodology.



2. Shift your perspective and...



3. ...view your project work through the lenses of effective mindsets.









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