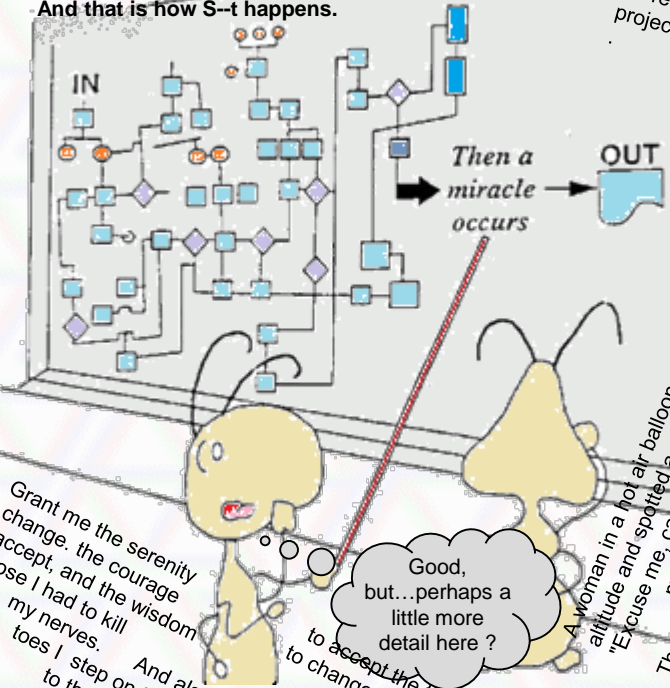**In the beginning was THE PLAN.**
And then came The Assumptions.
And The Plan was without substance.
And The Assumptions were without form.
And darkness was upon the face of the Workers.
And they spoke among themselves, saying,
'It is a crock of s--t, it stinks.'
And the workers went unto their Supervisors, and said,
'It is a pail of dung, and none may abide the odour thereof.'
And the Supervisors went unto their Managers, saying
'It is a container of excrement, and it is very strong, such that none may abide it.'
And the Managers went unto their Directors, saying,
'It is a vessel of fertiliser, and none may abide its strength.'
And the Directors spoke among themselves saying one to another,
'It contains that which aids plant growth, and it is very strong.'
And the Directors went to the Vice-Presidents, saying unto them,
'It promotes growth, and it is very powerful.'
And the Vice-Presidents went to the President, saying unto him,
'This new plan will actively promote the growth and vigour of the company, with powerful effects.'
And the President looked upon The Plan, and saw that it was good.
And The Plan became policy.
And that is how S--t happens.

What does a Project Manager DO?
Project Managers are a fortunate lot, for, as everyone knows, a project manager has nothing to do; that is, a project manager has nothing to do. To decide what is to be done; to tell somebody to do it; to listen to reasons why it should not be done, why it should be done by somebody else, or why it should be done in a different way; and to prepare arguments in rebuttal that shall be convincing and conclusive.

And then:
To follow up to see if the thing has been done; to enquire why it has not been done; to discover that it has not been done; to listen to excuses from the person who did not do it; and to think up arguments to overcome the excuses.

And then:
To follow up a second time to see if the thing has been done; to discover that is has been done incorrectly; to point out how it shall be done; to conclude that as long as it has been done it might as well be left as it is; to wonder if it is not time to get rid of the person who cannot do a thing correctly; to reflect that in all probability any successor would be just as bad, or worse.

And finally:
To consider how much more simply and better the thing would have been done had he done it himself in the first place; to reflect satisfactorily that if he had done it himself he would have been able to do it right in 20 minutes and that as things turned out, he himself spent two days trying to find out why it is that it has taken somebody else three weeks to do it wrong. To realise that such an idea would have a very demoralising effect on the project team, because it would strike at the very foundation of the belief of all employees that a project manager has nothing to do.

Critical Path Analysis: Shortest route between work and the local pub

IN → Then a miracle occurs → OUT

Good, but...perhaps a little more detail here ?

Grant me the serenity to accept, the courage to change, the courage to accept, and the wisdom to hide the bodies of those I had to kill because they got on my nerves.

And also, help me to be careful of the toes I step on today as they may be connected to the feet I may have to kiss tomorrow.

Help me to always give 100% at work...
12% on Monday
23% on Tuesday
40% on Wednesday
20% on Thursday
5% on Fridays.

And help me to remember...
When I'm having a really bad day, & it seems that people are trying to wind me up, that it take 42 muscles to frown, 28 to smile and only 4 to extend my arm and smack someone in the mouth!

Now that we've thought about it, we don't think we want to understand it any more!.

Not well understood :: See previous answer. :: Still analysing the requirements. :: Not well defined :: Nobody's even thought about at this time.. :

A woman in a hot air balloon was lost. She reduced altitude and spotted a man below. She shouted: "Excuse me, can you help? I promised a friend I would meet her an hour ago, but I don't know where I am."

The man replied: "You are in a hot air balloon hovering approximately 30 feet above alkali desert scrub habitat, 2.7 miles west of the Colorado River near one of the remnant populations and spawning grounds of the razorback sucker."

"You must be a biologist" said the balloonist.

"I am," replied the man. "How did you know?"

"Well," answered the balloonist, "everything you told me is technically correct, but I have no idea what to make of your information, and the fact is I am still lost. Frankly, you've not been much help so far."

The man below responded: "You must be a project manager."

"I am," replied the balloonist, "but how did you know?"

"Well," said the man, "you don't know where you are or where you're going. You have risen to where you are due to a large quantity of hot air. You made a promise to someone that you have no idea how to keep, and you expect me to solve your problem. The fact is, you are in exactly the same position you were in before we met, but somehow it's now my fault!"

Definitions
Task force to review: Seven people who are incompetent at their regular jobs have been loaned to the project.

Results are promising : Turned power on and no smoke detected -- this time...

Elements will be phased in gradually as the software matures: It's late!

PRINCE2-AGILE® Foundation Exam Success

Project Skills Series

Logical Model Ltd ©2018

Simon Harris, PMP, CGEIT, IPMA-D, P2

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PrepGuide & PRINCE2 Overview *(watermark)*

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To decide what is to be done; that is, **except...**
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To realise that such an idea would have a very demoralising effect on the project team, because it would confirm that the very foundation of the belief of all employees... that a project manager has nothing to do.

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The man replied: "You're in a hot air balloon hovering approximately 2.7 feet above alkali desert-scrub habitat, 2,735 feet above sea level, of the Colorado River, one of the few remnant populations and spawning grounds of the razorback sucker."
"You must be a biologist," said the balloonist.
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"Well," answered the balloonist, "everything you told me is technically correct, but I have no idea what to make of your information, and the fact is I am still lost. Frankly, you've not been much help so far."
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PRINCE2-AGILE® Foundation Exam Success
Skills
Project
Series

AXELOS CERTIFIED PARTNER

Simon Harris, PMP, CGEIT, IPMA-D, P2

Logical Model Ltd ©2018

Who Are Logical Model Ltd?

A niche provider of training & consultancy who advance your capability...it's about 'Use of Capital' (not management of projects)

- Consultancy & training
    - Basic structured practical project management for non-PMs
    - Advanced Tools & techniques for specialist professional
    - Leading Complex Projects
    - Recovery of struggling projects
    - Creating & running PMOs
    - Project risk and quality management
    - Using Earned Value Analysis
    - Board briefings on project control & governance

- Continued…
    - Benefits Realisation Method training and consultancy
    - PRINCE2® &P2Agile® & PMBoK-G® use in the real-world
    - Exam prep training (as cheap as possible & eDelivery – lets focus the budget on useful stuff)
    - Implementing Governance
    - The CobiT® Framework
    - Implementing Benefits Realisation & Lessons Learned processes

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Copyright & Licensing

- All the rights to PRINCE2-Agile are held by a UK Government and industry joint-venture company called AXELOS Ltd.

  - Double quotes ("…") are used to denote text quoted from the above documents

  - All of the diagrams within are carefully, exhaustively and completely base on the above documents

- AXELOS appoint Examining Institutes (EIs) – in 2018 there is only one PeopleCert. PeopleCert® accredit training organisations called ATOs (Accredited Training Organisations)

- ATOs offer training courses & can book candidates onto exams.
  The EI assures the ATO's Course Materials, Quality system and Competency

- *To sit the exams you need sponsorship from an ATO*

  - This *accredited course* is not only *the best* available but it is also *fully supported* AND it's use is *completely FREE* with an exam booking!

  - To register for exams with us visit https://learn.logicalmodel.net/ (or visit our homepage)

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- Everything you need to pass your P2a Foundation exam is within these pages

  - *Read this section NOW so you know the work-load*

- This is the exam cram guide

  - Exam materials always have a duty to focus on exam success – The exam charges levied by AXELOS are high! So these materials do not debate nuanced alternatives dictated by politically rich work-place contexts tasks where work is done out of sequence, incompletely or to unrealistic constraints such as dates set by sales people

  - That advise is covered by many alternate courses on our web-site

- **This course is all you need for success in the exam**

  - I'd offer you 'good luck' but what you need is application not luck

    - The combination of the depth and rigour of these materials and your attention to the work required is all you need

  - To pass the exams first accept "it takes work"

  - Then: *start by understanding the basic rhythm* of start middle end, of direction, management and delivery, of plan, execute and adjust

  - *Then add detail* like "A19-Project brief contains…is created by…in activity…

    - For the exam there is a lot of detail (These materials are **MORE detailed than ANYBODY ELSE'S**

- NB: When your organisation wants to use PRINCE2® and PRINCE2Agile® for real you will need your boss, your team and everyone else to understand how to fulfil their roles

  - Achieving that is hard – We can help ☺ - Contact us to discuss

- To take Foundation or and Practitioner exams you need an ATO

  - See www.logicalmodel.net/prince2exams

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PRINCE2 Agile®

Section:1 Pre Course Preparation Guide

- Completing this guide BEFORE the exam isn't fool-proof, but is very close to an assured pass ☺)
  - Taking your exam unprepared is foolish and avoidable. It is possible to pass without focussed preparation – but risky and rare

  - Step 1 takes 5 mins to *read the next few pages-DO IT NOW*!
  - Depending on your approach and study speed the whole guide could take 2 or more weeks to complete
  - Start now, finish early
  - Don't start on the eve of the course!
  - Don't work under pressure and fail to finish

  - Over the page tells you how to start…
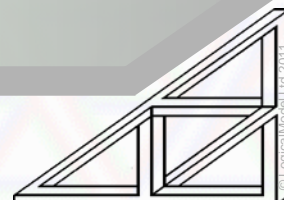
- Your first step (reading this introduction) takes 5 minutes (*DO it NOW!*)

- Your resources are:
  - E-Learning, m-Learning and v-Learning sources
    - Mostly the online webinars and (iOS Android & PC) animated and narrated videos
  - The pdf workbook(s) of course slides, revision aids etc
  - Online practice exams &
  - Downloadable revision aids.
  - You may also have bought the Official Manual (OM)

- Studying your resources could take 15 to 30 hours or more (or less!) of *your TIME.*
  - *The free taster sections of these materials are because your own commitment to sticking with the course is a material factor in your likelihood of succeeding.*
  - Some sources offer a money back guarantee and we don't. They do it because once you start studying even if their materials are weak, poor, thin content that mostly says "Now go read the manual" your emotionally locked in by the lost time. Instead we say "try for free" then make your own commitment to yourself by buying the materials when your fully ready to follow through to exam success.

S:1.1.1

Exams @home Anytime!

- There are two exams involved in achieving PRINCE2 Agile Registered Practitioner qualification.

  – We provide both @Home online via PEOPECERT's PASSPORT service https://candidate.peoplecert.org/
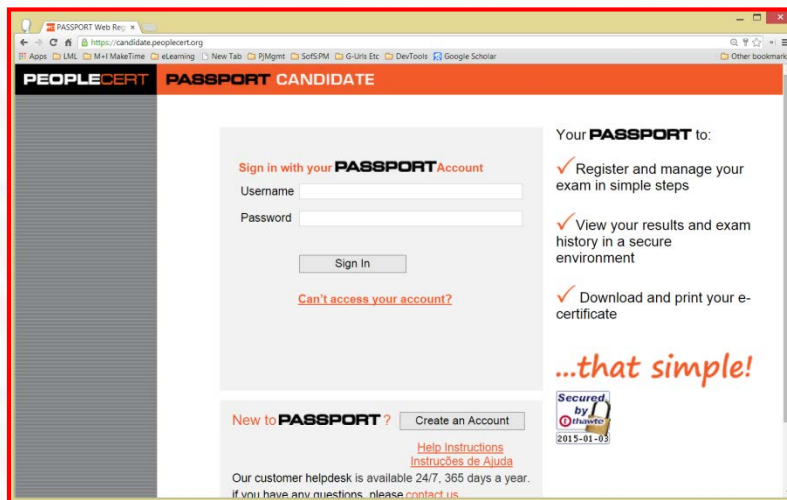
  – The first is a 1hr multiple choice confirmation of your knowledge of the manual's contents: It is entirely fact based & closed book! There are NO pre-requisites to this exam and after it you have a highly respected certificate confirming you know PRINCE2 and Agile ways of working. Great for the CV and pay-rise!

  – The second exam is a 2½ hr open-book 'objective test' which uses more complicated multiple choice questions to test ability to apply PRINCE2 agile® as a PRACTITIONER. To sit this exam you must hold at least one of several well know certificates – the P2a Foundation is an ideal entry route.

S:1.1.2

Navigating The Materials

- This section 1.1 guides you in checking-out the resources I supply
  - This is Section 1, Part 1 Page 7 or S:1.1.7.
  - Later pages describe study resources & your study steps.
- Coming up is a diary for you to establish your study schedule targets
  - Mile-stones and inch-pebbles along the journey
  - eMail p2a@logicalmodel and I'll send you a suggested diary that others find helpful

- After reading Section:1.1 the next step is to read the PRINCE2® overview in the reference section – See bookmarks to locate it
  - Then the larger task is attending e-learning and video sessions to walk-through the course materials.
  - NOTE - Some slides are dense, complex **reference** materials
    - They are for AFTER you've had Instructor Led explanations of the concepts – looked at without an explanation they will be daunting
    - Downloadable and online (iOS, Android & Windoze) as animated build-ups for PC, iOs and Android – see www.logicalmodel.net/prince2exams
  - To navigate easily you should use the bookmarks and search facilities within this PDF and the animated online materials

S:1.1.3

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1st PRINCE2® Model Whole World On A Page

PRINCE2® World-Map

Project Mandate
P:CPPCm

§2.3-12 (26 of 526)

SU	DP 15	(Directing a project (DP))				
16	C5 17	SB 19	C5 CP 20		
19	MP 18				

SU:1 Appoint the Executive and the Project Manager

SU:2 Capture previous lessons

SU:3 Design and appoint the project management team

SU:4 Prepare the outline business case

SU:5 Select the project approach and assemble the project brief

SU:6 Plan the initiation stage

DP:1 Authorize initiation

DP:2 Authorize the project

DP:3 Authorize a stage or exception plan

DP:4 Give ad hoc direction

DP:3 Authorize a stage or exception plan

DP:5 Authorize project closure

IP:1 Agree the tailoring requirements

IP:2 Prepare the Risk management approach

IP:3 Prepare the Change control approach

IP:4 Prepare the Quality management approach

IP:5 Prepare the Communication management approach

IP:6 Set up the project controls

IP:7 Create the project plan

IP:8 Refine the business case

IP:9 Assemble the project initiation documentation

CS:6 Capture and examine issues and risks

CS:7 Escalate issues & risks

CS:5 Report highlights

CS:8 Take corrective action

CS:4 Review stage status

CS:1 Authorize a work package

CS:2 Review work package status

CS:3 Receive completed work package

MP:1 Accept a work package

MP:2 Execute a work package

MP:3 Deliver a work package

SB:4 Report stage end

SB:3 Update the business case

SB:2 Update the project plan

SB:1 Plan the next stage

SB:5 Produce an exception plan

CP:5 Recommend project closure

CP:4 Evaluate the project

CP:3 Hand over products

CP:1 Prepare planned closure

CP:2 Prepare premature closure

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26

‡PRINCE2® is made up of 7 Processes that contain 40 activities, 7 themes, 7 principles, 2 Techniques, 26 document templates and 9 management roles: All will be explained when you get into the course notes in S:2

- **Read all of S:1 then if you have an Official Manual for your exams use the whole of the inside front cover hand-draw the above in landscape layout – The manual is NOT allowed into foundation exams but it is allowed in PRACTITIONER exams so long as your notes are handwritten**
  - Write-out each activity‡ name and leave space for products created, roles involved, major steps
    - Browse these materials to gauge the details that may be added as you study (Making your own hand-made notes will aid recall)
  - The placement of the sub-processes in the diagram above is significant for a 'logical' description of how activities interact, and will be used throughout the course notes
    - Best to start with just names. Draw the boxes last

*The exam rules state "Reference to the candidates own annotated Official PRINCE2 manual is permitted during the exam. **No additional support material** is permitted; this includes post it notes (other than tabulation of the sections of the manual) and stapled sheets."

S:1.1.4

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- Section:2 (S:2) of this resource contains the slides.
  - With the narrations and animations they are designed to make reading the OM unnecessary
    - Within PRACTITIONER materials are slides that are definitive reference resources. They demand a second, third, even fifth look **after** you have covered the videos. They are worth copying BY HAND to your manual – If your preparing for a practitioner exam
  - At both Fdtn & Ptnr you greatly improve your chance of exam success by studying diligently & making notes
  - If you study in the order I've presented topics you will get a logical journey with no 'hanging, unexplained' references and the minimum of circular topics.
  - The materials include ALL the official AXELOS exam questions for your exam.

- AXELOS' official manuals are "the definitive statement" but… they are also written as references. That means topics get fragmented coverage in multiple places, insight into how the bits form a whole is rare and often knowledge is assumed before its covered later in its reference section.
    - Some people find wordy means accessible, others find fragmented means frustrating
  - Our materials combine logical introductions with no assumed knowledge (for learning) followed by terse reference summary that is EXHAUSTIVE and DETAILED (for exam readiness)
    - Something relevant to two contexts is said in each, but always with the absolute minimum of words.
    - Terse means hard **at the start** but great reference later
  - *YOU should use the Instructor led materials before the reference aids*

- Included in this workbook is a PRINCE2® QUICK OVERVIEW that gives an easy quick-start to assimilating the whole P2 method – It's the zero-knowledge start point for both new P2 and P2-agile students (be aware that 327 pages to under 10 pages means it omits definitive detail!

  – The summary is of the whole manual so is a bridge from no knowledge to complete overview without having to read 327 pages of official manual first.

  – After using our materials the official manual's remains very value in the PRACTITIONER exams as the allowable way to have your notes and our diagrams to hand!

- The reference materials will be hard going if you jump straight to it without the 'logical journey' that S:1.2 and the animated, narrated videos provide

  – The details in our over-view diagrams link all the bits. BUT they are only allowed into the exam when you hand-copy them into the official manual

- Quotes

  – Foundation questions often require recognition of quotes from the manual (The exam checks you know its contents) so the notes, videos, webinars and slide (etc) will retain many quotes – all are introduced as "Quote…." or shown in double-quote-marks or introduced as Key or Note this.

  – The video eLearning narrations (& transcripts) are carefully crafted to include all key phrases. They are complete in their coverage of the syllabus' topics

S:1.1.6

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- First you should skim all the materials - eye-ball each piece, just quickly this time – less than a second per page! Get structure, don't try to internalise detail yet
    - Section 1   These Pre-Course notes
    - Section 2 is the   Course Notes
    - Section 3   Reference Materials or links to the download
    - Section 4   AXELOS Sample Foundation questions
    - Section 5 (if relevant)   AXELOS Sample Practitioner questions

- Recap – Learning happens in the recap! So we have the frequently
    - Skim S:1 & S:2 now, serially, in 5 minutes or less!
    - DON'T get bogged down into detail until you see the whole
    - Section 1 gives you the whole, but lacks detail while Section 3 is detail but too terse to grasp at 1st sight
    - Each syllabus area in the training will be linked to analysis of relevant exam questions in S:4-Foundation (and S:5– Practitioner)

- NOTE you are not allowed to take the manual into practitioner exams if you have stuck/ stapled/ inserted extra items into it. Notes MUSt be restricted to hand-written/ drawn on the pages of the manual

S:1.1.7

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- Out instructor support is always available to discuss all aspects of successful preparation for your AXELOS exams and beyond in Back@Work™ 'real-life'

- *Expect to cover S:2 more than once.*
  - First time through be quick, focus on early pages, gain an appreciation of the topic (PRINCE2 or P2agile's structure and intent) - SKIM.
  - Look for who is involved and the information flows. Weave process names into a sentence in the order they are used.
  - Ignore the details of what is in which document, the inner workings of processes, the steps of techniques and procedures etc.
  - Second time through study, make notes, do the exam questions
  - Third-time through focus in places where you are foggy as revealed by missed exam marks from practice questions

- Section 3 details access to reference and revision materials

- Sections 4 & 5 detail access to topical questions matched to the lessons.
  - ALL the AXELOS official 'mock' questions for your exam are included.

S:1.1.8

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- You should practice questions repeatedly until scoring well.
  - There will be an overlap between mock questions and the live questions because everything is based on the syllabus and the official manual!
  - IE the syllabus means live-questions will test the same thing as the mocks. Mostly just the order of the words will change ☺

- Section 4 is AXELOS foundation and S:5 is AXELOS PRINCE2® Practitioner level questions
  - Each chapter of the course materials (in S:2) links to relevant questions on the topics just covered

- The course notes remind you to access our eMail support.
  - Now you have a bird's-eye view of the study materials start thinking of the schedule to cover it all
  - Send an email now to say you have started preparation & I will send the suggested Revision Diary (S:1.1.9) to match the 20 mile stones in the diary
  - p2a@LogicalModel.Net

- Reaching here means you have graduated from Level Zero to Level 1: Ready to get prepared for the whole Journey ☺
  - Small celebration?!
  - The next step to graduate to Level 2 is explained overleaf

S:1.1.9

- Step 2: Work through the QuickStart (in S:1.2) – it won't take long either

  - Then work through the Course Videos online or (read the material in S:2) - as soon as possible. There is guidance at the start of S:2

  - As you look through S:2 and its guidance estimate the work-load & assess your available time. Consider the required work-rate to complete studies in a timely manner

  - Create a study schedule using the template overleaf. Build up the schedule as you better understand the resources available and the task at hand

  - Reviewing study material should be regarded as iterative, quick first pass to get structure, second pass absorb details and third pass focus on any disconnects & confusions

- *If you read the OM then…*

  - *I recommend that instead of reading it serially you read all the 'Purpose' sections of the 7 themes & 'Purpose, Objectives and Context' of the 7 processes <u>before</u> reading anything else.*

  - It means you cover the breadth before the depth.

  - It will make more sense AND these parts of the manual are where the exam questions are drawn from.

S:1.1.10

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Create a Study Schedule

Set your-self a schedule of achievements between now and your exam date that recognise the time you can realistically make available, the time that you feel you need to absorb the volume of information and your personal focus on succeeding

- I completed a 1st skim of the paper materials on:_____
- I reviewed the full material set on:_____
- I started/ finished setting my realistic schedule in place:_____
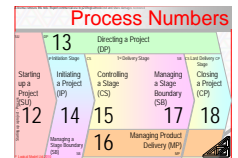
Achievement Event	Target Date	Completed
1 Read section 1.2	NOW!	
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		

S:1.1.11

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PRINCE2 Agile®

1.2: Quick-Start Overview
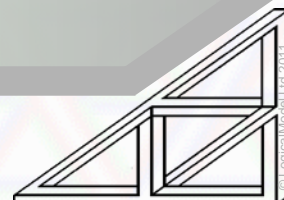
1   PRINCE2® - Two Parts: Time and Theme

When we have reach the end of these words we (you and I) will have covered all the elements of P2.

For now I'll paraphrase the required elements as a time-view and a topical or thematic view. These two perspectives are inter-woven: the warp and weft of any initiative's fabric. PRINCE2® also includes roles and principles.

The time-view is the process model. It says "do this and this and this, **then** this and this and this. The thematic view describes each 'this'. PRINCE2® includes seven of these themes: business case and risk and quality and planning and organisation and progress and change.

When we combine process based timeline with themes we get procedural guidance. To illustrate: "Appoint the team, decide the goal and confirm approval. **Then** establish the controls and costs, the benefits and risks and reconfirm approval **Then** execute the work to produce the outputs. **Then** harvest the benefits". That is in-fact the whole of PRINCE2-2017 the whole investment management scope. While this is a 34 word summary their upcoming full explanation takes many more.

1.1 Heartbeat

The process model provides a rhythm like a heartbeat that drives project control of progress.

A PRINCE2® project implements controls tailored specifically to meet 'this project's' needs for agility and rigor. Armed with an understanding of the principles it is possible to tailor the application of a methodical approach to any specific project's needs. Skilfully used PRINCE2® is a powerful and **light-weight** tool. Insightful use of P2 assists any organisation embarking on the management of change. PRINCE2® is already agile (p2 is a CONTROL framework that uses timeboxes – called stages in p2 and identical to release or iteration or sprint – there are flexible mapping options to discuss but his is detail – lets return to overview)

1.2 Making Soup

Applying a method is very much like the preparation and serving of a bowl of soup!

If you make vegetable soup then before the ingredients such as the carrots and tomatoes go into the pot they are clearly and discretely visible.

1.2.1 *Red Soup*

Once the soup is made its red colour is clear indication that there are tomatoes in the melange. With the aid of a spoon it is easy to find a discreet piece of carrot and the peas but not any longer possible to isolate the salt, remove the water or see all the ingredients as the separate items that the recipe called for to be prepared and combined. Exam crams operate at the 'ingredients level'. Use is at the eat-lunch level!

1.2.2 *The Official Manual Is Part Description of Ingredients Part of Method*

A manual such as this describes discreet ingredients (EG the themes like quality and the records such as the risk register) that are combined within procedures like configuration management and the Initiation Stage that are made-up of processes, activities (management work packages), method and techniques.

Your challenge when translating any method into a practical tool is to move from 'collection of ingredients' and 'collection of techniques' to 'soup'.

It is the assimilation of explicit facts into implicitly understood behaviours that marks transition from knowledge to skill. It is a journey from unconsciously incompetent to unconsciously competent. The first hurdle is at conscious incompetence when you may say to your self "Oh-boy there is a lot of this and it isn't all easy!"

1.2.3 *Introduction of What You Learn*

Most fresh graduates returning from the PRINCE2® exam have knowledge, few have skill. Cramming courses and the work environments that attendees return to both omit consideration of how to integrate the themes and techniques into daily and fluent use.
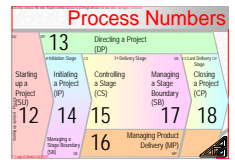
Without support for skill development the unused knowledge quickly withers. You should pause now and consider the conversations that you need with boss, peers, teams, customers et.al if you are to introduce improvements into your world. You might, when you are 'registered' want to contact us for assistance with those wider conversations.

1.2.4 *Integration of Elements*

As a project is executed a single conversation such as "Hey Simon can you drop by my office this afternoon and bring Jane and Fred – we have a new product to launch by trade-expo. I'd like to rough-out a schedule, some responsibilities and the major risks" has just followed guidance (combined ingredients and procedures) for appointing the team from two of the initial three activities or 'management work packages' of Starting up a Project (SU) and touched on two or three themes like planning and organisation without necessarily finishing any of them entirely yet.

This simple corridor chat has set the scene for overlapping some of the project initiation work with start-up activity. In the official manual they are separate and well bounded, in the work place overlapping and merged: soup or SOOP (Simon's Observations On Projects).

1.3 Merging Separated Elements of The Guidance

From a time-line perspective PRINCE2® starts management work-packages in Starting up a Project (SU) with description of appointing the team. Guidance from a topical perspective starts in the Organisation theme.

1.3.1 *Separate Topics Approach*

These are discrete sections in the official manual and discrete items in the exam syllabus. Work-place implementation of the guidance requires one integrated set of actions. There is no discrete boundary in practice only in the chapter boundaries of the official manual.

In reality rather than exams gathering the team often drags-on past SU's end. Maintaining the team persists through every stage (sprint, release or phase – pick your term) as the organisation theme discusses.

1.3.2 *The Discrete Ingredients of 'Method'*

Within a project the ingredients to mix that will result in the soup are:

➢ Most importantly: *People* – nothing happens in a project without people. Everything else is less than half the equation.
  - Roles – assigned collections of responsibilities and work-packages
  - Responsibilities – decision making limits, rights and duties,
➢ Products - 'Products' has many synonyms. Products are also known as (aka) Results, aka Configuration Items, aka Deliverables, aka Outputs that lead to Outcomes aka Impacts aka change. Products all have Acceptance Criteria (Product quality specifications).

  Simon's Observation On Projects (SOOP): Projects (stages, sprints, phases, work-packages, tasks, jobs or any other form of activity) that don't produce some change to the world are cost without value.

  Everything a project makes, amends or acquires is a '<u>product</u>'. Every change that results from the project is a product. The sum total of the products must totally resolve the project's objectives aka goals.

  Products are not necessarily physical: a culture change is a product. Products are not necessarily deliverables: a progress report is a product.

  Those products that are passed-on to the customer (the <u>outputs</u>) or those products passed-on to people exercising control external to the project are also project <u>deliverables</u>. Hopefully <u>outputs create an impact</u> aka an <u>outcome</u>. Some products may stay within the scope of the project EG A specification received by designers, low-level test results and team member's progress reports. The team member's progress report may be a product that does not outlive the project, except as filed away for future audits.

➢ Processes - The procedures and work packages (activities) – sequenced steps of product creation and project control,
➢ Plans – forecast activities in baselines and tolerances that balance risk and reward, balance scope, resources and durations
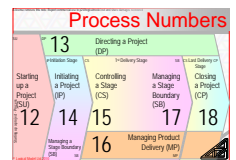
- Progress assessment and expression in reporting and escalations
- Business case – the motivating force that describes the objectives and justifies the investment of money, morale, effort, time, skill and will to create the products that resolve the goal
- Contracts – agreements that define how risk and reward are shared. What procedures are triggered by what circumstances (events)
- Risks – that subset of concerns that are uncertainties about rewarding result or safe project conduct
- Concerns – handling actual or potential off-plan situations

    PRINCE2®'s term for **any** form of request for change, new potential risk or problem is *project issue*. Having given so broad a definition and being shy of accusations of bureaucracy the official manual then suggests some 'issues' be handled 'informally': a massive fault-line in the method's formulation: but this is 'real-world, talk not exam preparation

1.3.3 *The Complete Set Of PRINCE2® Processes*

A project timeline is comprised of activities IE groupings of related tasks known as work-packages. Delivery of products requires technical work-packages aka specialist work-packages while project planning and project control requires the performance of management work-packages.

The activities are grouped by the official manual in seven 'processes' and described in chapters 12 to 18. The process' Purpose, Objectives, Context and activities are explained in section 1 through 4 of the seven chapters. Lots of foundation questions lie in 12.1, 12.2, 12.3, 13.1 etc to 18.3

1.3.3.1 Seven Processes in Seven Chapters

The processes are divided into 40 activities or management work-packages. Not all activities are needed in all projects while some work-packages such as 'Review Stage Status' happen many times.

1.3.4 *Product Description Groupings*

The 40 activities or 'management work-packages' create management products (recall: any work-package that doesn't produce a result is valueless).

Not all work-package results the official manual names are defined or described by it. The 'official' set are contained in Appendix-A of the official manual. The 2005 manual listed 36 entries. The 2009 manual reduced these to 26 omitting some useful ones but sadly reusing the numbering leading to what was avoidable confusion in some organisations (oops real world again).

1.4 Roles With-In Activities

Everything to manage a project that happens in a PRINCE2® project is performed by one of the 9 role holders within one of the 40 activities of the 7 processes.

The 40 activities are 'management work-packages' that create management products.

SOOP: Nothing happens in a project without people. People don't need process to succeed, but if done right process improves the chances of success and possibly the speed of achievement and size of impact.

SOOP: Process without people (who understand and use it) is valueless.

1.4.1 *The Roles People Hold*

We will explore the details of the role holder's duties later. For now the defined roles they hold are:
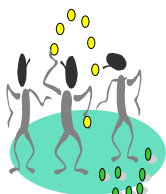
- The executive who has "the" vote in project board decisions,
- The senior user(s) who say what is wanted or provides resources that can say,
- The senior supplier(s) who provide resources that can build what is specified.

Together they are the project board. The project board may appoint some project assurance staff as 'eyes-and-ears' to help the project board members with project over-sight duties.
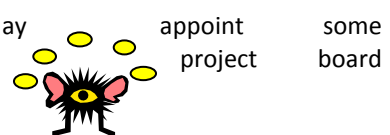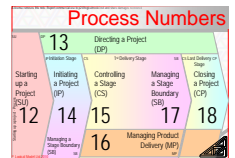
They may appoint a change authority to administer the change control budget.

> The project manager who orchestrates all day to day activity, possibly helped by some…
> Team managers to oversee specialist technical team activity.
> Project support staff may help the project manager with management and admin ask, and finally some
> Technical staff aka specialists aka subject matter experts who do the 'real' work of creating, acquiring and amending outputs from which the outcomes arise to generate the benefits.

1.4.2 Missing Roles

For the real world PRINCE2® omits at least one, perhaps two, key roles: the investor and sponsor. The exec may or may not be the sponsor. The sponsor may or may not be the investor.

Also sadly disjoint from reality PRINCE2® omits consideration of the portfolio of company activity, seeing only programmes as a consideration above the project.

Those managing the project might be referred to collectively as the 'project management team' [while those managing the company's portfolio of activity might be the investment management team or simply "the board"]

1.4.3 My Diagram Conventions

Often within my diagrams role-holder's involvements are illustrated using the icons above. Technical activity and staff are red in body and mind, project control blue and business-change management is grey: portfolio considerations that span projects and operational business-as-usual are shades of grey. Business-as-usual is black. Thus the project manager must think from the business change perspective and take action to manage the project by juggling the technical activities: project managers have blue, management bodies and grey heads, while team managers have blue, project management heads and red, technical day-job bodies. Many real-world project managers would have red-legs on most days in my diagrams!

1.4.4 Customers and Suppliers

PRINCE2® describes the producers and receivers of the project's outputs as "customer and supplier", even if both groups are in the same organisation. Indeed even if both groups are the same people a customer supplier relationship is said to exists. Customer and supplier(s) participate in an exchange of value: contracts - Happily PRINCE2® touches on agreeing A16-Stage Plan and A26-Work Package as creating contracts.

The official manual says the exec, senior user(s), operations and maintenance staff and project manager are from the customer side of the relationship. The senior supplier(s) and team member/ managers are from the supplier side.

2   PRINCE2®'s View of Projects

Our first view won't be a helicopter view. It will be at jet-fighter speed (but at helicopter altitude). Two very fast perspectives of the total project terrain: one in process order, one in thematic groupings.

The PRINCE2® project has three epochs in the process model's timeline during which the themes are active and integrated: the start, the middle and the end.

Later-on we will explore the process model's time-line step by step. Then each time we encounter a new theme we will explore it in detail, for now just notice that everything overlaps and links to everything else.

2.1   The Jargon: A Staring Point

Part of what makes PRINCE2® powerful is the assistance it provides for clear communication. People communicating complex topics develop jargon. Jargon is short hand for important concepts shared by those who are constantly involved in discussing some topic.

Jargon is great for the 'cognoscenti' - it helps develop conversations that explore subtleties: it is also a barrier when seeking to communicate to those who lack knowledge of the jargon words and phrases.

2.1.1 *Breaking The Jargon Circle*

I have to break the circle of "To fully explain the jargon you need an understanding of the jargon"! So here is an incomplete expression of some jargon. As we go we will explore more complete definitions and definitions of more terms. For now:

➢ A work-package is a 'chunk' of work, or collection of linked tasks delegated as a whole. Perhaps more properly 'an objective and some constrained allocation of resources that is agreed between two parties to create some desired result'.

Most work packages in a project allocate responsibility to subject matter experts to create project outputs that enable the benefits. The rest are the 40 PRINCE2® activities explained next.

➢ A PRINCE2® "activity" is a project management work-package whose tasks accomplish some part of project planning and control.

Activities are carried out by the project management team members (One by the sponsor). An example might be the activity to [14.4.6 Create the Project Plan]. Two activities are triggered by the routine arrival at a point in time (both of these are reporting activities). All the rest are triggered reactively by events.

➢ The 7 PRINCE2® "process" are defined collections of "activities".

The Processes (via the details of each 'Activity') describe the structure through time and across management layers by which the project is controlled. There are 7 processes with between three and eight defined activities within each one.

The Directing a Project (DP) process covers all project board activities. The Managing Product Delivery (MP) process covers all team member/ manager activity and the other 5 cover the project management team's planning and control activities through project start, middle and end.

➢ A "stage" is the PRINCE2® term for **a period of time** (and other constrains such as budget) within which the project manager has authority to operate day-to-day project control.

A PRINCE2® project has a minimum life-span of the Starting up a Project (SU) process plus two stages. PRINCE2® projects always have an Initiation Stage and at least one ~~Delivery~~ [Benefits Enabling] Stage.

2.1.2 *A Stage Is A Collection Of Activities*

Every stage requires the project management team to use guidance from two or more of the processes. Benefits enabling stages mostly execute the activities of Controlling a Stage (CS) and Managing Product Delivery (MP) and conclude with the activities of either Managing a Stage Boundary (SB) or if a stage is the last benefits enabling stage it will close by following the activity guidance within the process Closing a Project (CP).

➢ PRINCE2® imposes control via tolerances and Management By Exception

Process Numbers
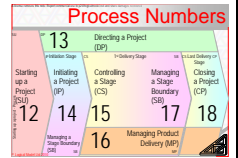
When some result is required it should be delegated in outcome terms (using a A26-Work Package and A17-Product Descriptions). Once a plan for its achievement is authorised those charged with its deliver are left to get on with the work so long as they stay within agreed tolerances.

Should a tolerance become threatened by a breach then <u>the potential exception must be escalated to the next higher level of management</u> (who may also have to escalate it).

➢ PRINCE2® describes an <u>Organisation</u> structure that defines escalation routes across a 4 tier hierarchy. T<u>hree management levels are within the project</u>: project board, project manager and optionally team manager(s) and one, Corporate or Programme Management is above the project. Below team manager is a non-management technical level.

3 The Process Model Is The Heart-Beat

PRINCE2® is made up of 7 processes that support 7 themes and follow 7 principles. The process model sets out the timeline through the 7 processes as grouped and repeated in the stages.

3.1.1 The Process Model in 666 Words

"These 666 words summarise the entire process model within the 327 page PRINCE2® manual. Brevity is at the price of some loss of detail!

As the picture shows: PRINCE2® has some structure, some players, some sequence and some output Less obviously from the picture is that the trigger (the project mandate) is Produced ("P:") by "CoPM".
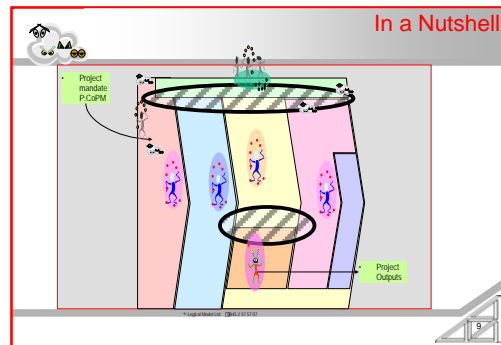
3.1.1.1 Start-up

Arrival of a **Project Mandate** triggers the process Starting up a Project (SU). Creation of the mandate is outside PRINCE2®'s control so it will be in any format the producer chooses.

In SU Programme Management or Corporate Management appoint the project's Executive and perhaps the project manager. Exec and project manager then select a team, define project end point and the route to it, outline the Business Case, and plan the planning of the project.

After SU we (here "we" means "anyone running a project") proceed into the Initiation Stage. Progression from SU to Initiation requires approval of the outline business case and plans by the project board who are Directing a Project (DP). If the project board like what they receive then they authorise the first project stage - Initiation.

3.1.1.2 The Initiation Stage

In the initiation Stage the team first execute the activities of the Initiating a Project (IP) process and then the activities of the Managing a Stage Boundary (SB) process to:

1. Create four control strategies (quality, risk, change, and communications) that match the project's challenges [Some tailoring is appropriate]
2. Create the A16-Project and A16-Stage Plan to implement the strategies and controls in a manner appropriate to this project's needs for speed, caution, benefits targets and cost consciousness.
   The plans describe the timings and resourcing of work that creates the project outputs required.
3. Extend the definition of the project's justification into a full A2-Business Case
   Costs and timescales to refine the business case are taken from the fully developed but possibly high level A16-Project plan.
4. The team working on Initiation assemble planning's outputs into the A20-Project Initiation Documentation and A16-Stage Plan. The baseline for all future project decisions.

### 3.1.1.3 'Delivery' [Benefits Enabling] Stages

Next, and again arrived at via project board approval, this time of the A20-Project Initiation Documentation and A16-Stage Plan is the first Delivery (aka a 'Specialist' aka benefits) Stage.

Benefits enabling stages are controlled by the three internal activity cycles of Controlling a Stage (CS):

1. the project manager hands-out work-packages to the specialist technicians,
2. everyone reports progress and concerns upwards,
3. everyone participates in the handling of concerns about off-plan situations.

Most of the work in a delivery stage is carried out by the technical specialists building the products the customer wants. The management of the project adds some overhead which must add more value than cost otherwise the embedding and tailoring is wrong!
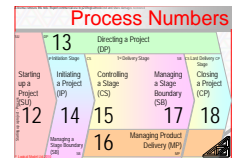
The three activities of MP are each used once per specialist **A26-**Work Package within a stage's scope. <u>Execution of a work-package results in some product or sub-product moving through some or all of its development life-cycle</u>. Eventually the supply of A26-Work Packages is exhausted.

3.1.1.4 End of Stage and End of Project (Start of Benefits)

If more than one specialist stage is needed then the activities of Managing a Stage Boundary (SB) once again define how to prepare the next request to the project board for authorisation to proceed. Preparations include refreshing the A2-Business Case, risk summary, A16-Project Plan and creating a new day-to-day level A16-Stage Plan. Controlling a Stage (CS) and Managing Product Delivery (MP) repeat.

Eventually we reach "start of benefits realisation" and management activity focuses on <u>Closing a Project (CP)</u>. The project manager should:

1. Check the <u>products have been accepted</u> and <u>handed-over</u> into business-as-usual,
2. summarises the project's performance in an <u>A8-End Project Report</u> and
3. pass the <u>A1-Benefits Review Plan</u> to Corporate or Programme Management to measure benefits at some future time.

Then the project board grant approval for the project to end and benefits delivery starts to repay project investment costs. Tada! 666 words" ☺

Obviously 327 pages adds a little more detail.

The 666 words omits some products such as the end stage report and omits all discussion of how to handle concerns about off-plan situations but we will cover all of the details soon.

3.1.2 *The 7 Principles and Themes Woven Through The Processes*

Each process (like Starting up a Project (SU)) whose guidance we apply on the journey to deliver the project's outputs will contribute to many of the continuous needs within a project. PRINCE2® calls the continuous needs "themes" and "principles".

The official manual's separation of 7 themes and 7 principles probably just confuses by fragmenting and repeating 2/3^{rds} of the same idea in two places. I'd say that out of 14 bullet points there are a good solid 7 and four halves in total.

The 7 principles and themes add-up to:

➤ *Define* the project's <u>outputs at the start</u>.

Products are always defined in <u>acceptance criteria</u> terms. Verified creation and hand-over of the project's outputs into 'business as usual' not only enables the project's '<u>outcome</u>' but also acknowledges the supplier's discharge of their duty.

Outcomes result in the '<u>benefits</u>' that are claimed in the <u>A2-Business Case</u> to be worth the cost, time and trouble of carrying out the project. (Product focus principle, quality theme, and a touch of business case theme).

➤ The *identification*, evaluation and ongoing maintenance of the A2-Business Case and the managing of the threats and opportunities (risks) associated with it. (Business justification principle & business case and risk themes.)

➤ The initial development and subsequent maintenance of *a team with defined reporting lines, skills, levels of authority and tolerance limits* matched to the challenge of the project's objective and uncertainties. (Define roles and responsibilities principle, Management by Exception principle, Organisation, Risk, Progress and Change themes.)

➤ Successive creation of *plans* for approaching work with a monitoring and control regimen that allows us to verify status and apply corrective or perfective adjustments - whether those adjustments are minor or are serious enough to require escalation for decisions from higher authority. (Plans, progress and controls themes, stages and management by exception principles).

Plus 'use history as a guide to the future' (Learning from experience principle and Estimating if it were a theme as it should be).

3.1.2.1 The Start Creates Controls, The Middle Uses Them and Maintains Them (The End Dismantles Them)

Perhaps obvious is that all "definition", "identification" or "initial development" in the previous bullet-points occurs early in the process model (SU and IP processes). Less obvious at the moment may be that verification of the results-created is ongoing through out the Controlling a Stage (CS) process and is finalised in Closing a Project (CP).

Even less obvious may be the fact that Managing Stage Boundaries (SB) is an interim verification of performance AND a revisit to all the project definition and planning activities of the Initiation Stage. SB ensures that project justification, plans and team skills are aligned to the next cycle of product development activity.

3.1.2.2 Principles Not Made Explicit

There are several principles that the official manual does not state explicitly but are none the less present. They are:

➢ Project success depends on a project board that is involved, supportive, available and responsive when needed (and otherwise absent in order to have the bandwidth to run the enterprise).
➢ The project board is accountability for (continued) provision of suitable resource and other Critical Success Factors.
➢ Always work to a plan (that doesn't mean a Gantt Chart).

But this is post exam-cram real-world again.

3.1.3 *Techniques*

The official manual gives description of only two techniques and what is described for each of them is scant:

➢ Cursory guidance on Product Based Planning

Product Based Planning (PBP) would be better named Results Based Scoping. PBP is a long way short of all the steps and techniques needed. A journey through planning includes techniques to create resource levelled schedules, time-phased budgets, cash-flows, project controls and risk responses.

Product based planning doesn't cover the scope of 'planning' only the scope of scoping. For what it does cover it is the best tool available – but it is too time-intensive for proper treatment in a certificate driven cram-week so tends to be poorly understood. It is poorly explained in the official manual in reaction to a sad history of being examined with too much focus on syntax over comprehension.

If you approach PRINCE2® hoping it will give you basic project planning and tracking skills prepare to be disappointed ☹. PRINCE2® assumes you have these skills and gives you one possible control framework to structure their use by a management hierarchy across a project's life-cycle.

➢ Quality Review Technique

The official manual describes a generic procedure for detecting concerns within, and raise comments upon, a project's products (final or intermediary products). The official manual's treatment is document oriented although review must be applied to all work-steps and their results.
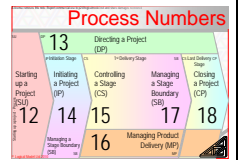
4 Summary

PRINCE2® says:

➢ Know the trigger (project mandate) then create a team and define the task.

➢ Use the task definition as input to framing how much time and effort it will cost to create a good project definition.

➢ If approved create a good definition: controls and business case.

➢ If approved do successive chunks of technical work until all the deliverables are received then check all approvals and acceptances are in place and disband the project.

➢ While following the steps you'll need to keep in mind the project's justification, its risks, the team, authorising chunks (stages) and monitoring their status, perhaps by handling exceptions, but all that is irrelevant if the agreed product-set is not produced to quality as from time-to-time amended.

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  - Basic structured practical project management for non-PMs
  - Advanced Tools & techniques for specialist professional
  - Leading Complex Projects
  - Recovery of struggling projects
  - Creating & running PMOs
  - Project risk and quality management
  - Using Earned Value Analysis
  - Board briefings on project control & governance

- Continued…
  - Benefits Realisation Method training and consultancy
  - PRINCE2® &P2Agile® & PMBoK-G® use in the real-world
  - Exam prep training (as cheap as possible & eDelivery – lets focus the budget on useful stuff)
  - Implementing Governance
  - The CobiT® Framework
  - Implementing Benefits Realisation & Lessons Learned processes

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If you spotted any errors (or foggy spots) please could you lett me know?

Yes, that one is an attempt at weary and ironic humour ☺