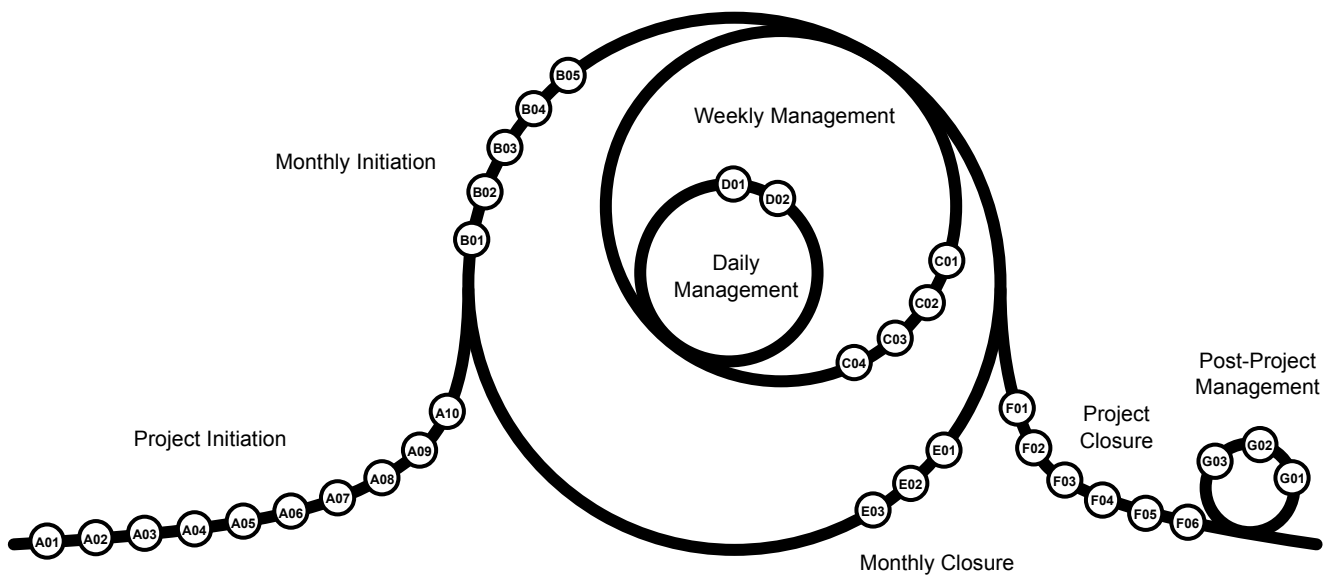


Minimalist project management with

P3.express



Gapped Handout

Draft



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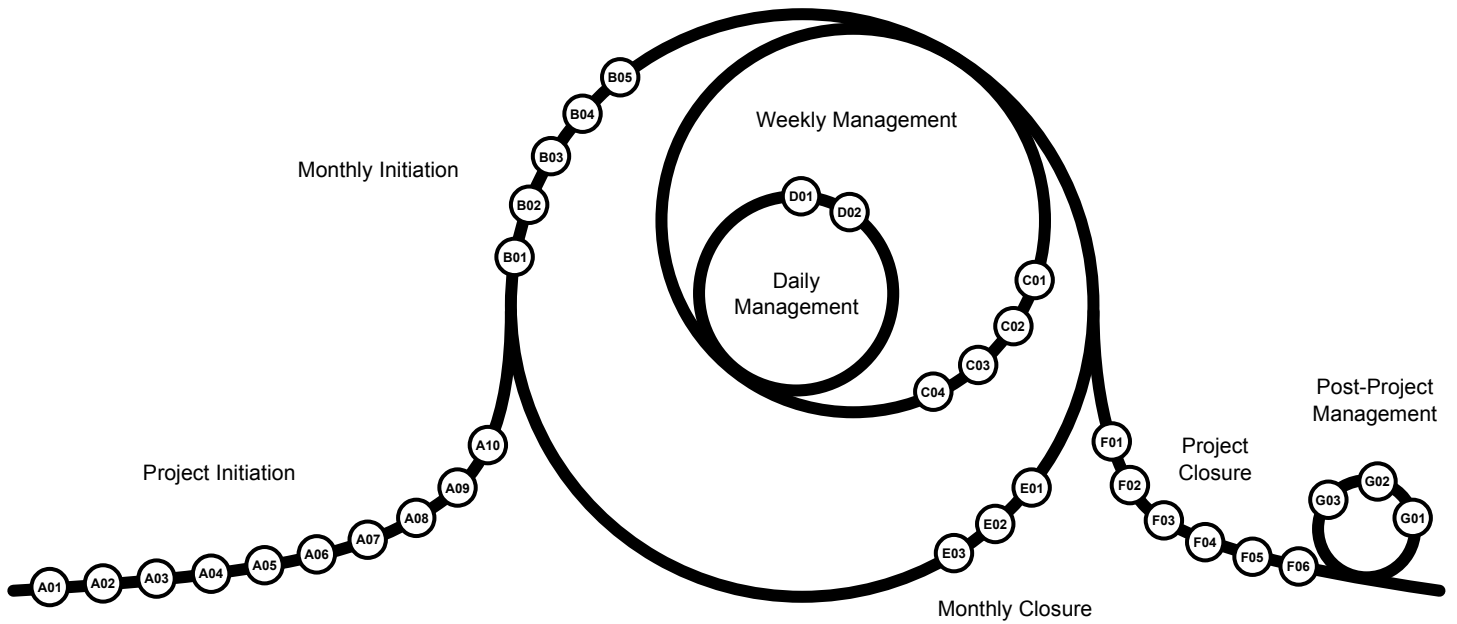
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The nature of this document

This document is optimized for black-and-white laser printers.

This document contains blank areas to be filled in by the learner during the course based on their interpretation of what's discussed. It's not a reference for P3.express; for that, check the online manual: <https://p3.express/manual/v2/>

Feedback for this document is welcome: info@p3.express



- **A - Project Initiation**
 - A01 - Appoint the sponsor
 - A02 - Appoint the project manager
 - A03 - Appoint the key team members
 - A04 - Describe the project
 - A05 - Identify and plan the deliverables
 - A06 - Identify risks and plan responses
 - A07 - Have project initiation peer-reviewed
 - A08 - Make a go/no-go decision
 - A09 - Kick off the project
 - A10 - Conduct a focused communication
- **B - Monthly Initiation**
 - B01 - Revise and refine the plans
 - B02 - Have the monthly cycle peer-reviewed
 - B03 - Make a go/no-go decision
 - B04 - Kick off the monthly cycle
 - B05 - Conduct a focused communication
- **C - Weekly Management**
 - C01 - Measure and report performance
 - C02 - Plan responses for deviations
 - C03 - Kick off the weekly cycle
 - C04 - Conduct a focused communication
- **D - Daily Management**
 - D01 - Manage risks, issues, and change requests
 - D02 - Accept completed deliverables
- **E - Monthly Closure**
 - E01 - Evaluate stakeholder satisfaction
 - E02 - Capture lessons and plan for improvements
 - E03 - Conduct a focused communication
- **F - Project Closure**
 - F01 - Hand over the product
 - F02 - Evaluate stakeholder satisfaction
 - F03 - Have the closing activity group peer-reviewed
 - F04 - Archive the project documents
 - F05 - Celebrate!
 - F06 - Conduct a focused communication
- **G - Post-Project Management**
 - G01 - Evaluate the benefits
 - G02 - Generate new ideas
 - G03 - Conduct a focused communication

Part 1

High-level overview

High-level overview

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

Number of people in the project

High-level overview

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2®

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

High-level overview

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2®

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®



Guides



Road maps

High-level overview

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2®

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®



Maximalist



Minimalist

High-level overview

Mega

Large

Medium

Small

Micro

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Domain-Specific



General

High-level overview

Mega

Large

Medium

Small

Micro

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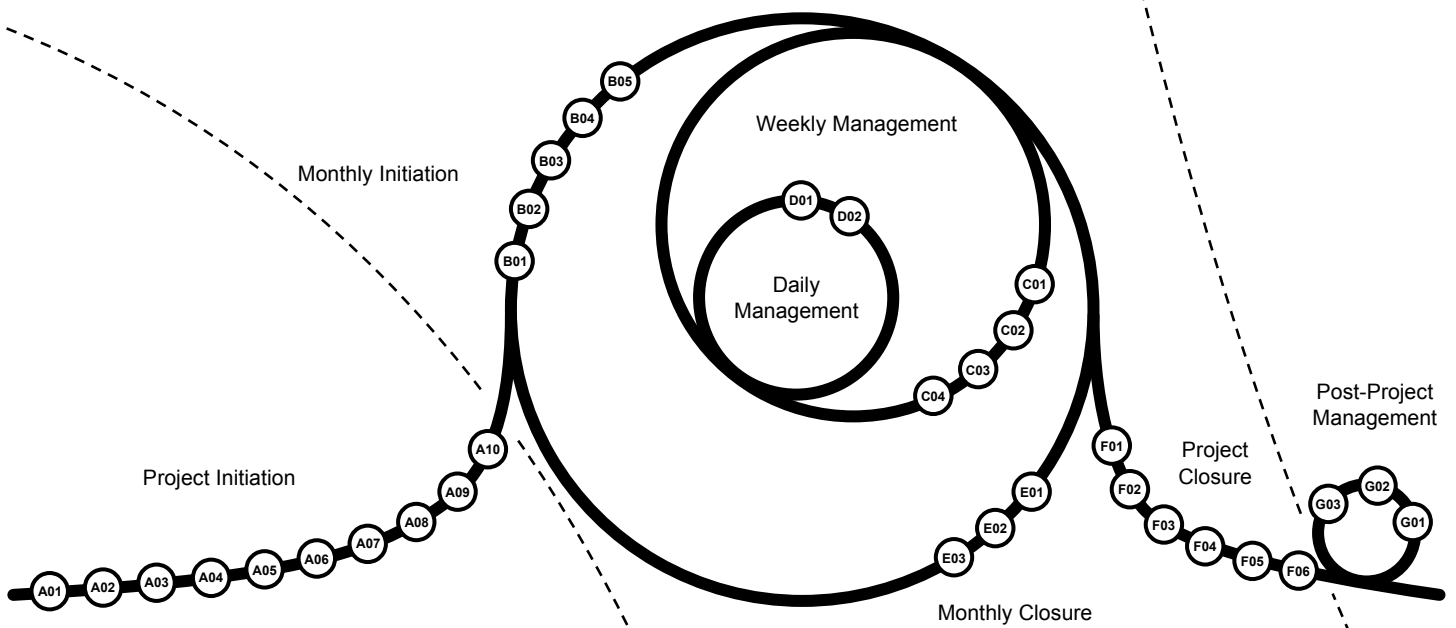
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High-level overview



Part 2

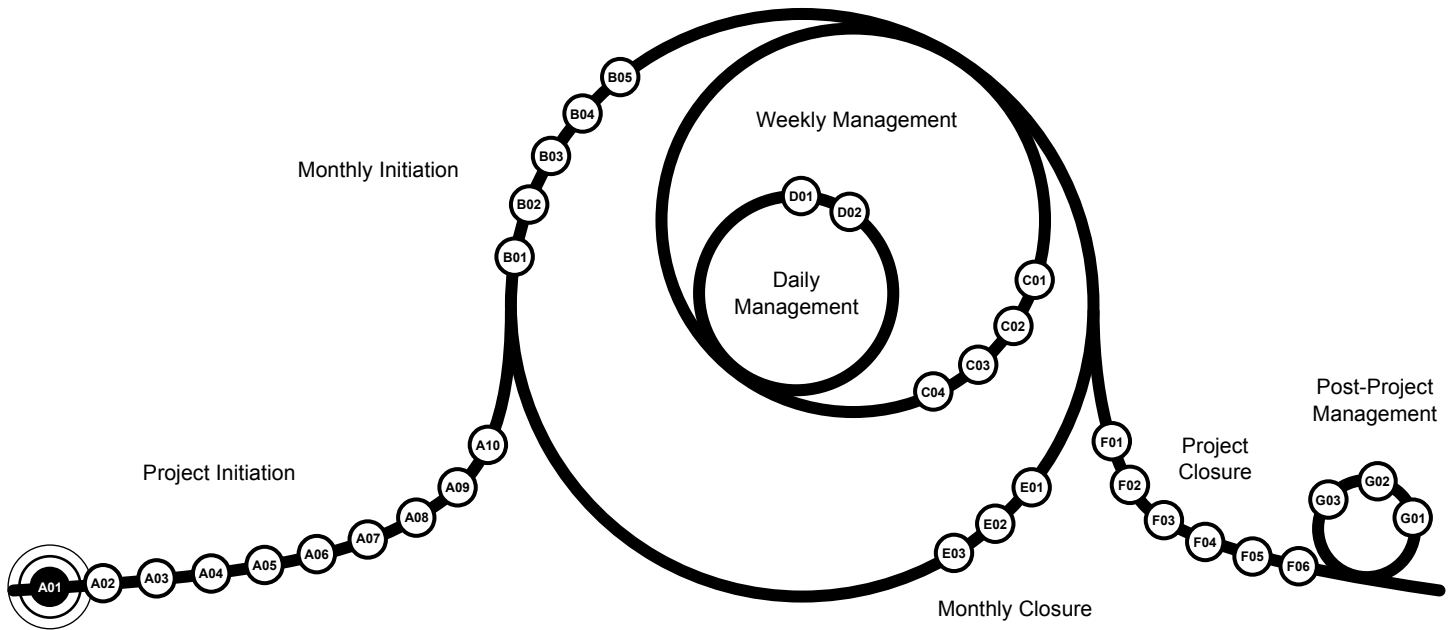
Full review

Part 2

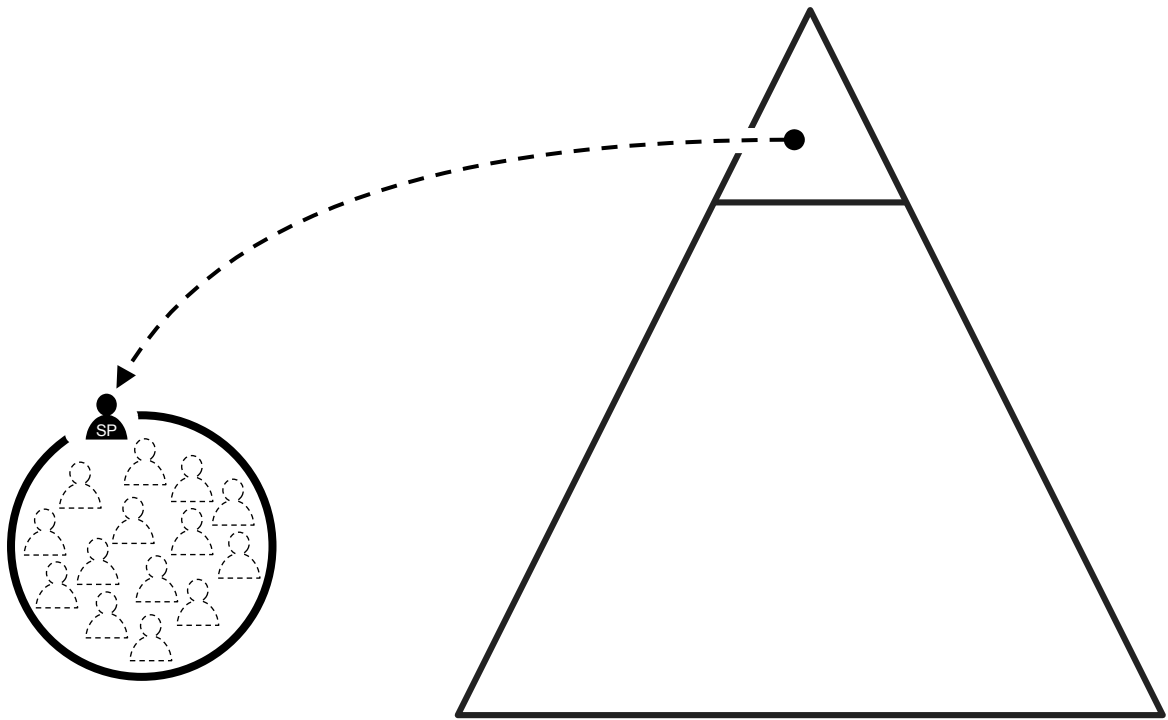
Full review



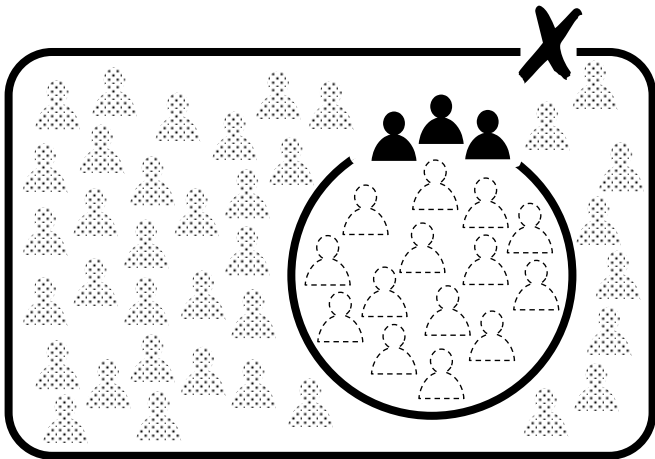
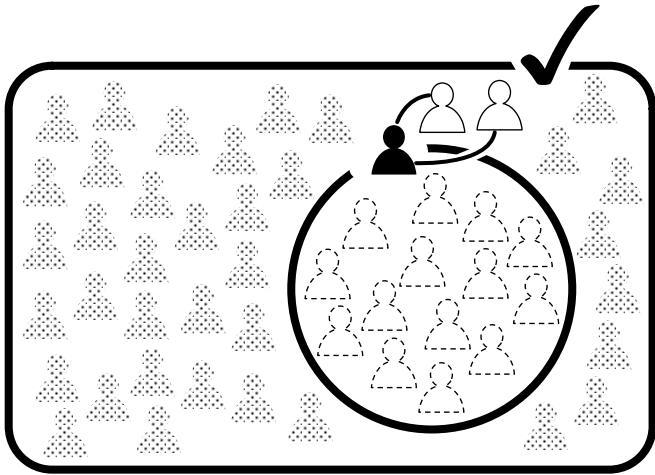
Project Initiation

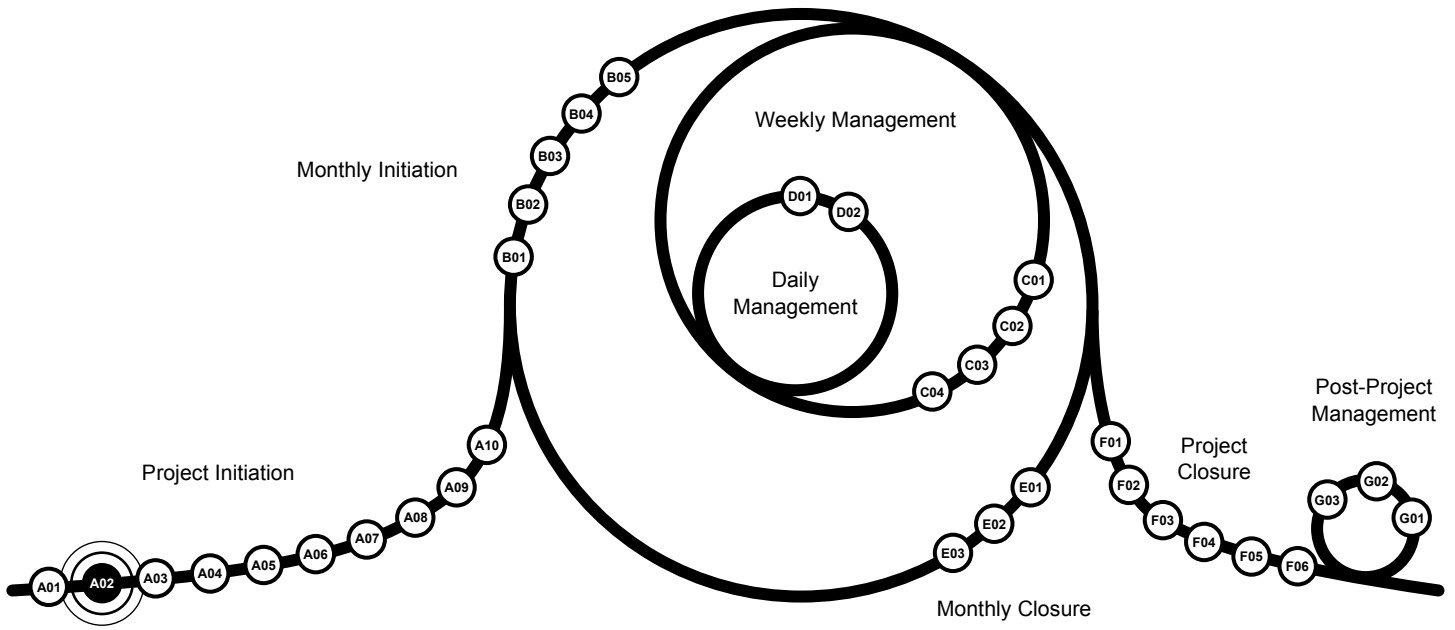


A01 – Appoint the sponsor

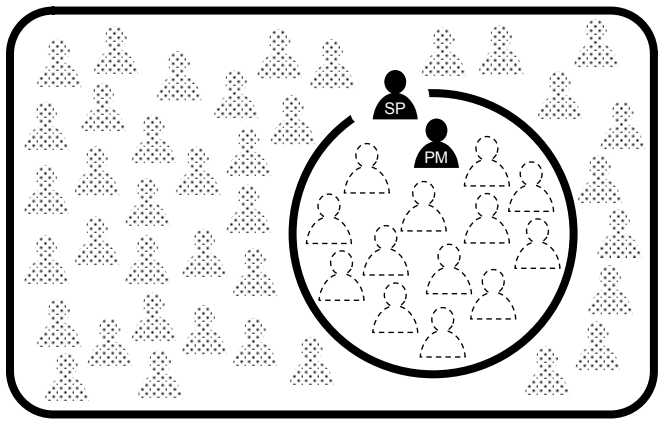


A01 – Appoint the sponsor





A02 - Appoint the project manager



A02 - Appoint the project manager

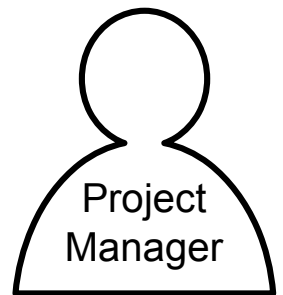
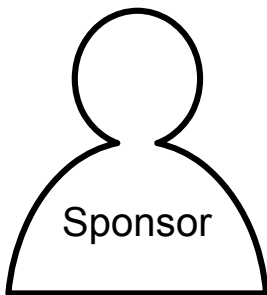
Organizational power

Time needed for the project

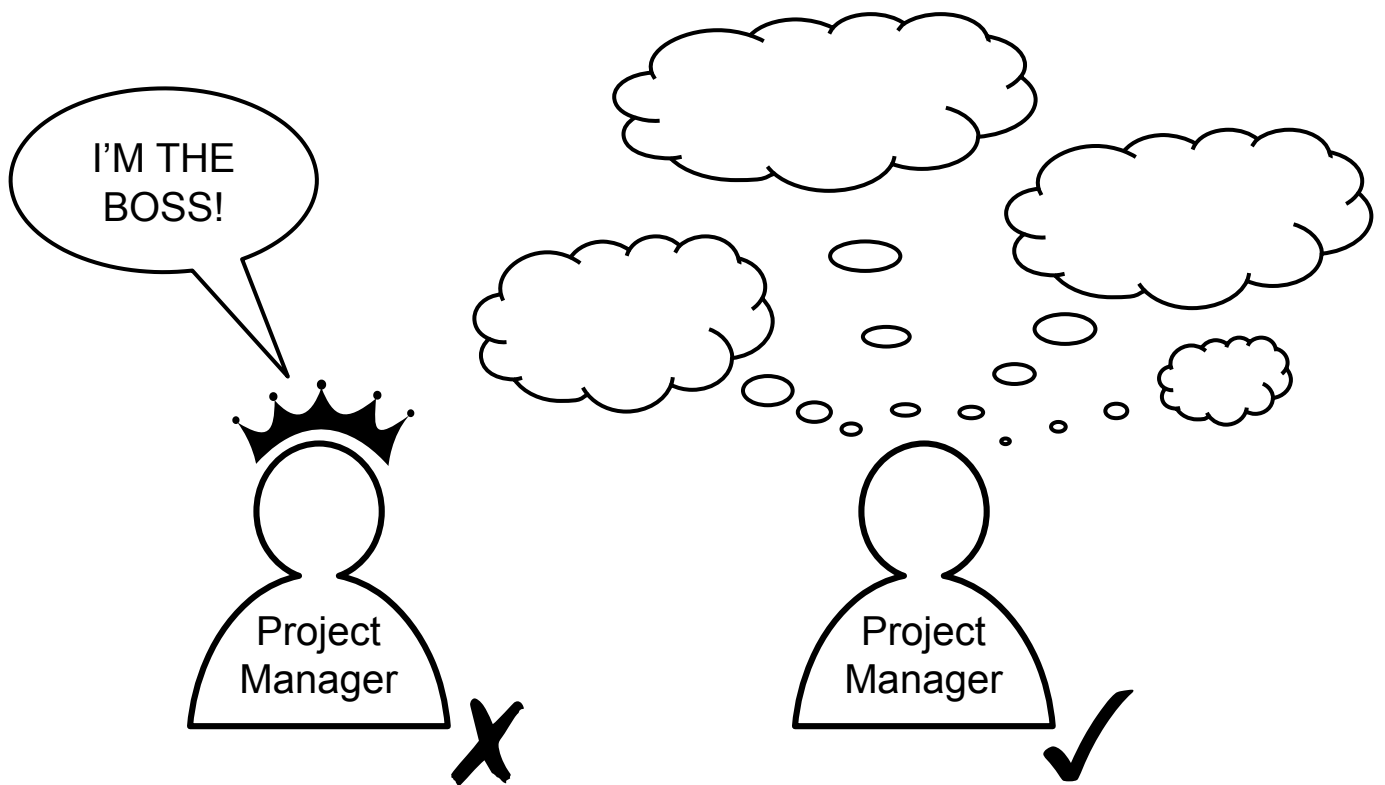
Strategic mindset

Soft skills

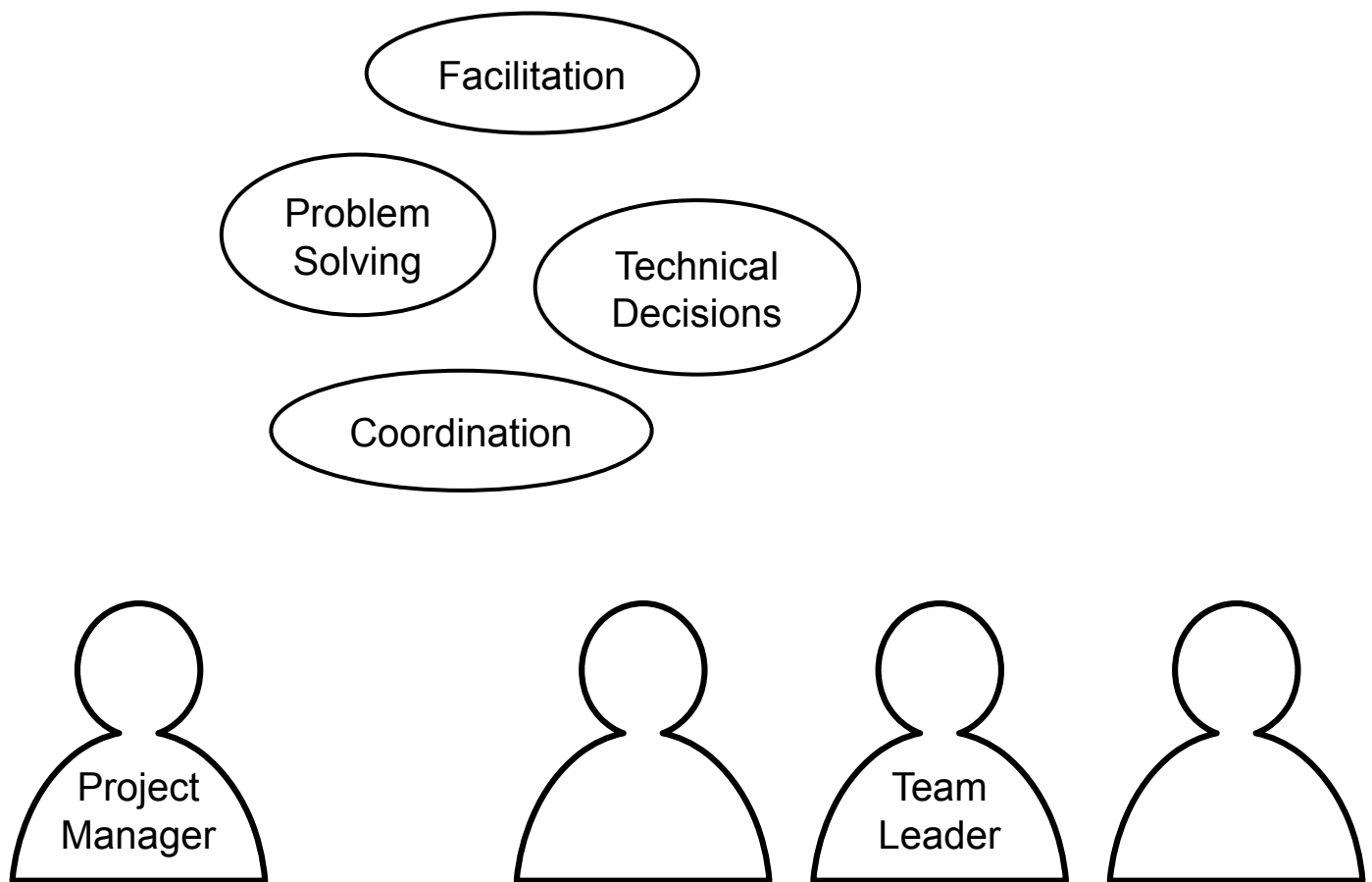
Micro-management



A02 - Appoint the project manager



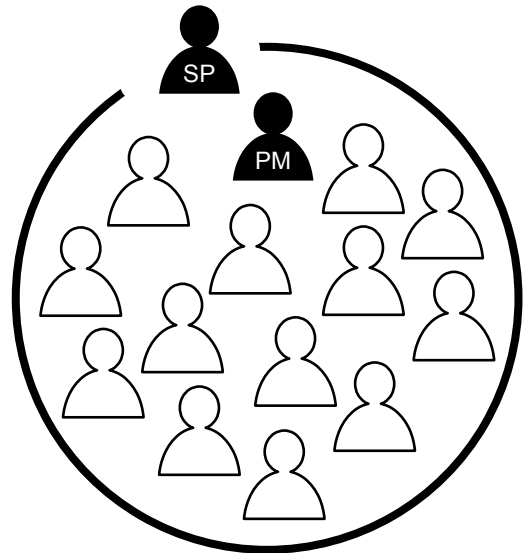
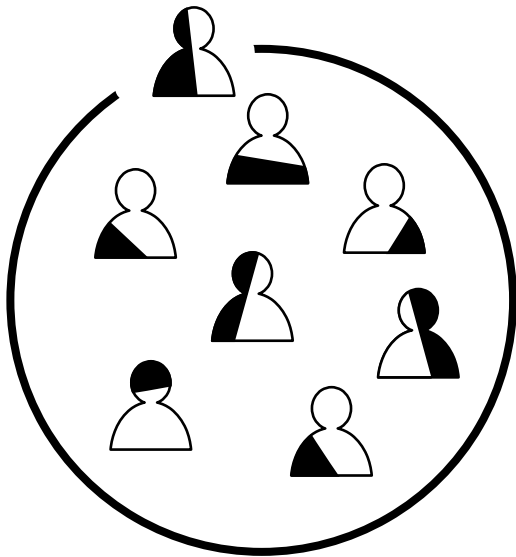
A02 - Appoint the project manager



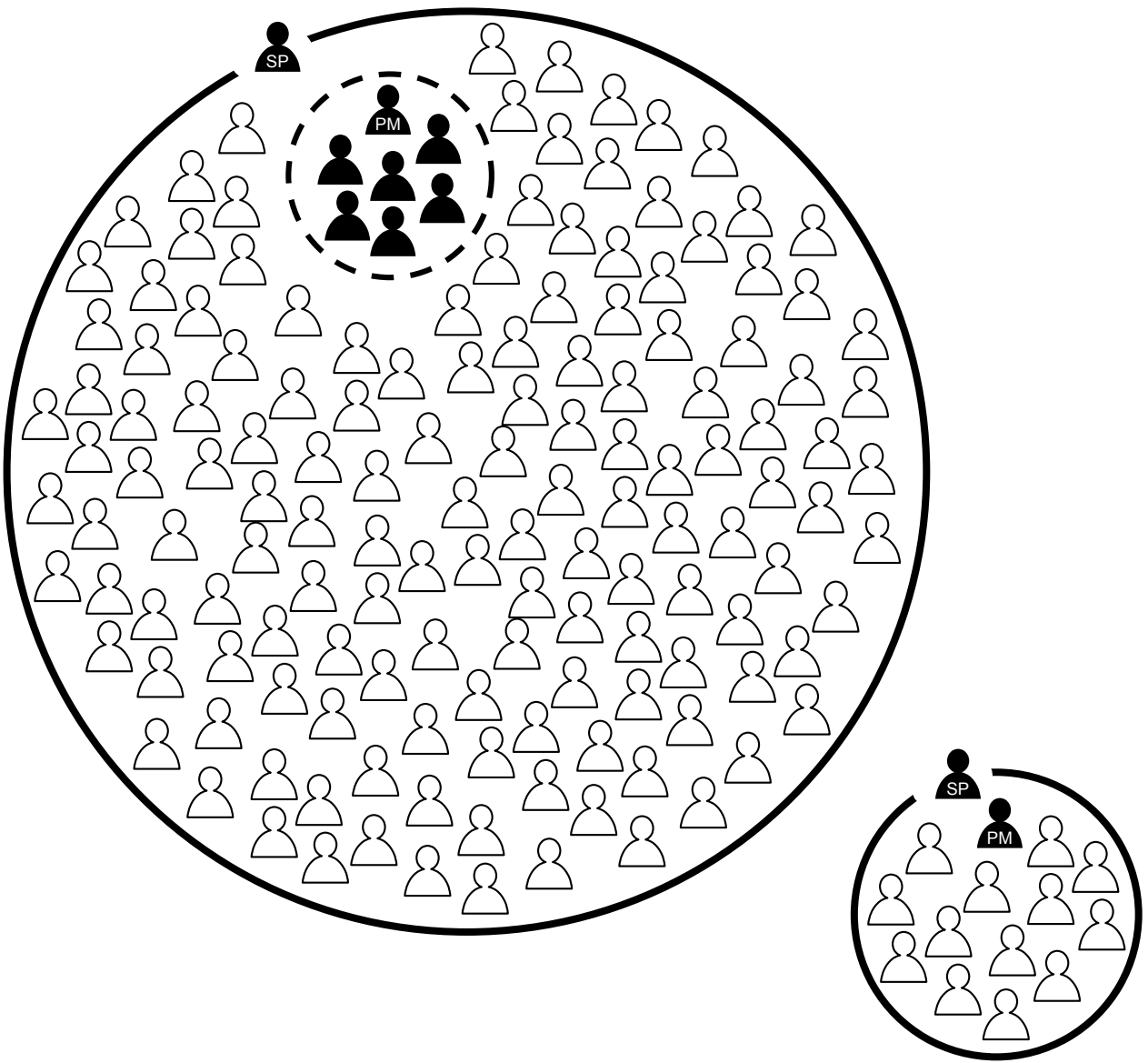
Senior technical experts in the team

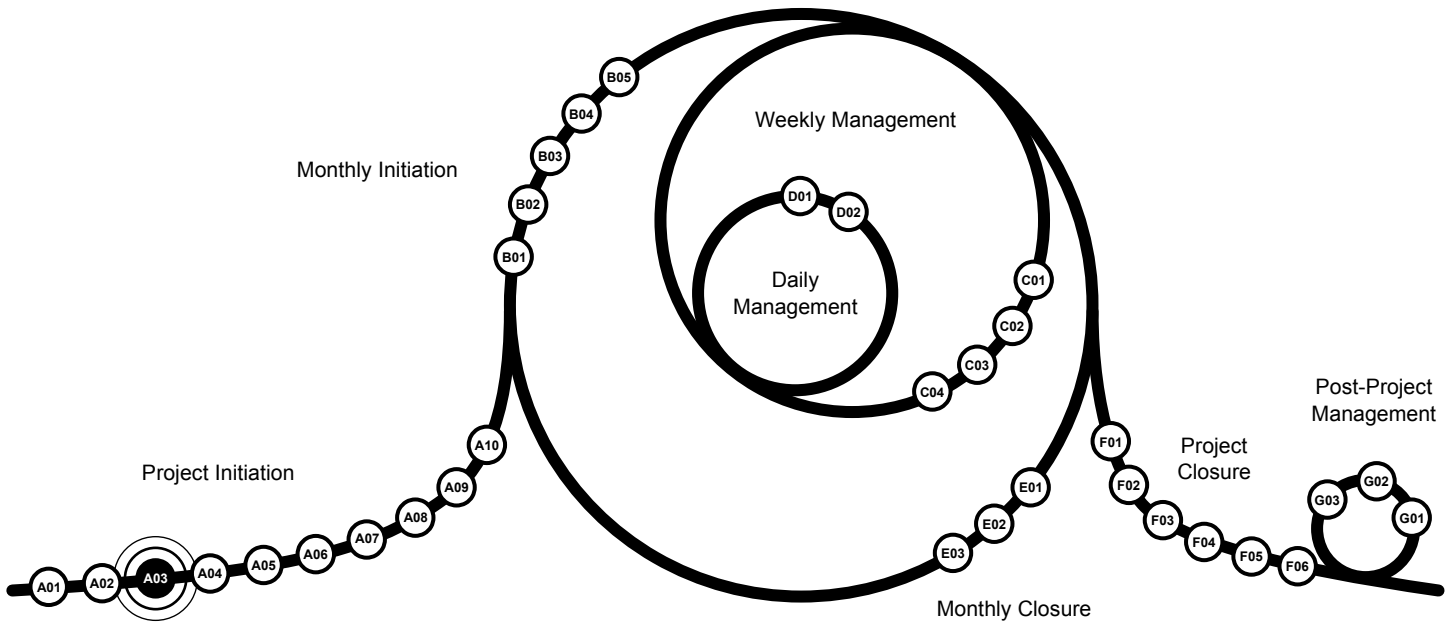
Does the project manager need to be technical?

A02 - Appoint the project manager

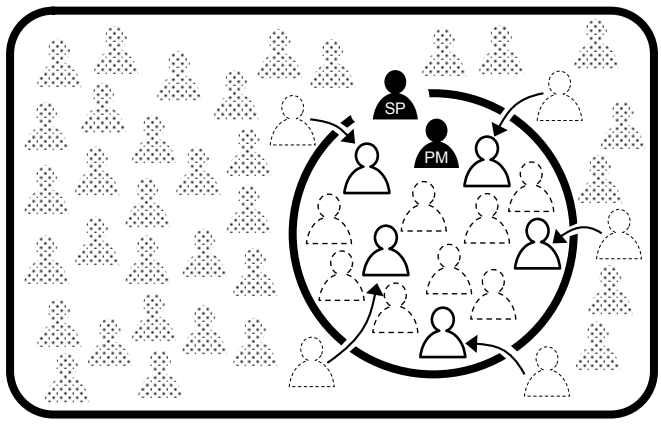


A02 - Appoint the project manager

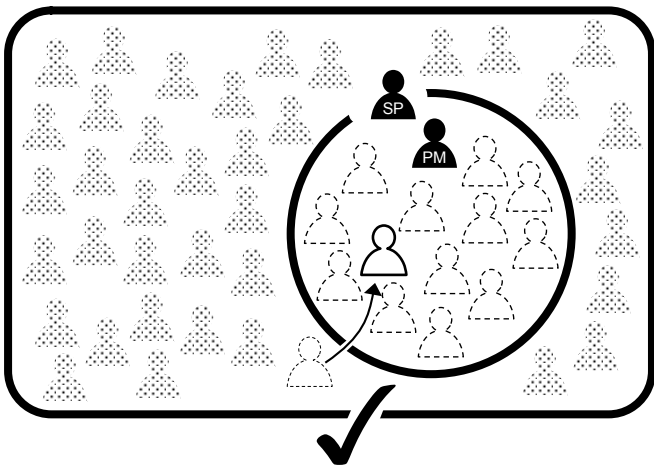
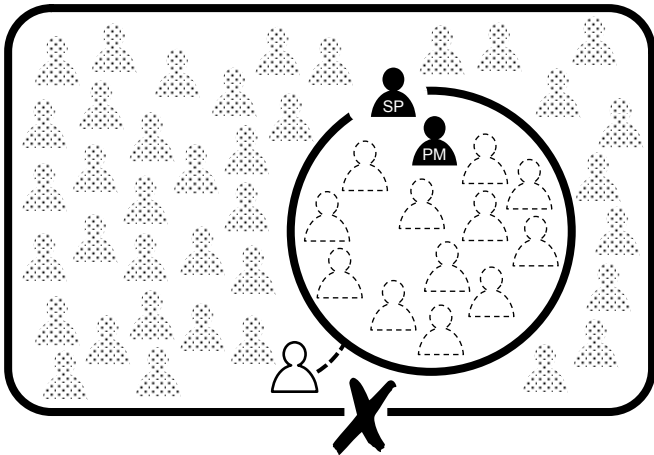




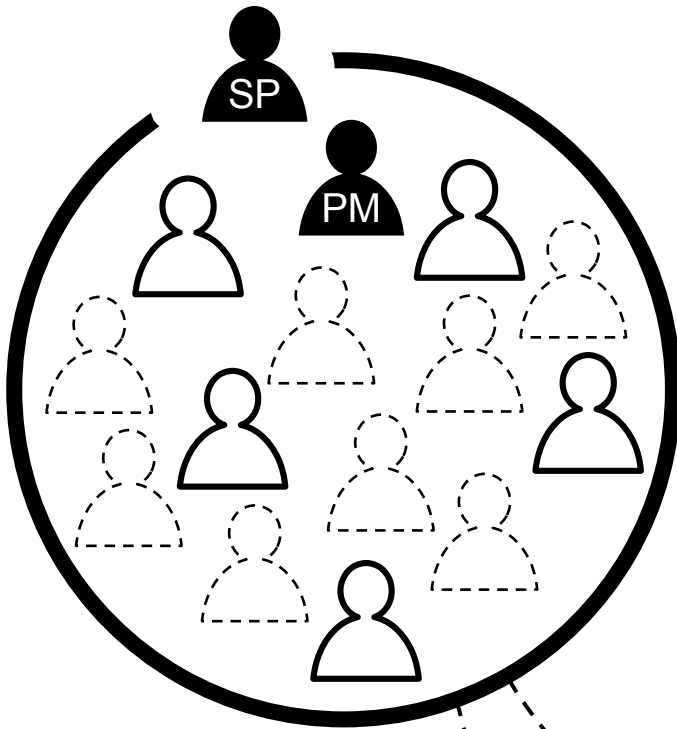
A03 - Appoint the key team members



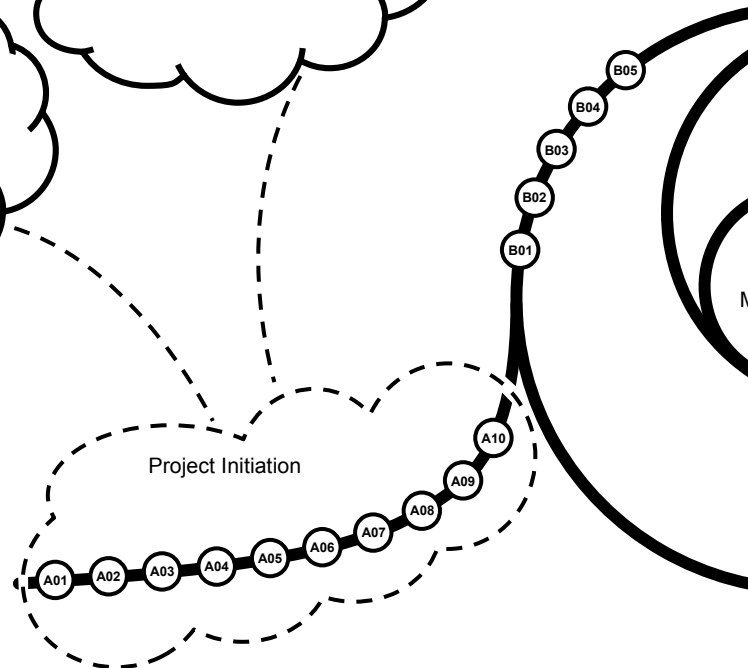
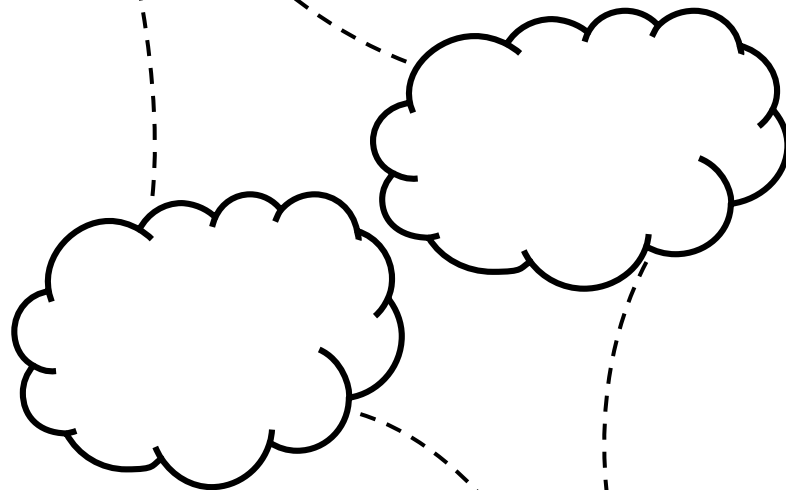
A03 - Appoint the key team members



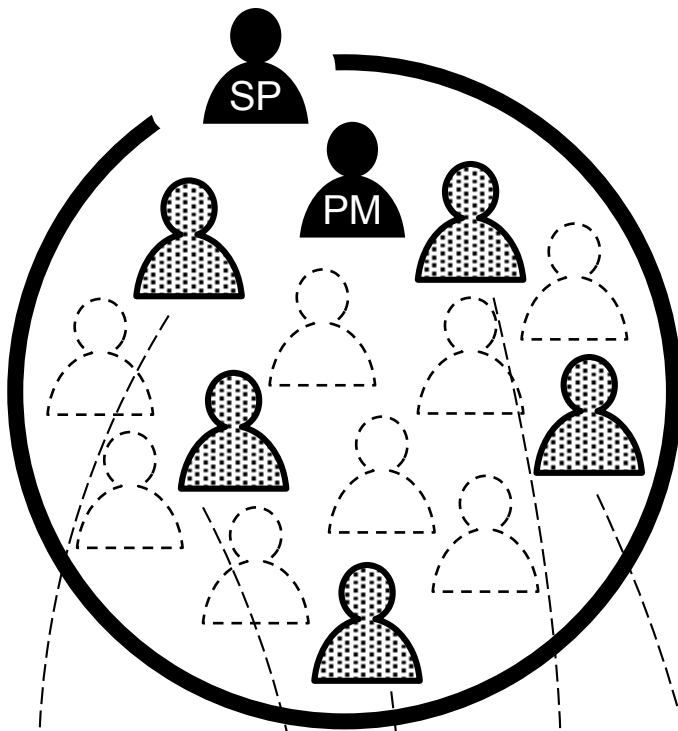
A03 - Appoint the key team members



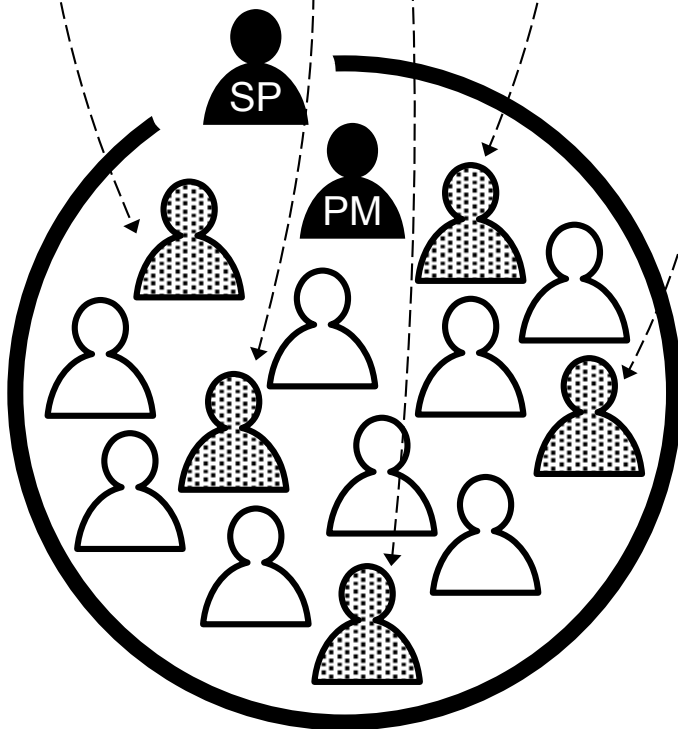
Who should be in the team during Project Initiation?



A03 - Appoint the key team members

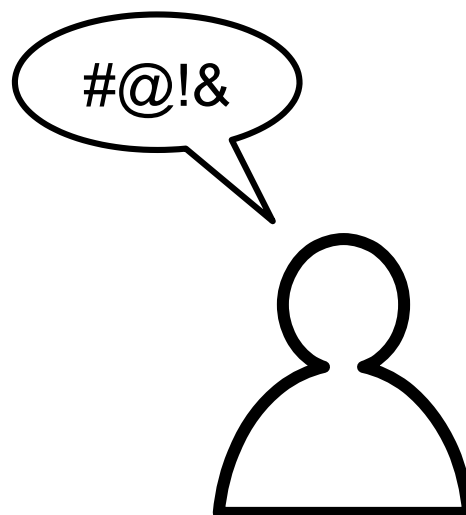
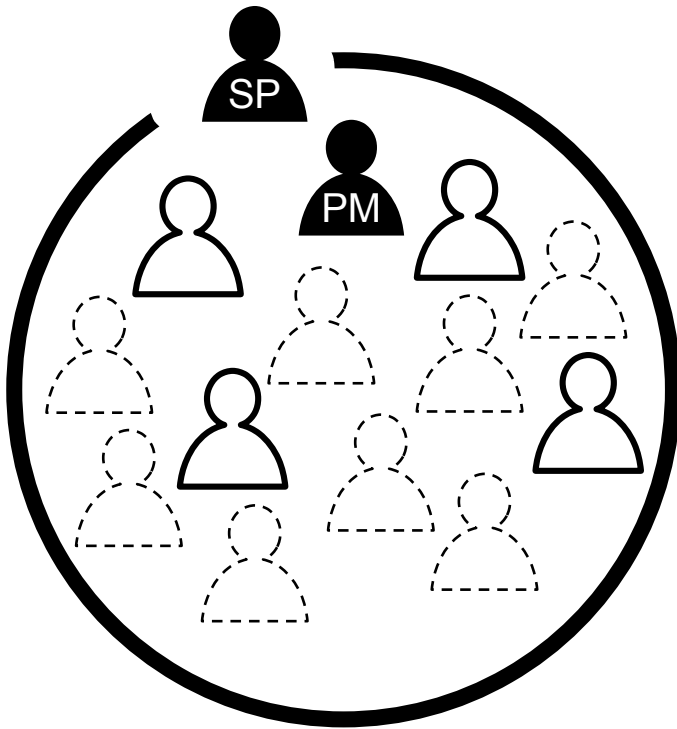


Project Initiation

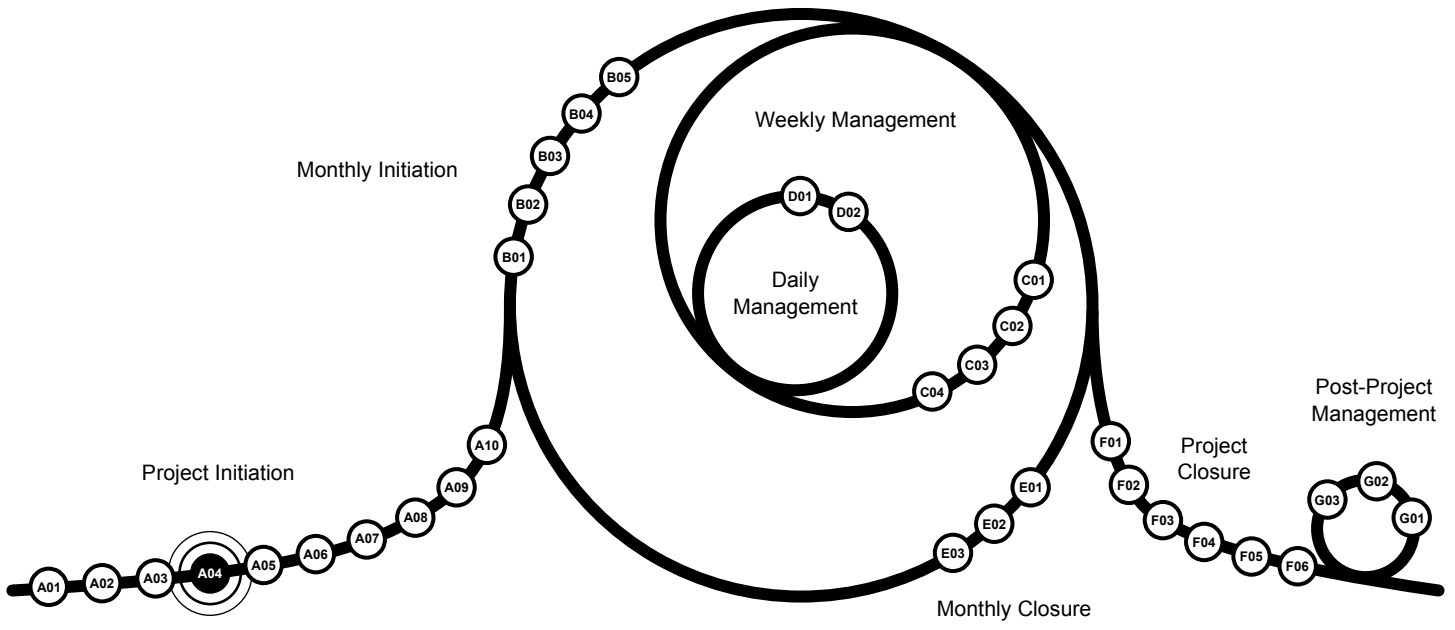


Monthly cycles

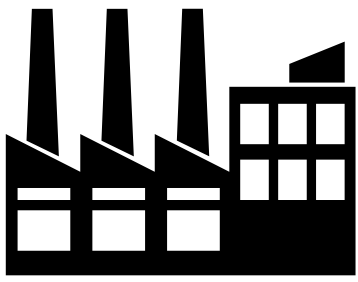
A03 - Appoint the key team members



Head of the
contract management department

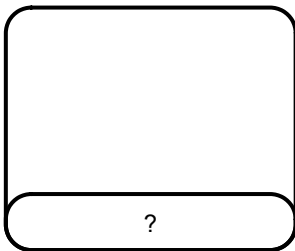
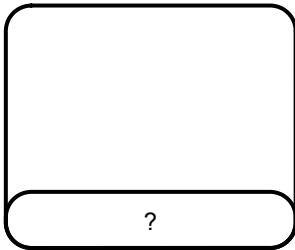
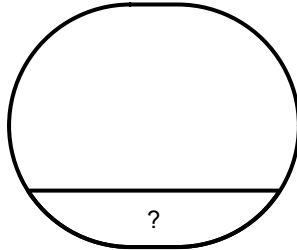
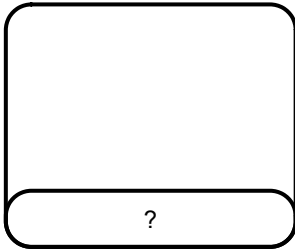
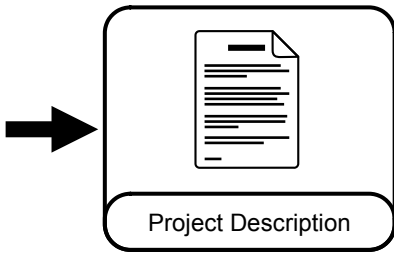


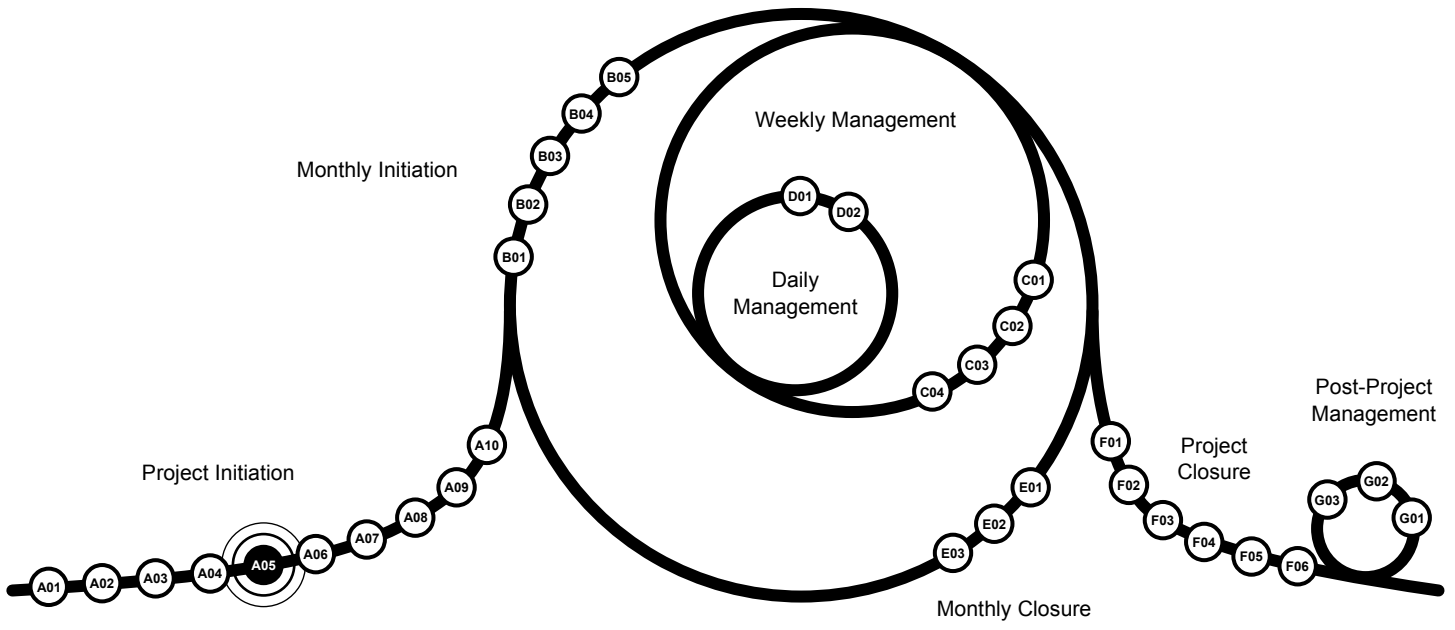
A04 - Describe the project



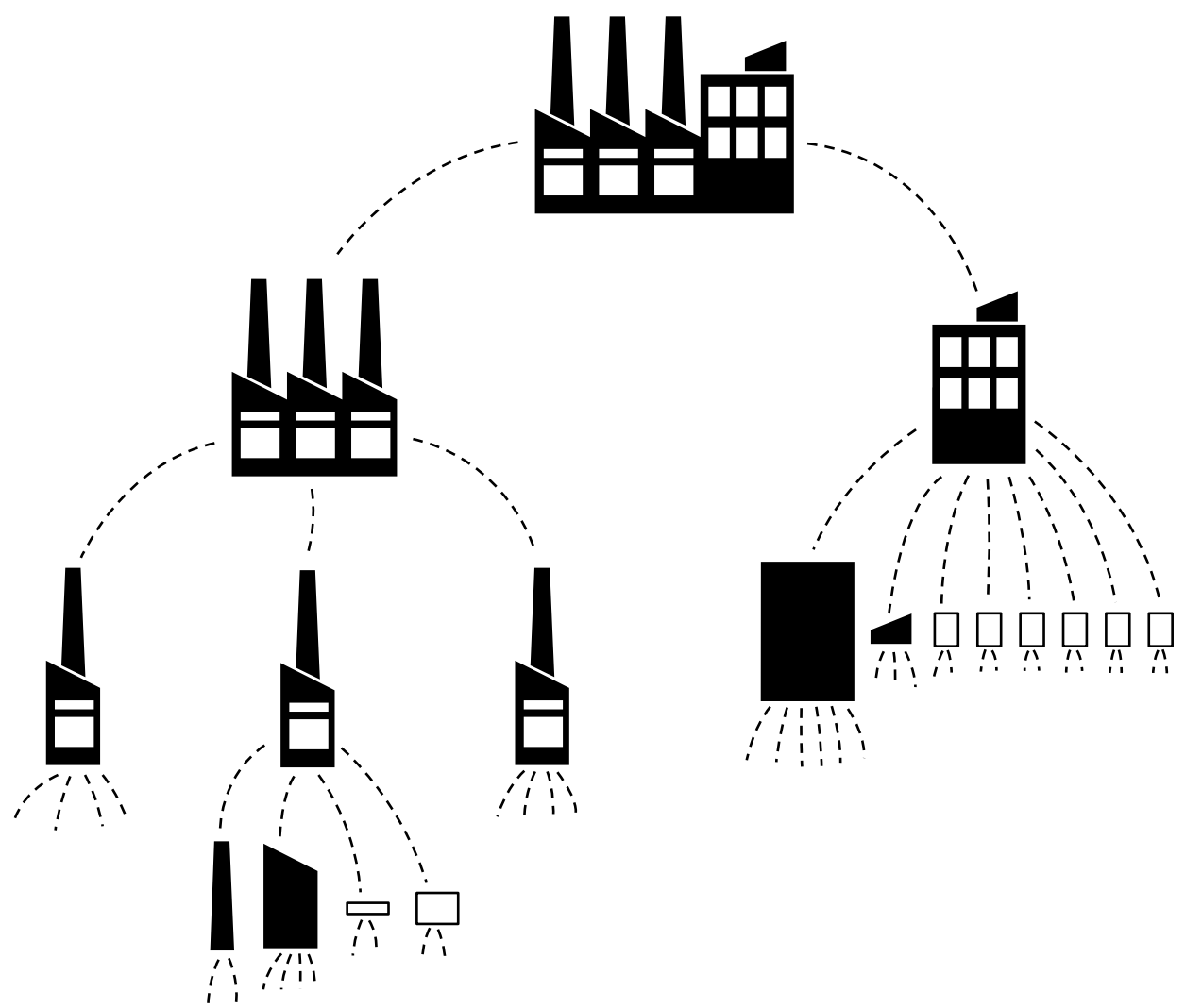
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- 2
- 3
- 4
- 5

A04 - Describe the project

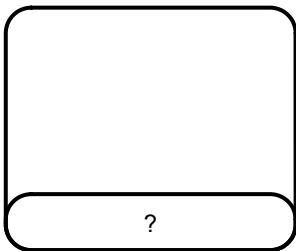
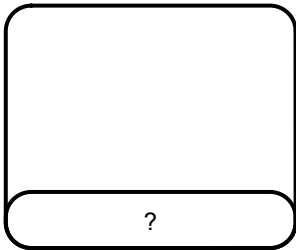
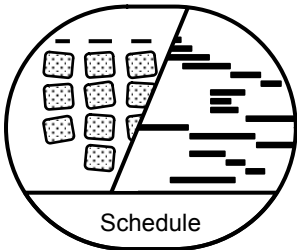
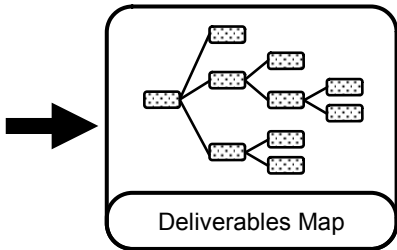
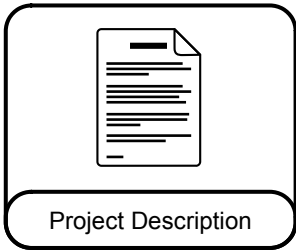




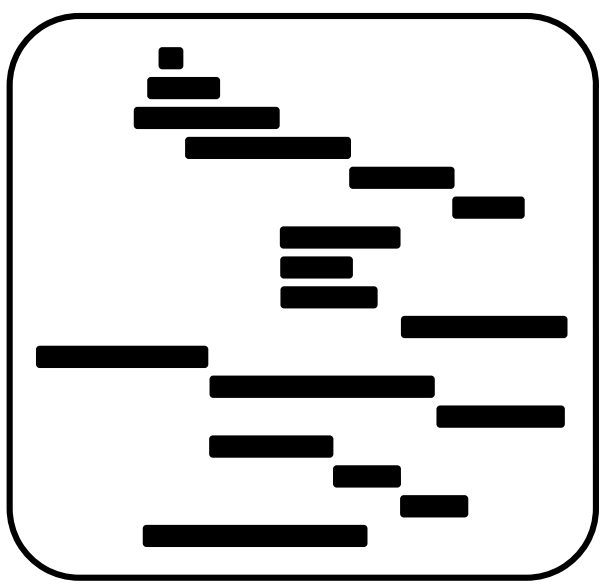
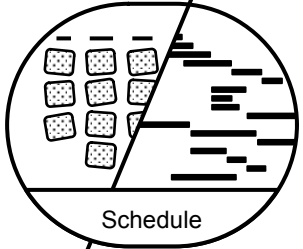
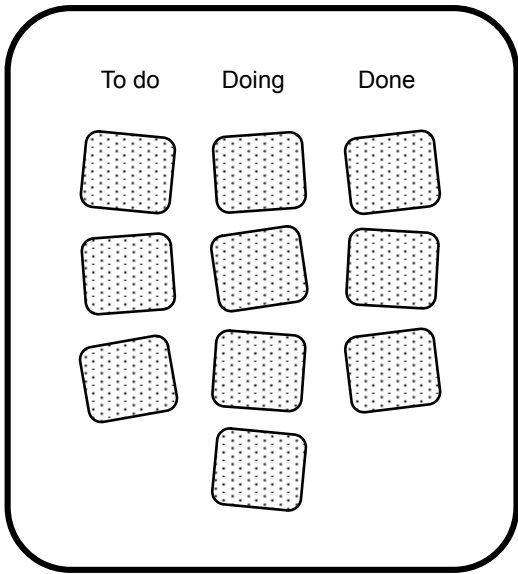
A05 - Identify and plan the deliverables

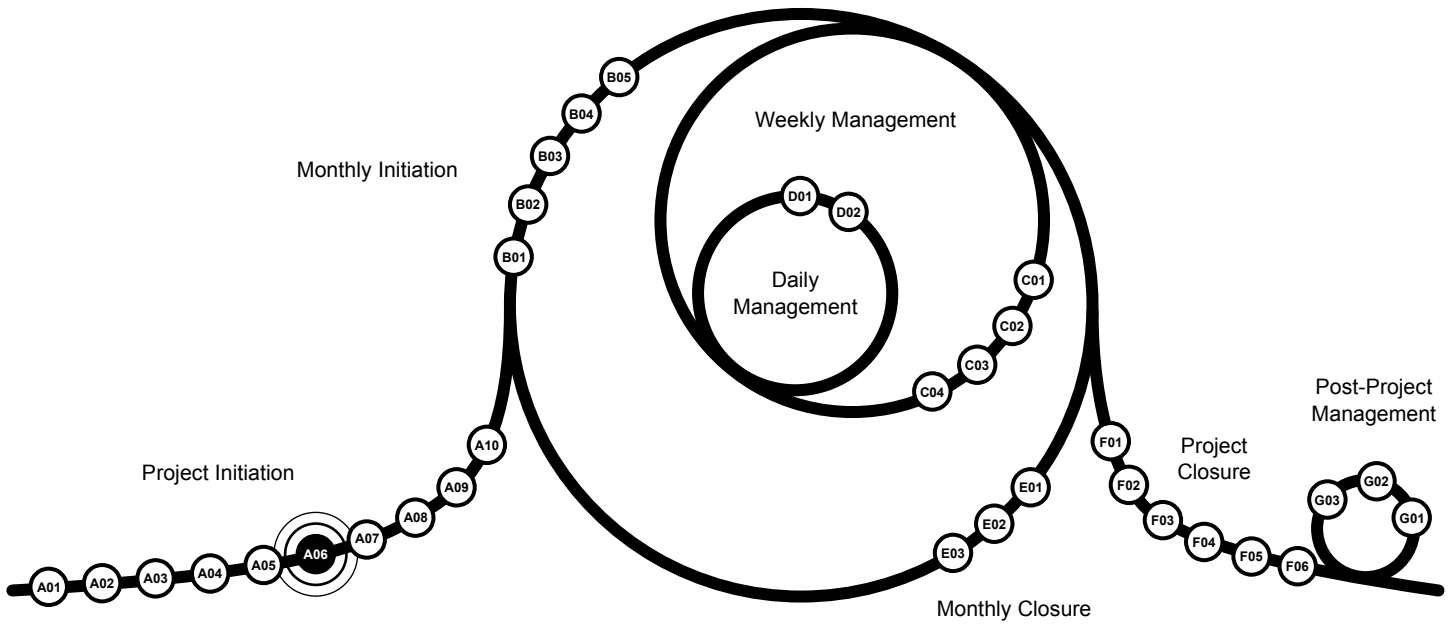


A05 - Identify and plan the deliverables

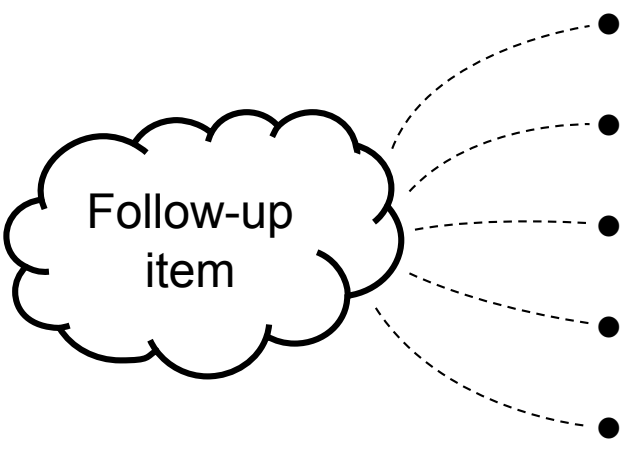


A05 - Identify and plan the deliverables

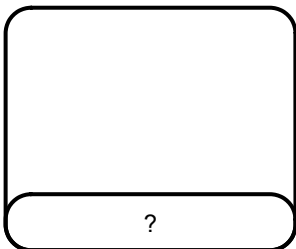
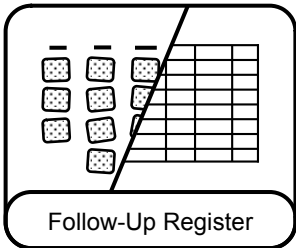
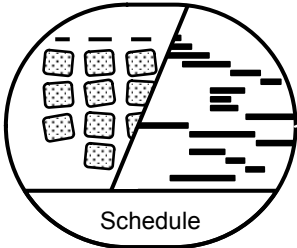
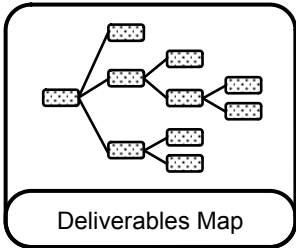
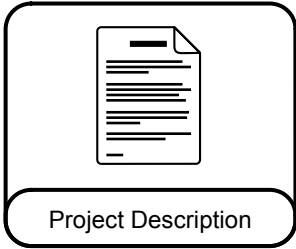


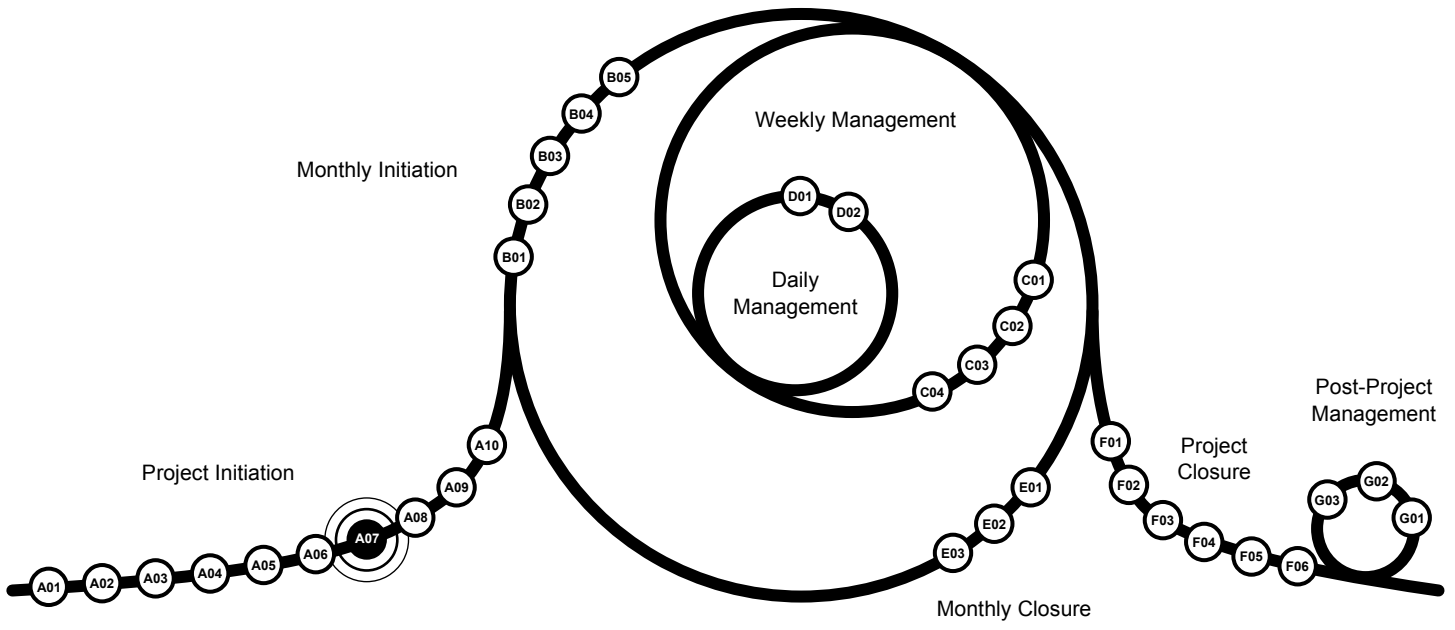


A06 - Identify risks and plan responses




A06 - Identify risks and plan responses

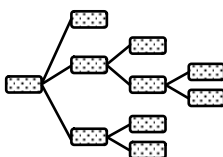




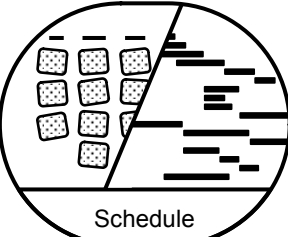
A07 - Have project initiation peer-reviewed



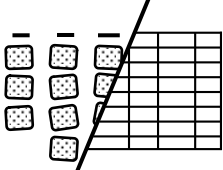
Project Description



Deliverables Map



Schedule

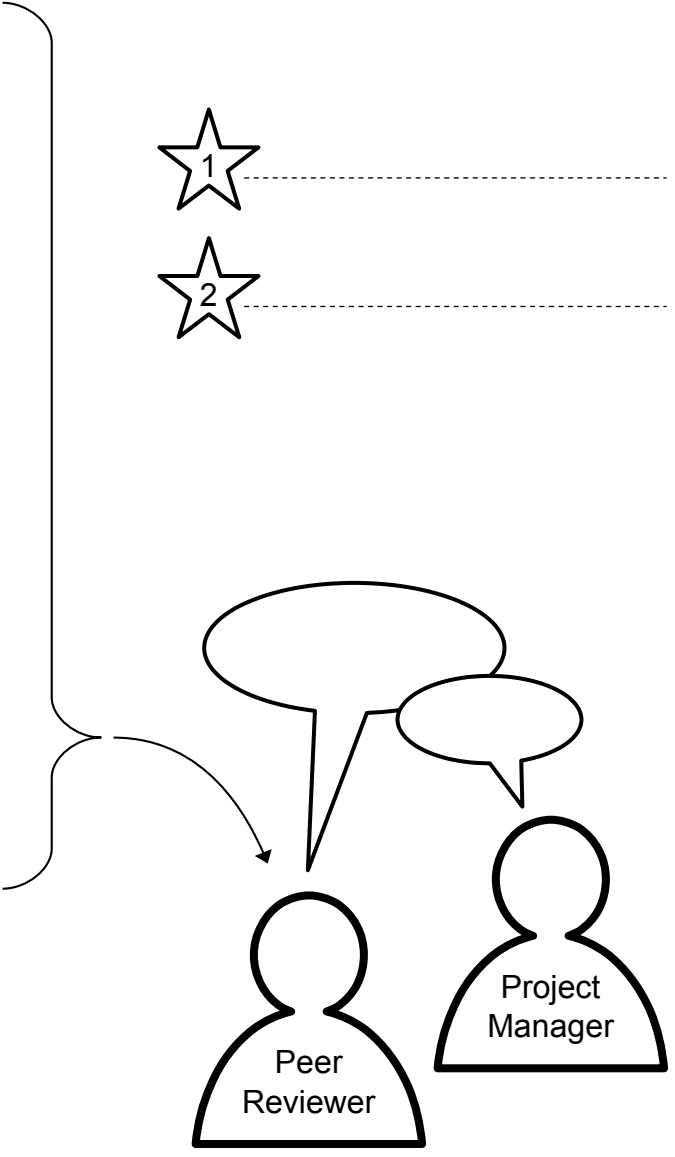


Follow-Up Register

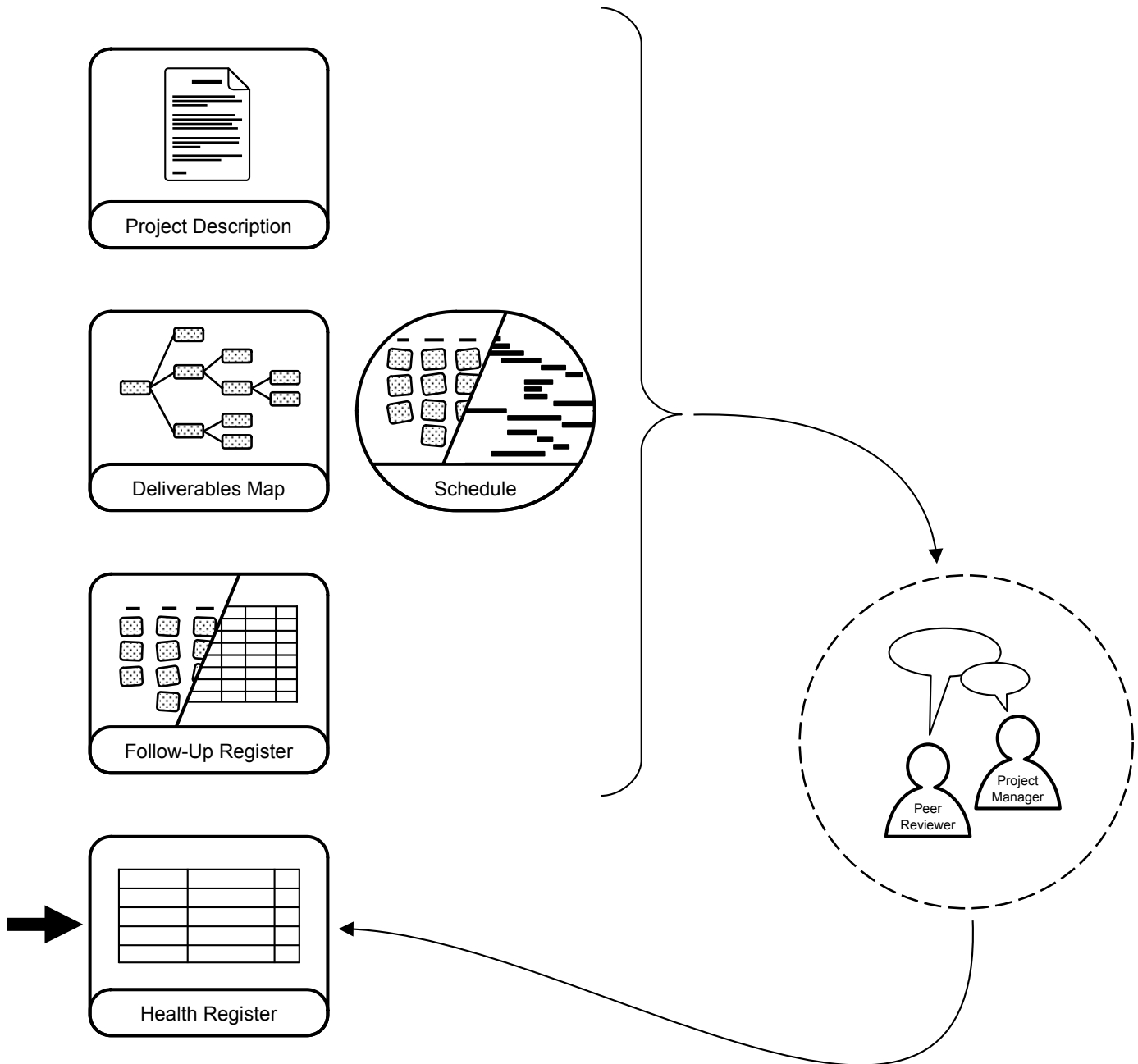
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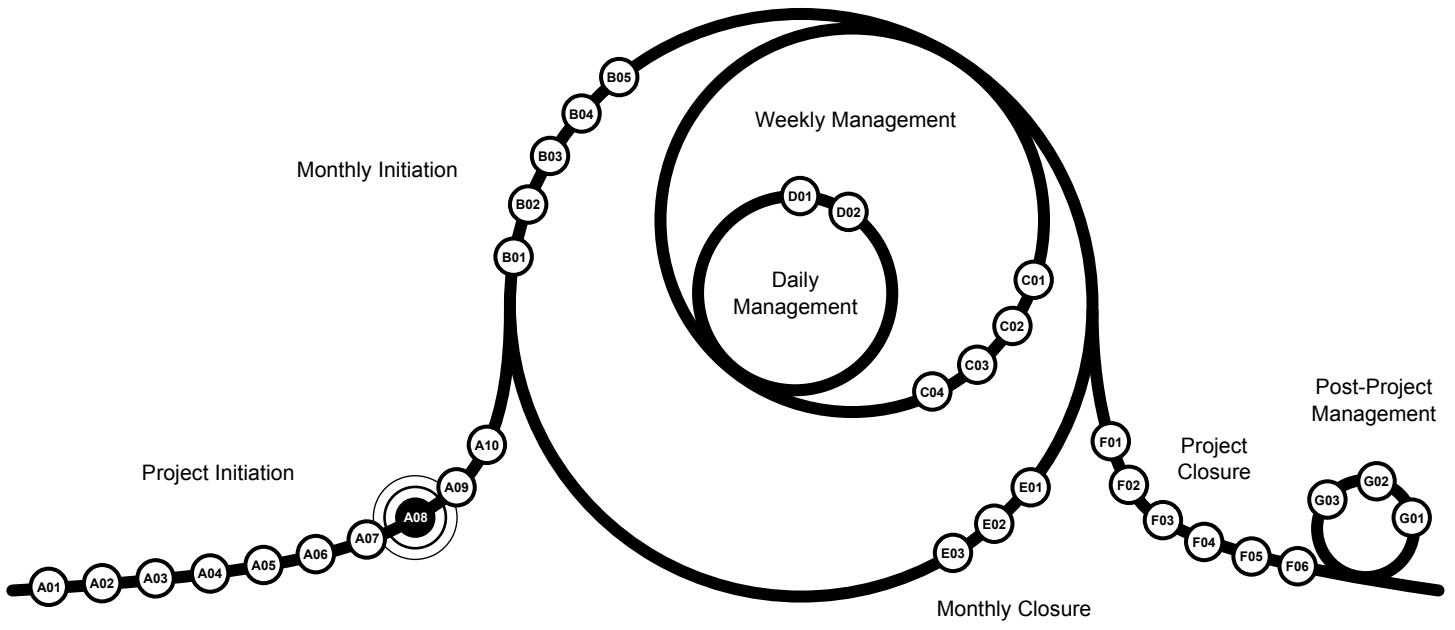
★ 1 _____

★ 2 _____



A07 - Have project initiation peer-reviewed





A08 - Make a go/no-go decision

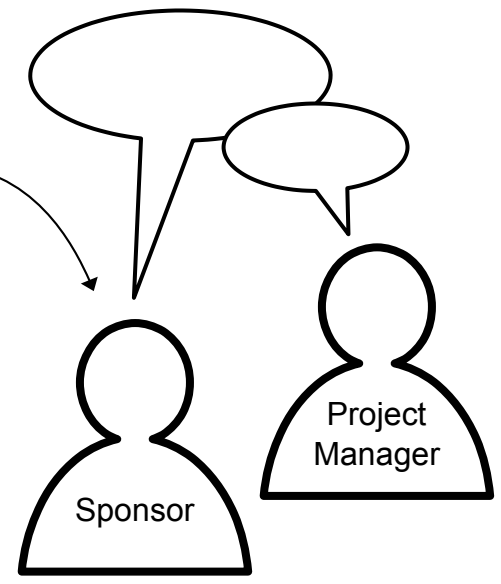
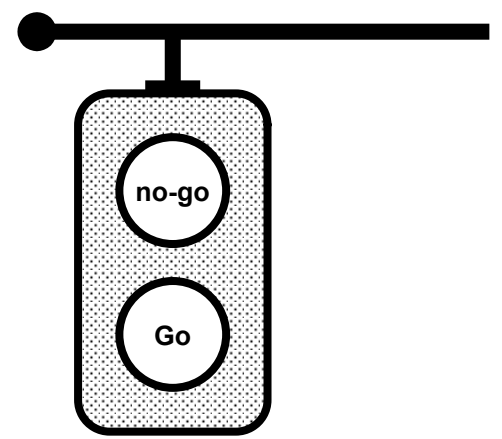
Project Description

Deliverables Map

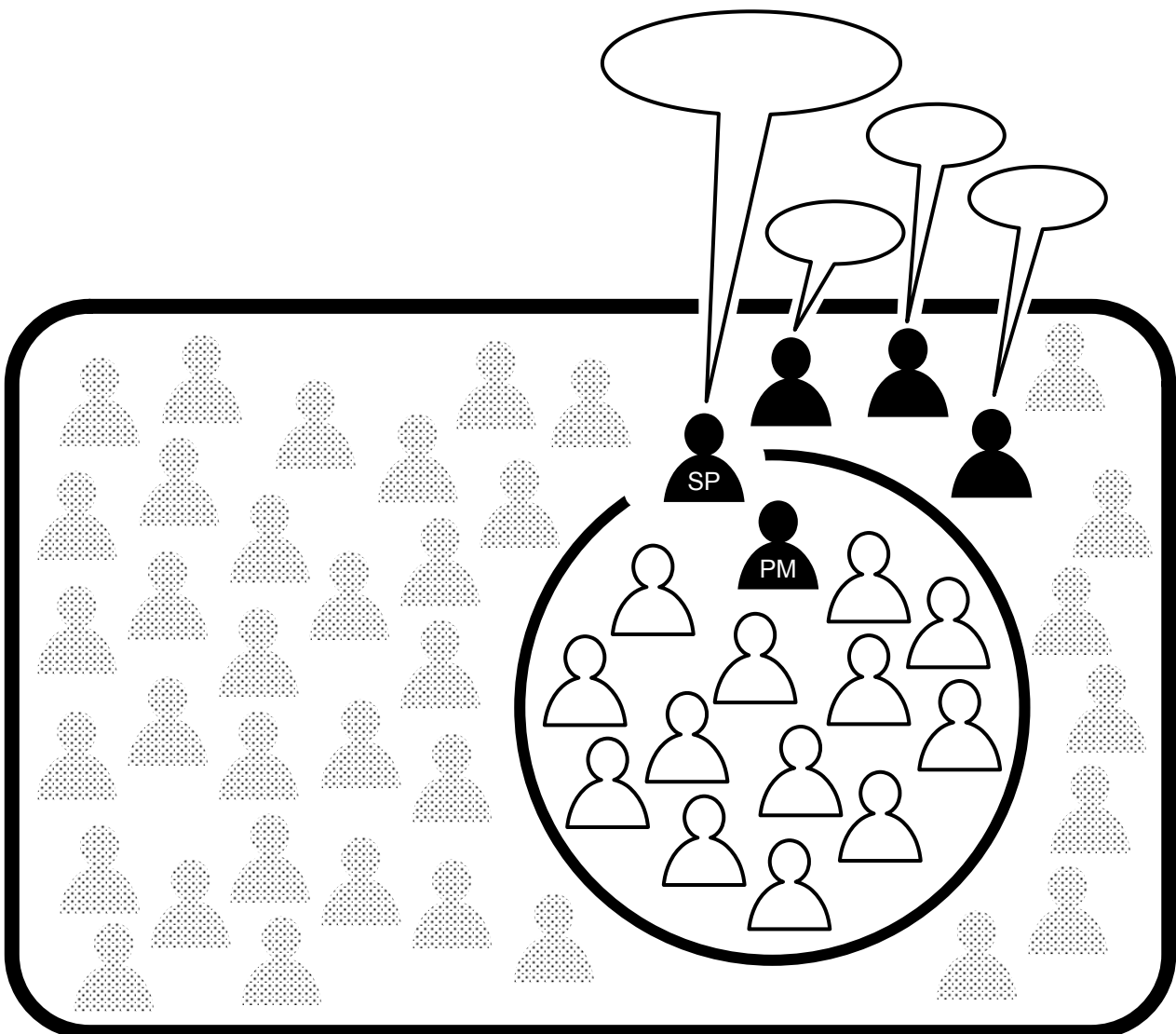
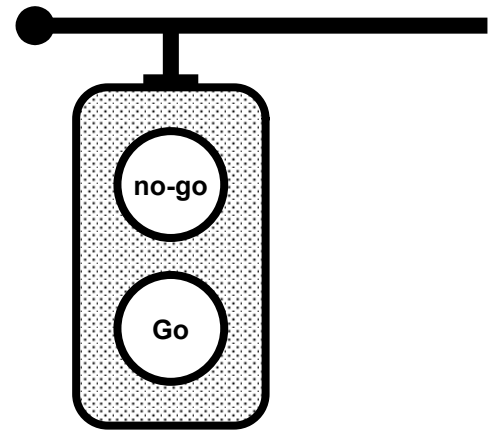
Schedule

Follow-Up Register

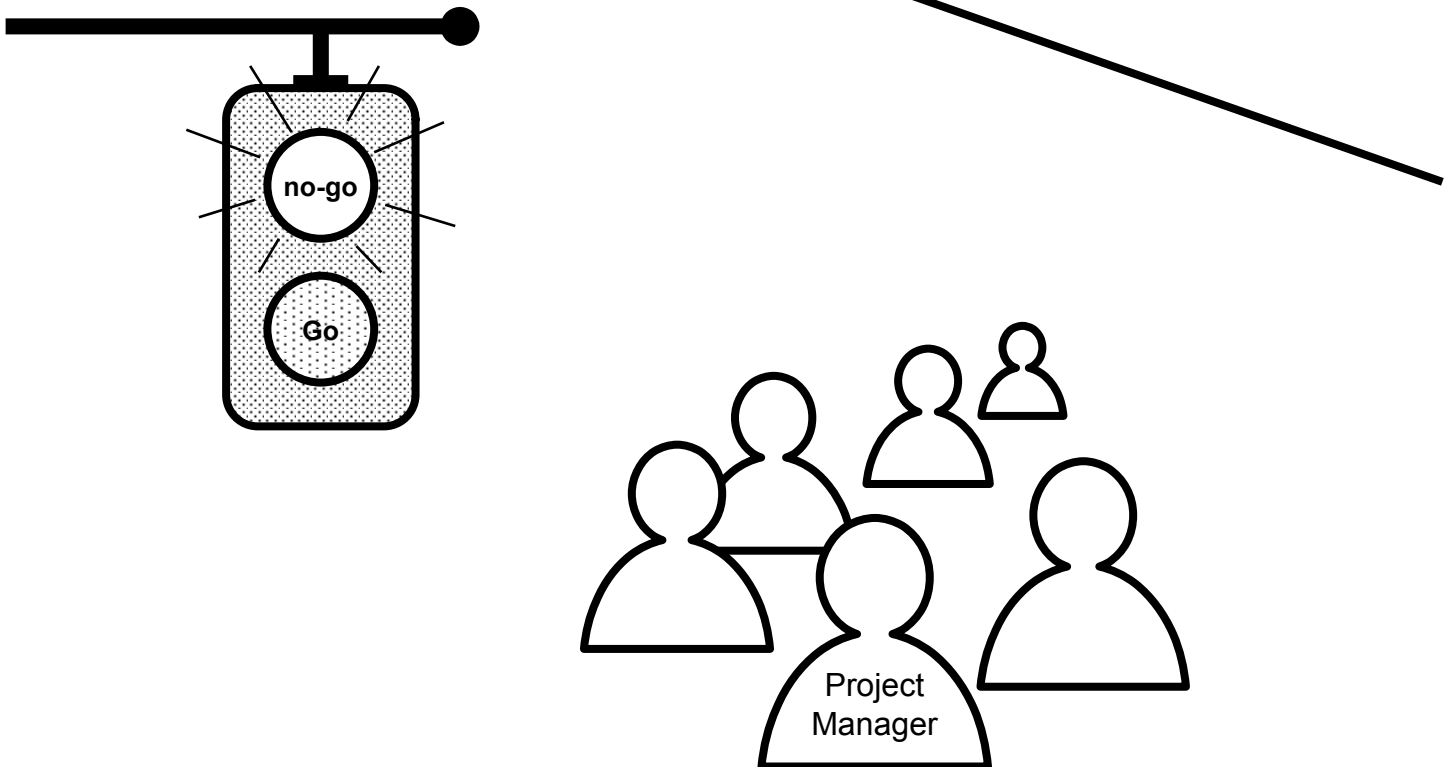
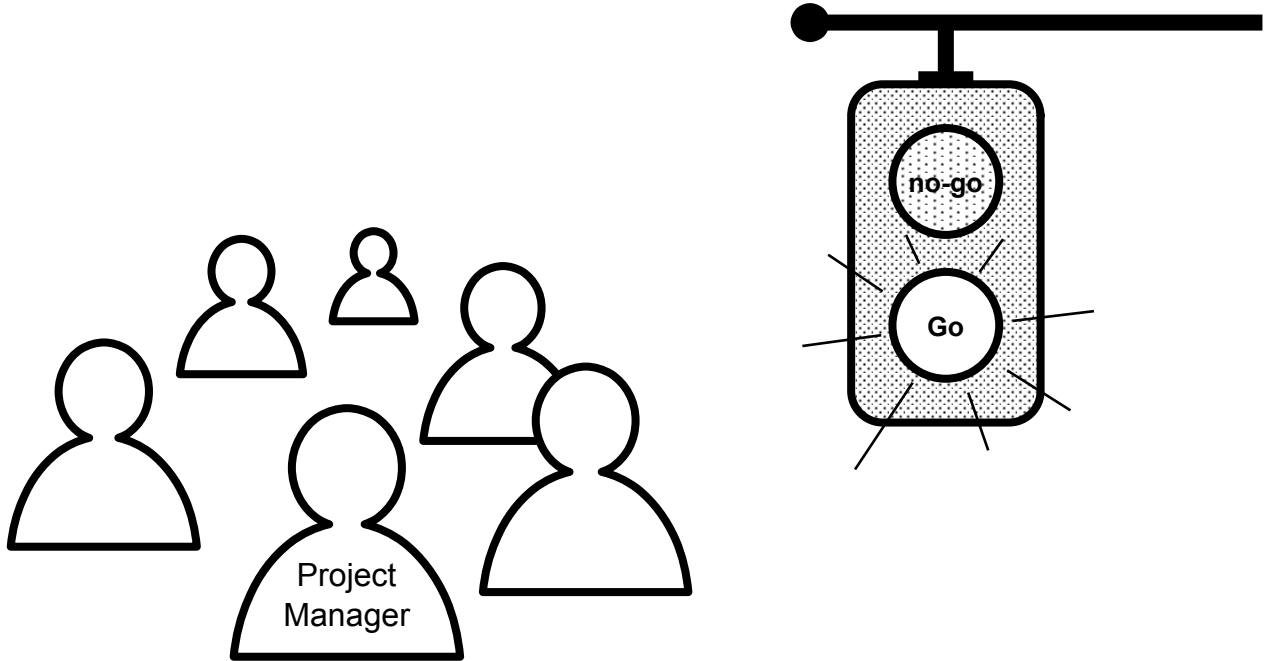
Health Register



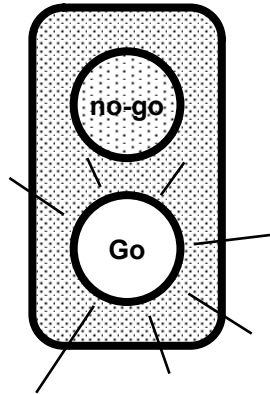
A08 - Make a go/no-go decision



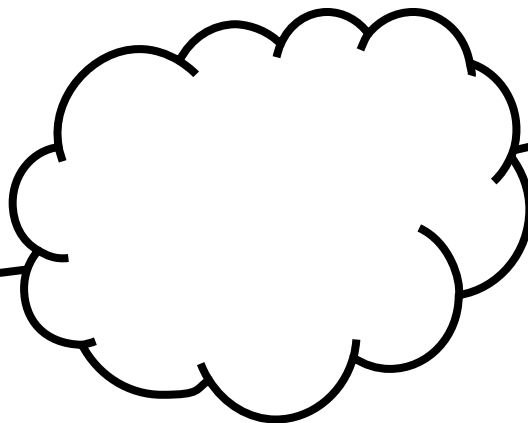
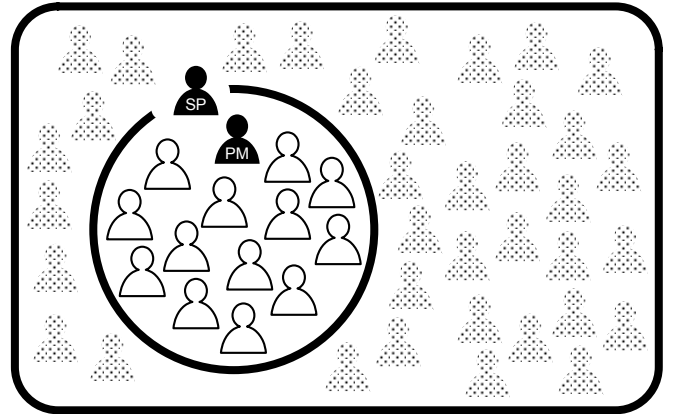
A08 - Make a go/no-go decision



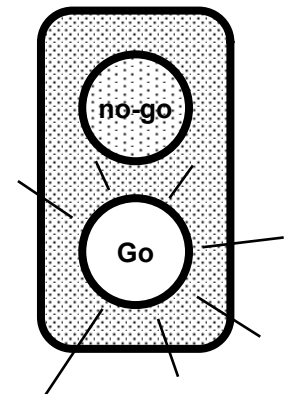
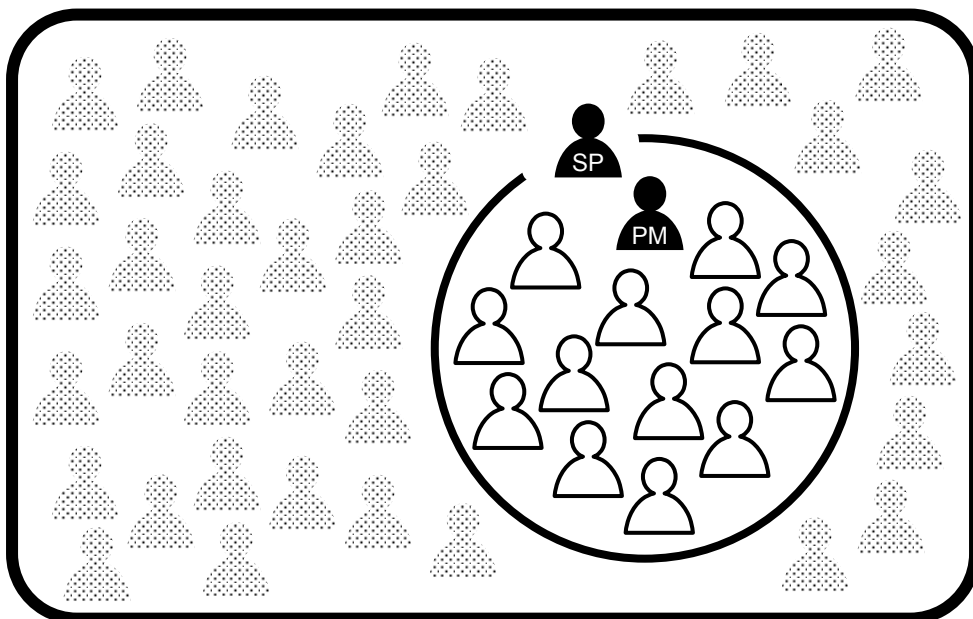
A08 - Make a go/no-go decision



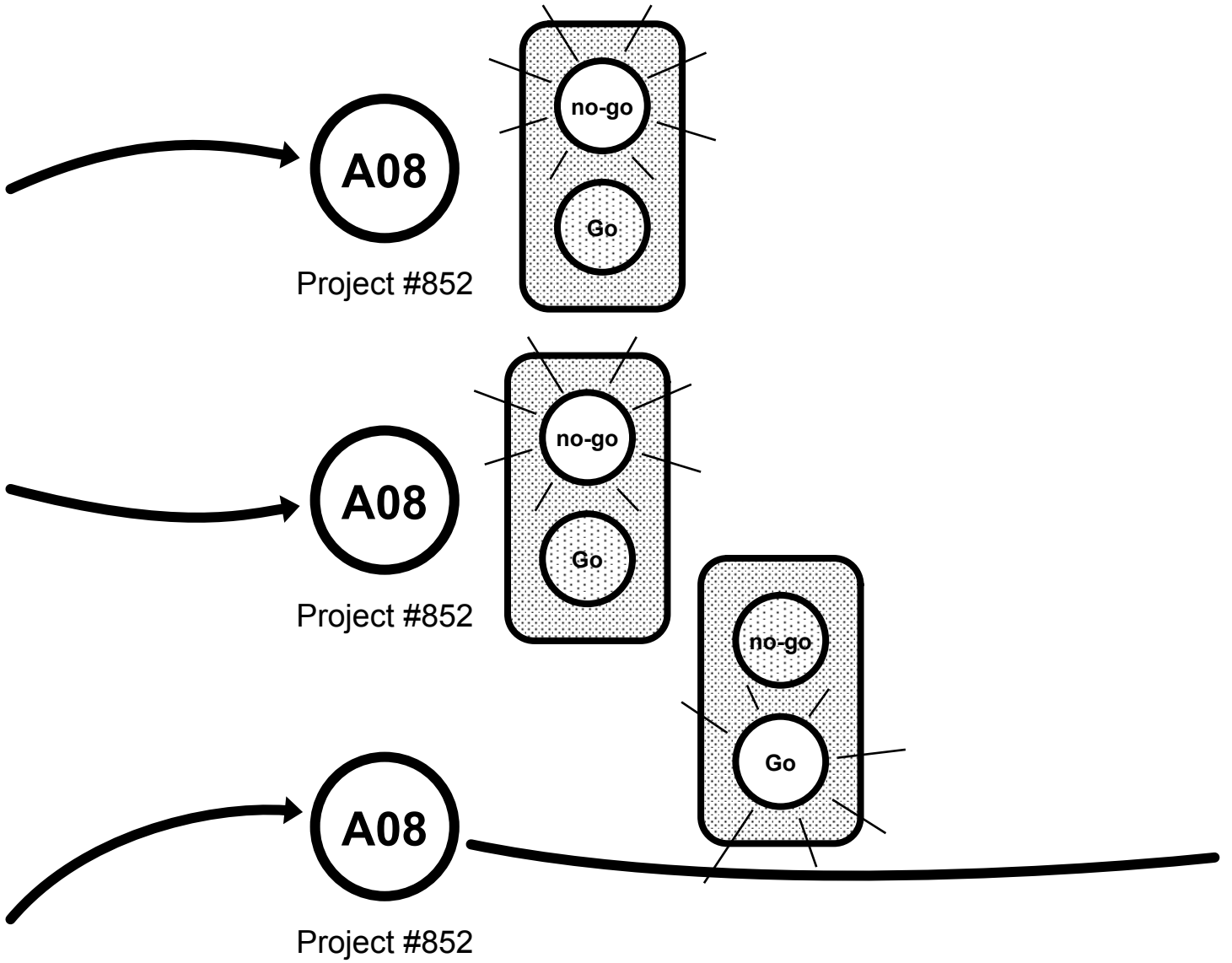
Your customer (if any)

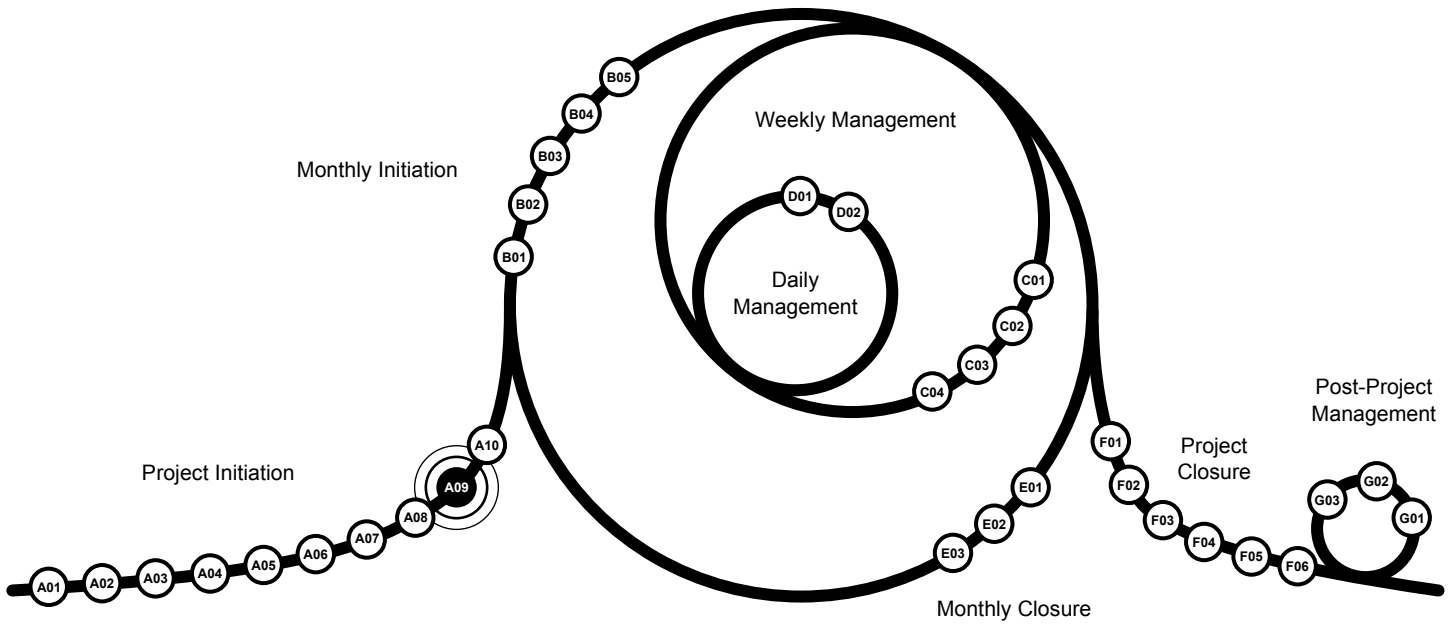


Your organization

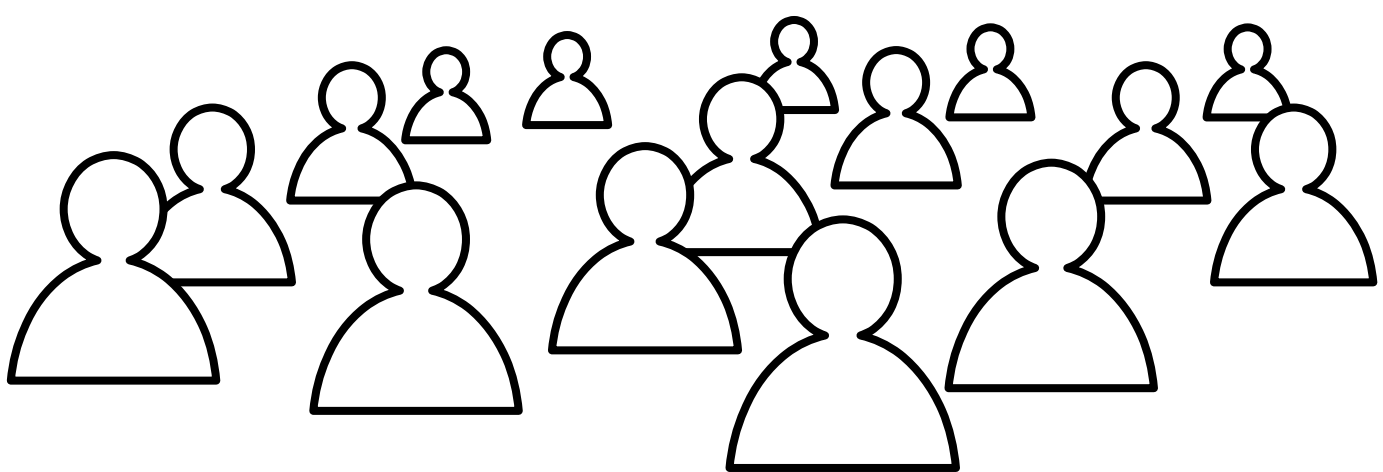


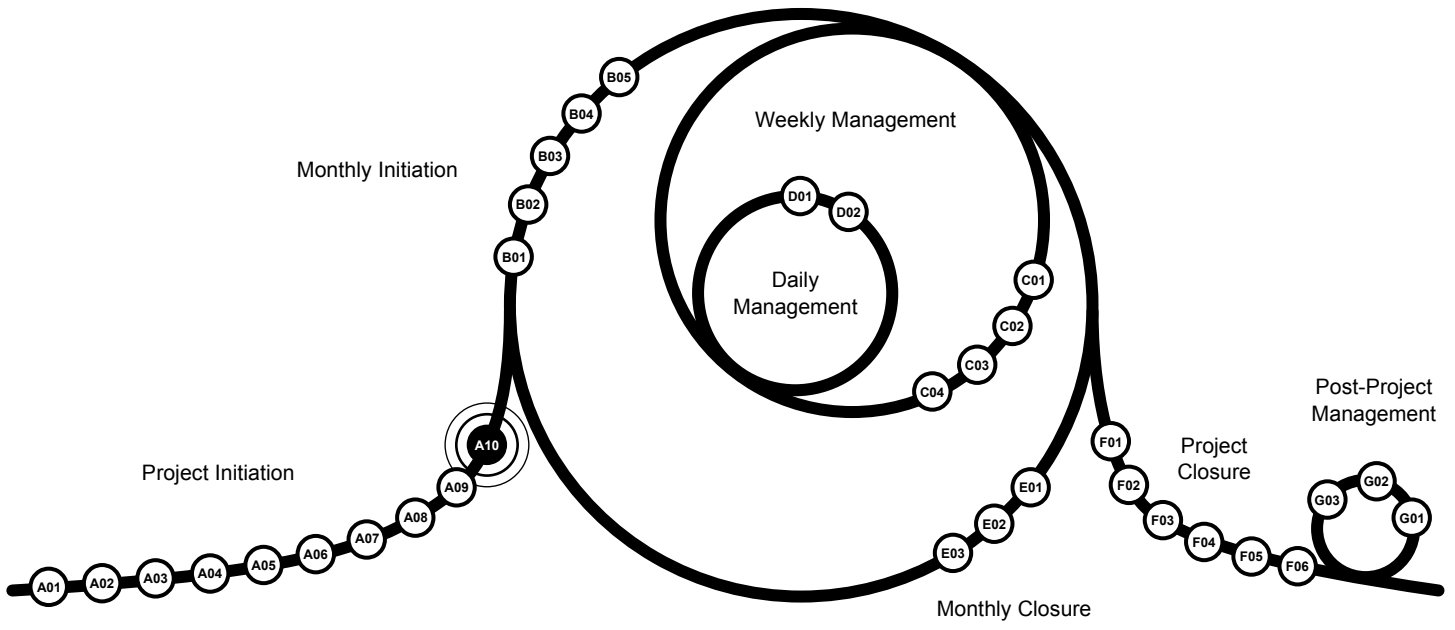
A08 - Make a go/no-go decision





A09 - Kick off the project

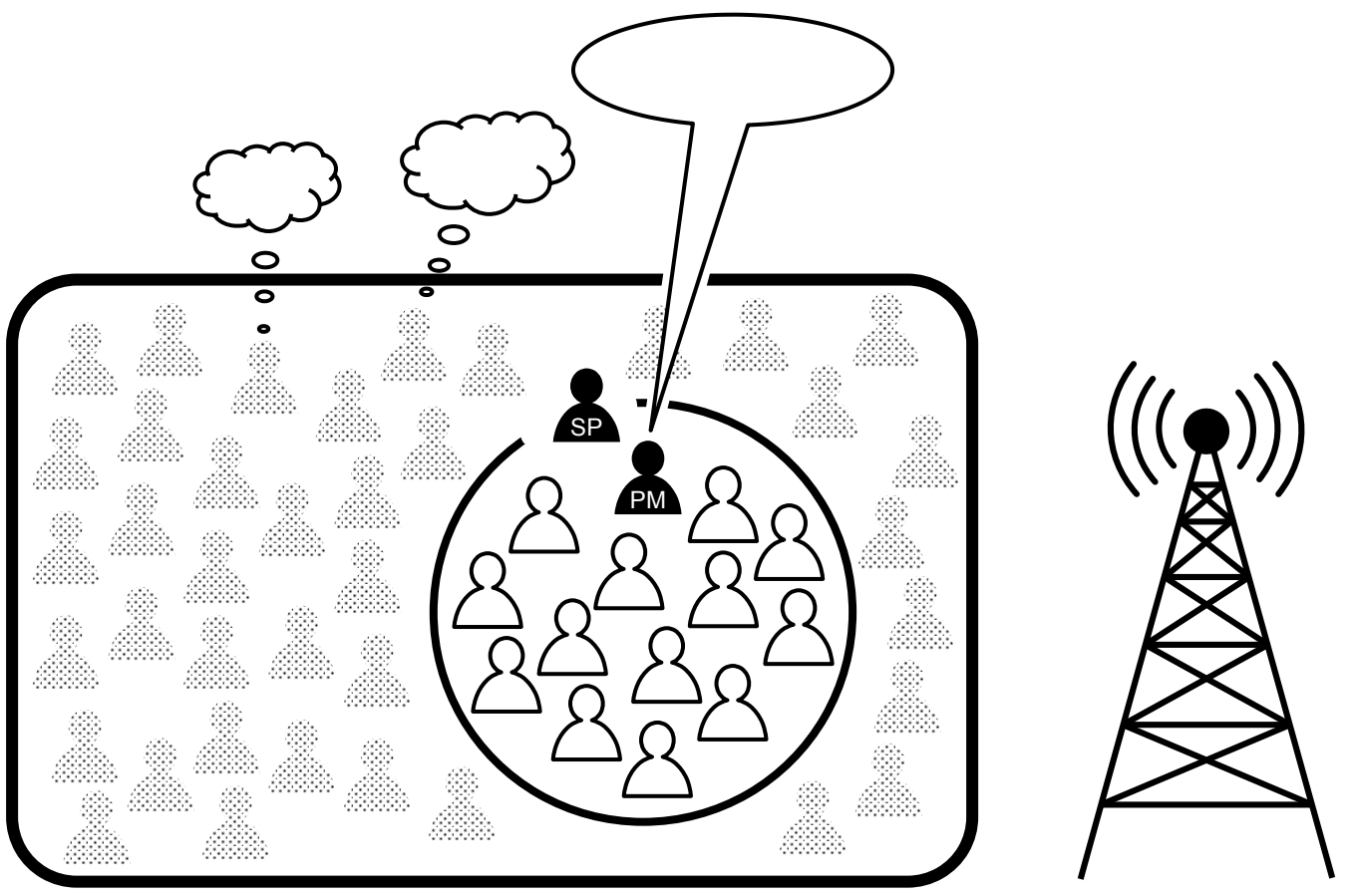




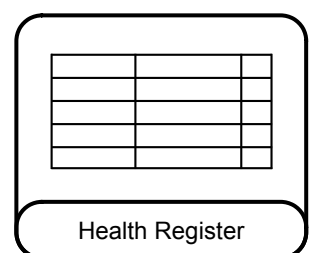
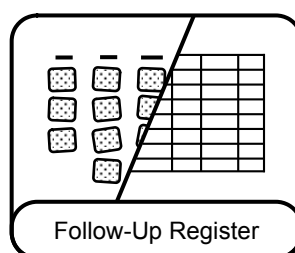
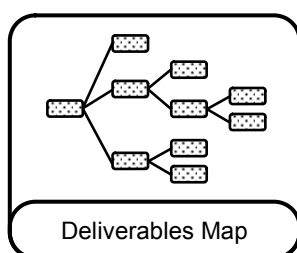
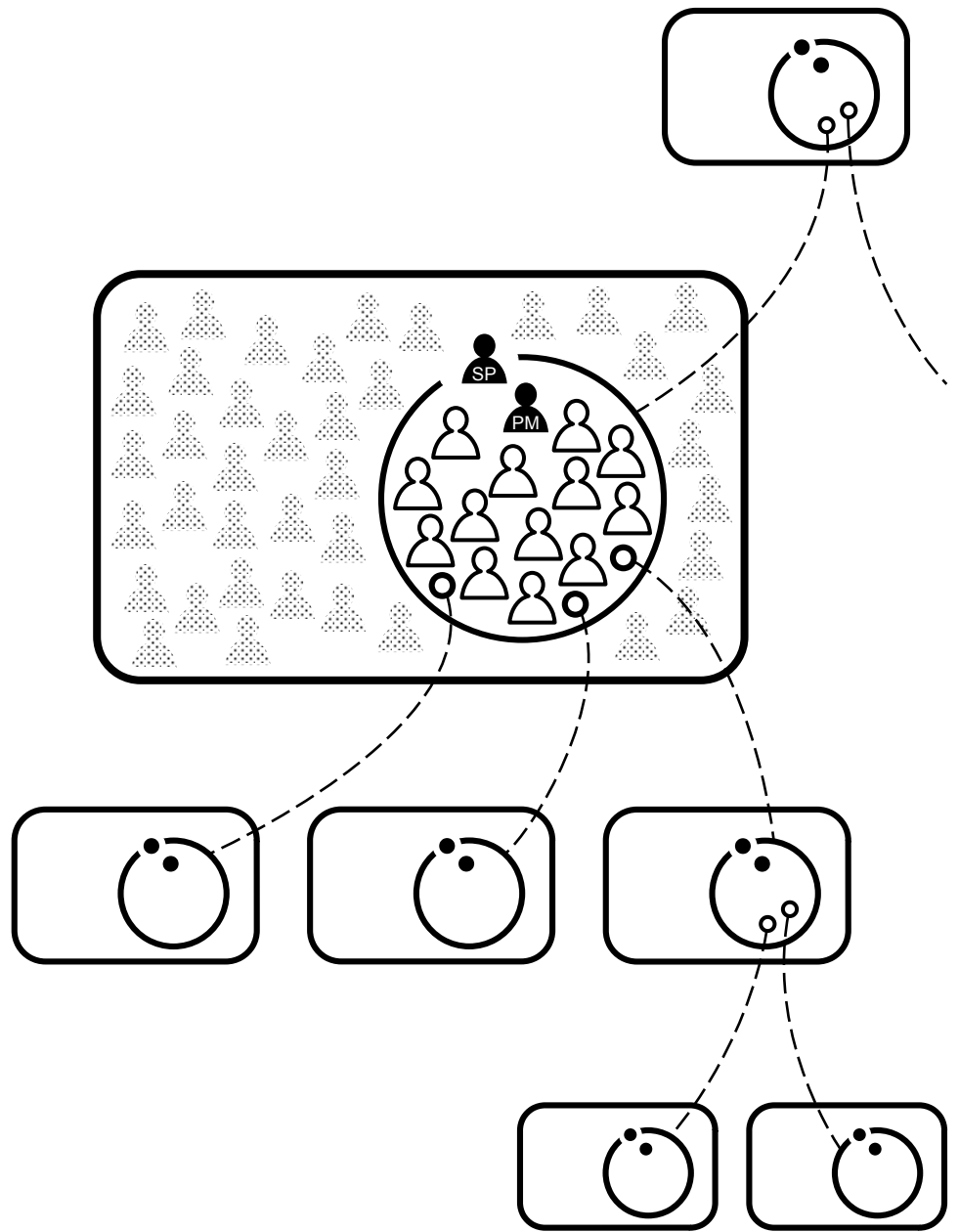
A10 - Conduct a focused communication

● Message:

● Audience:



The multi-perspective structure of P3.express

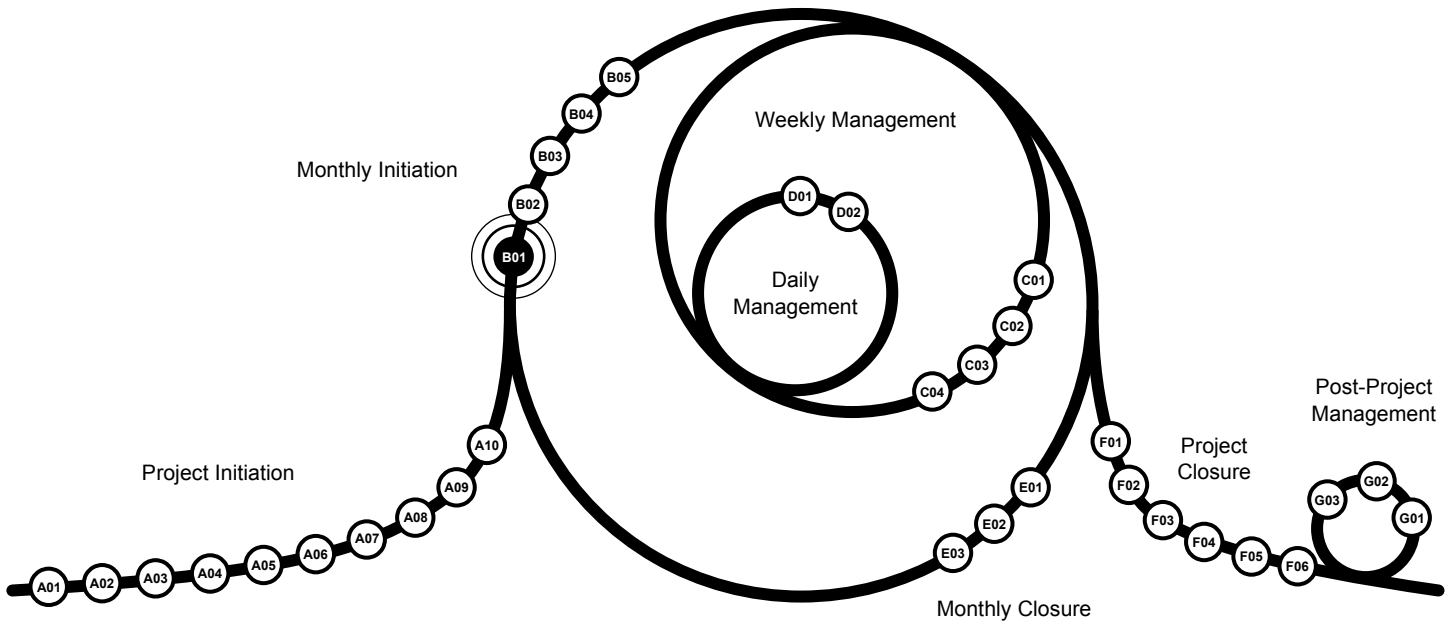


Part 2

Full review

Ⓑ

Monthly Initiation



B01 - Revise and refine the plans

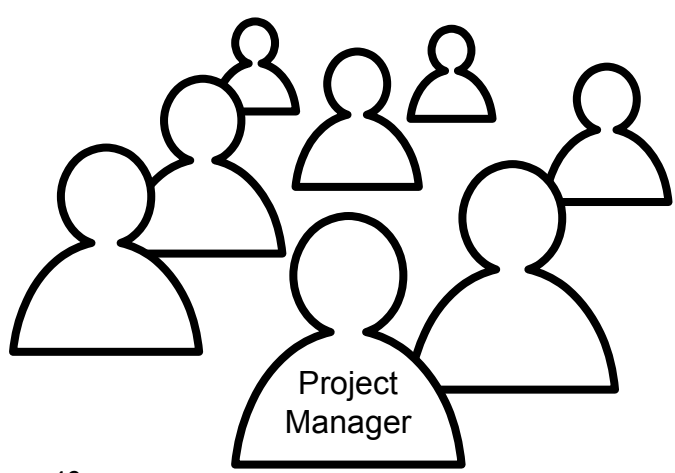
Project Description

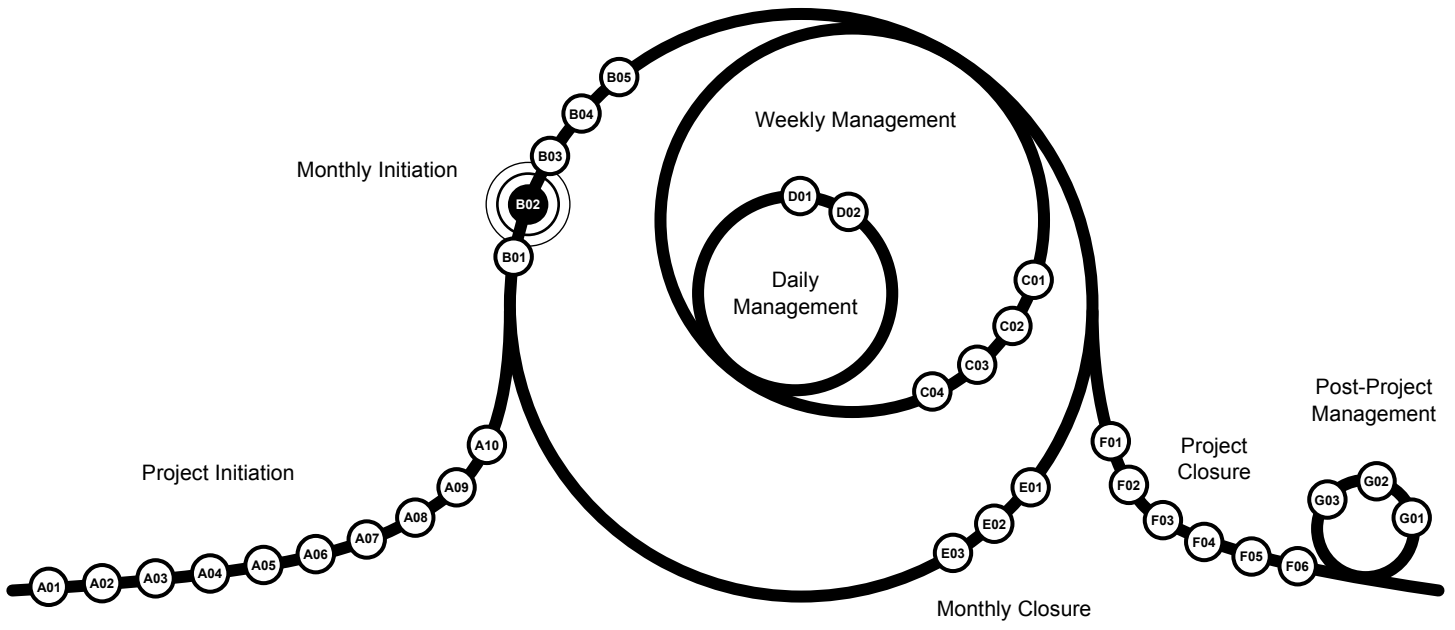
Deliverables Map

Schedule

Follow-Up Register

Health Register





B02 - Have the monthly cycle peer-reviewed

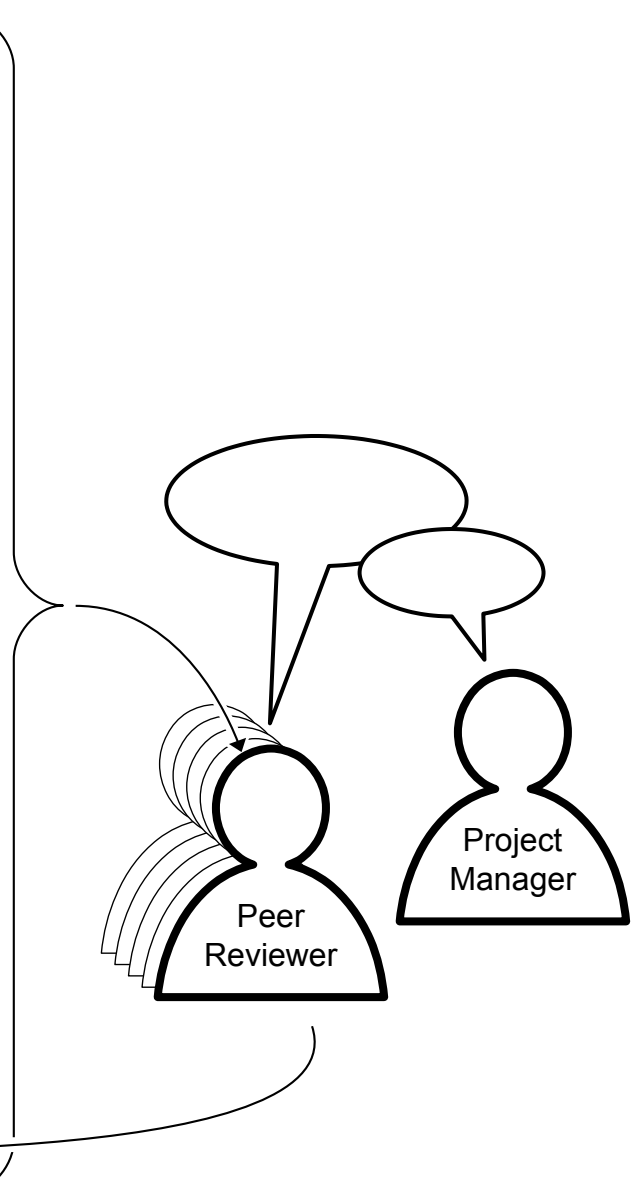
Project Description

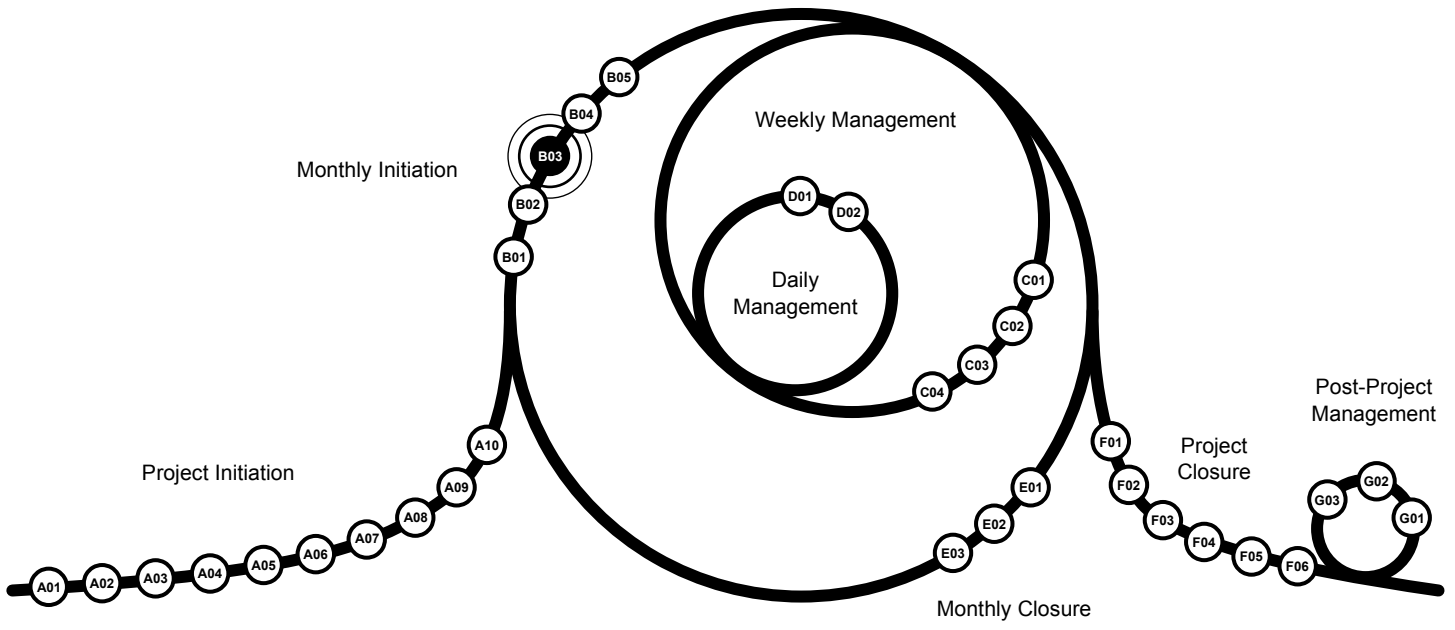
Deliverables Map

Schedule

Follow-Up Register

Health Register





B03 - Make a go/no-go decision

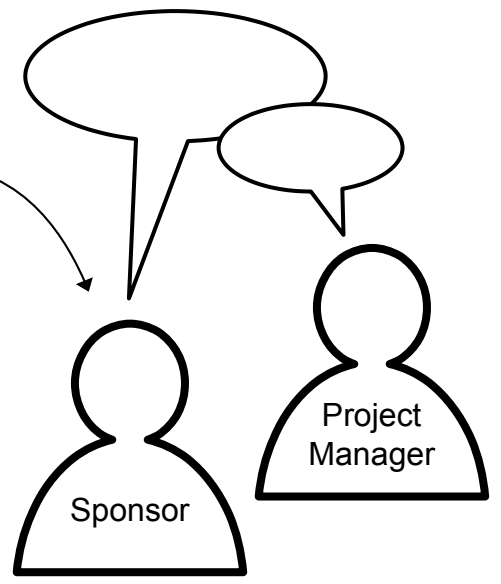
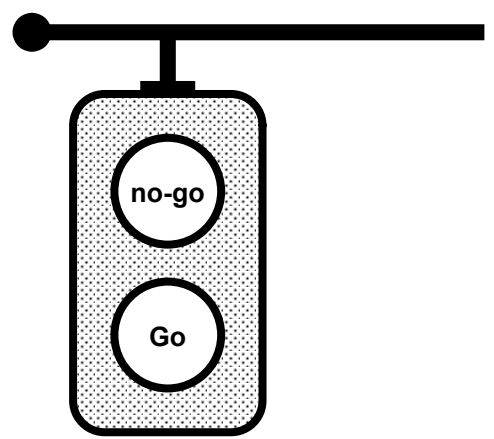
Project Description

Deliverables Map

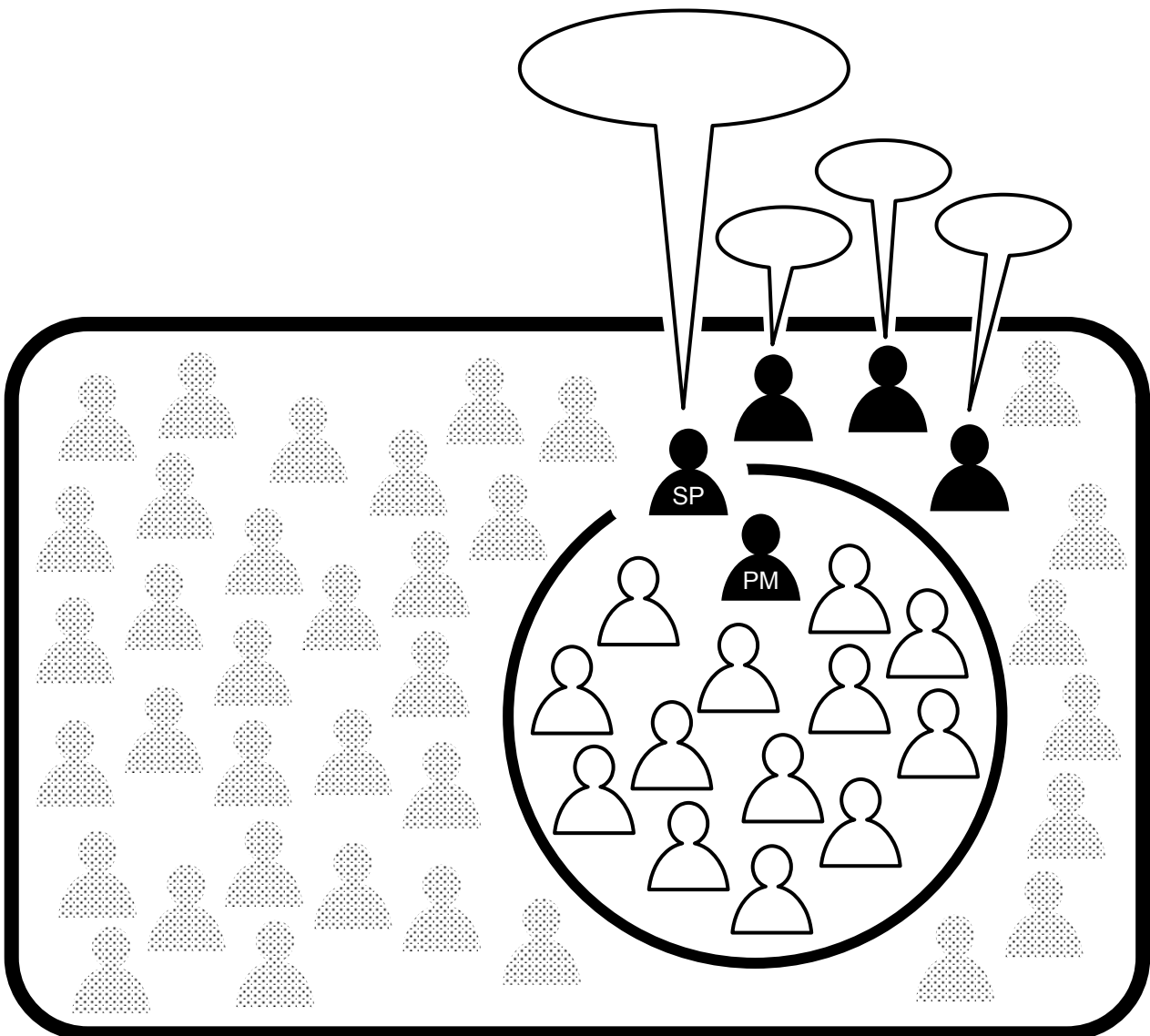
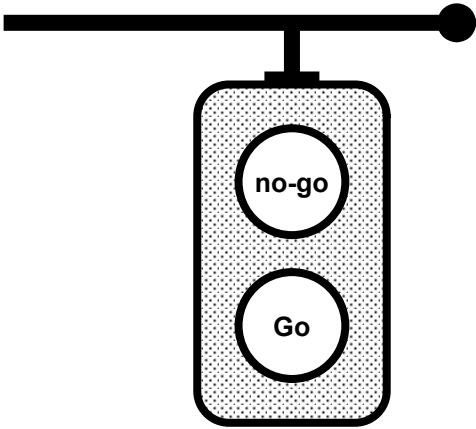
Schedule

Follow-Up Register

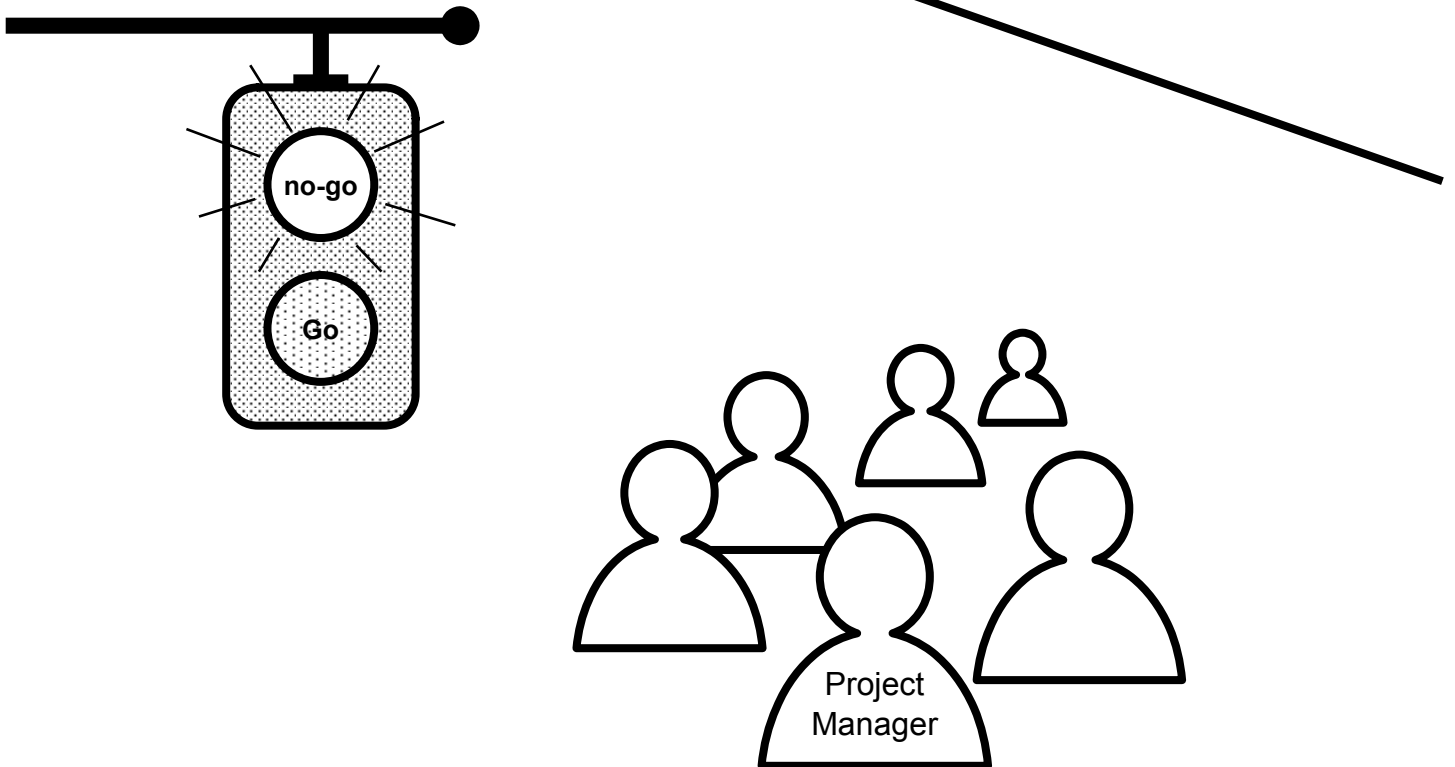
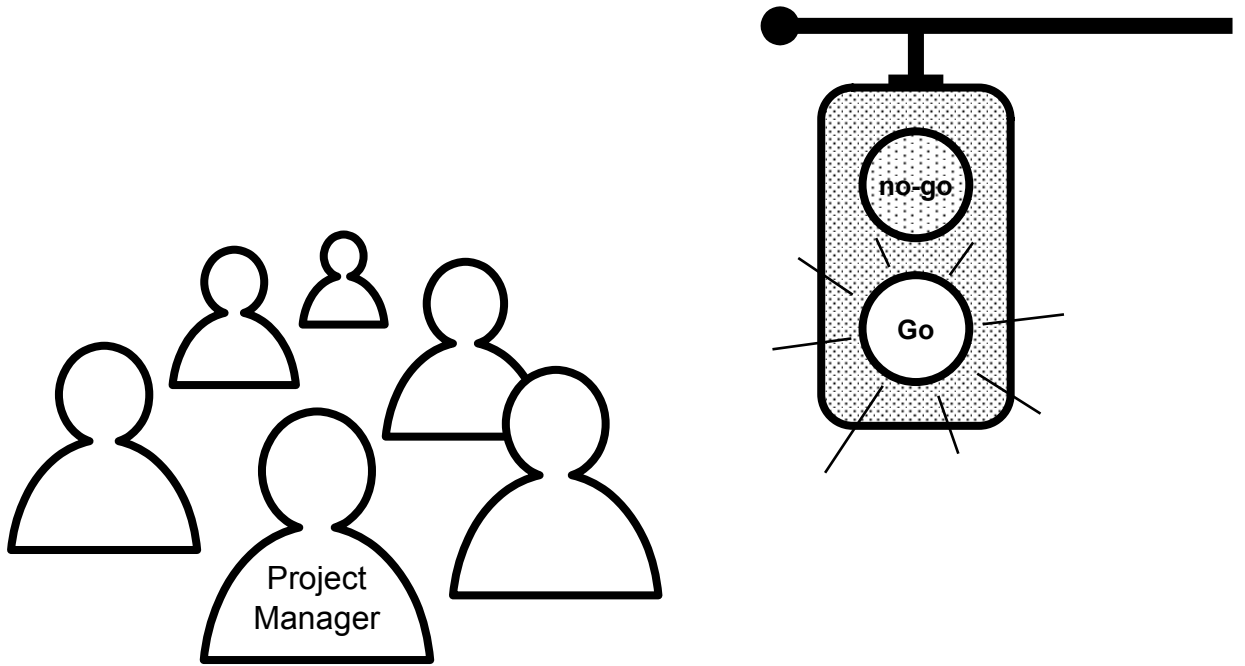
Health Register

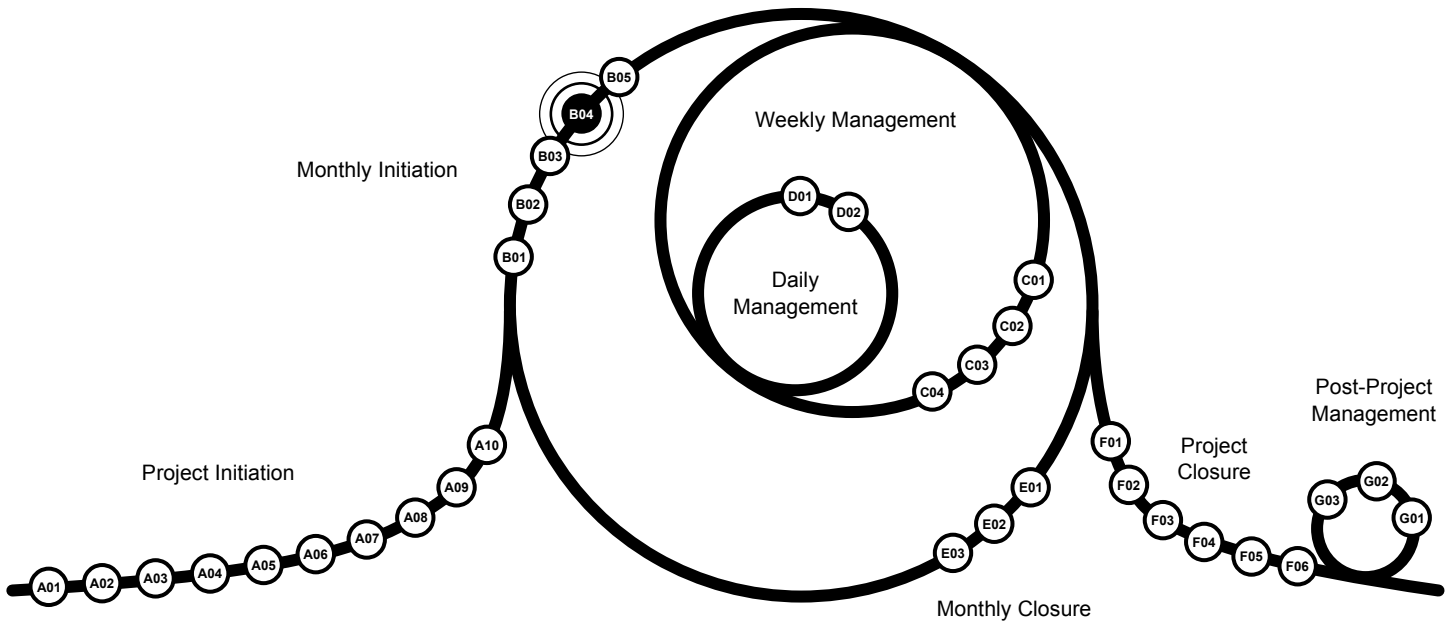


B03 - Make a go/no-go decision

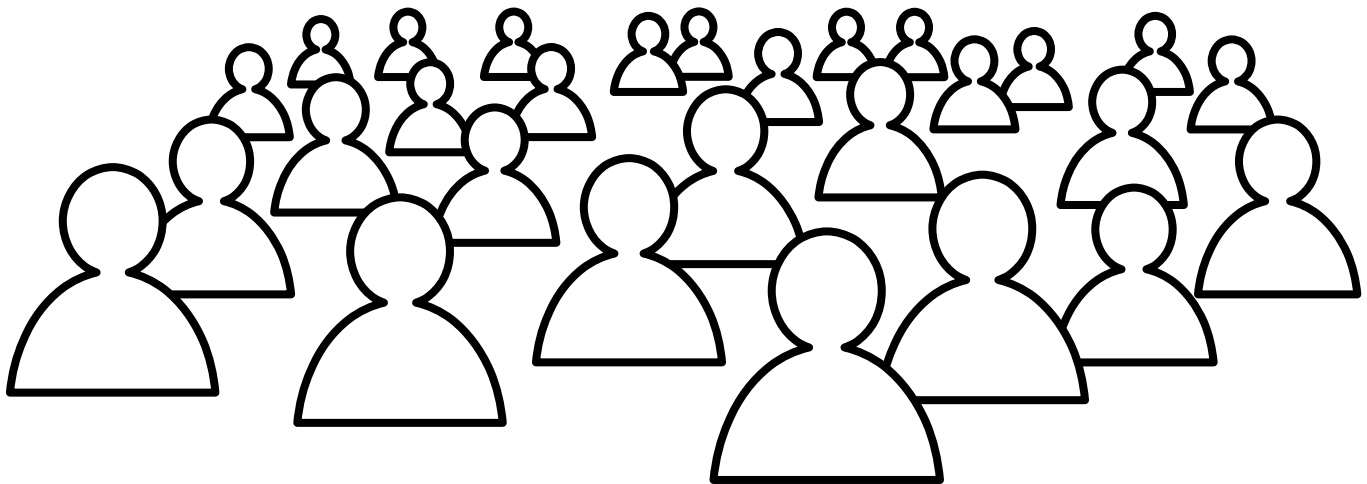


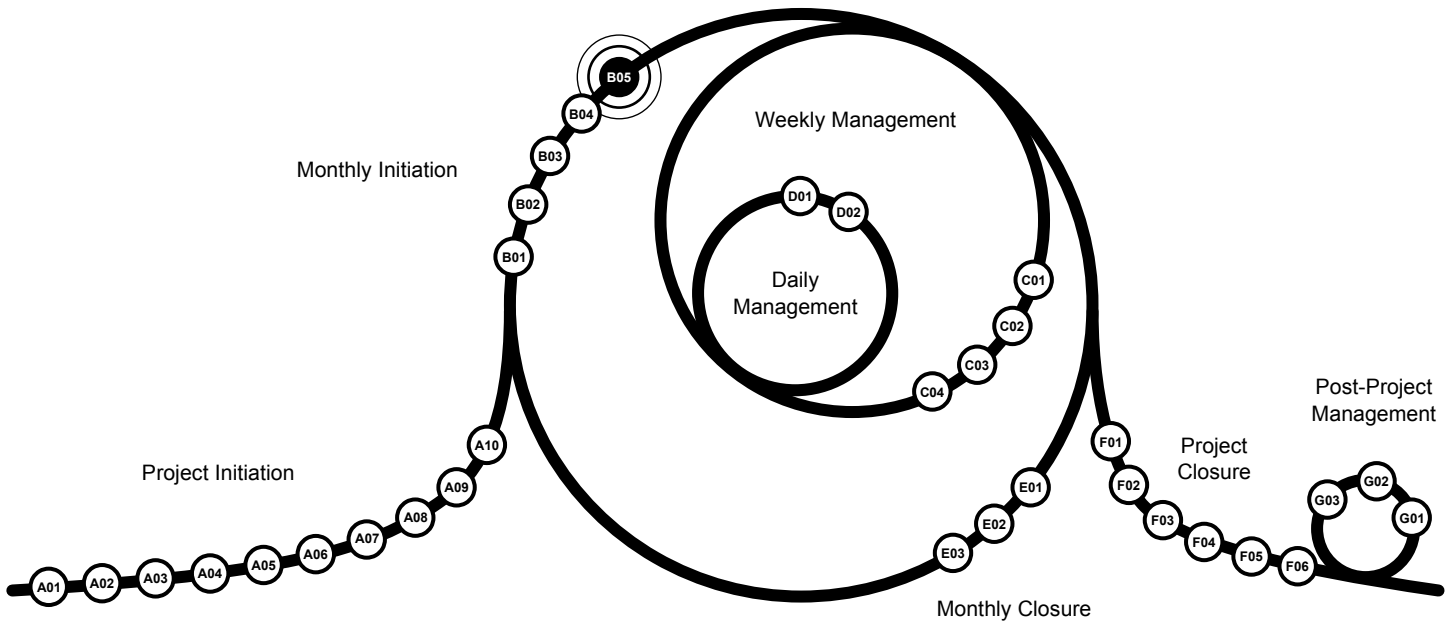
B03 - Make a go/no-go decision





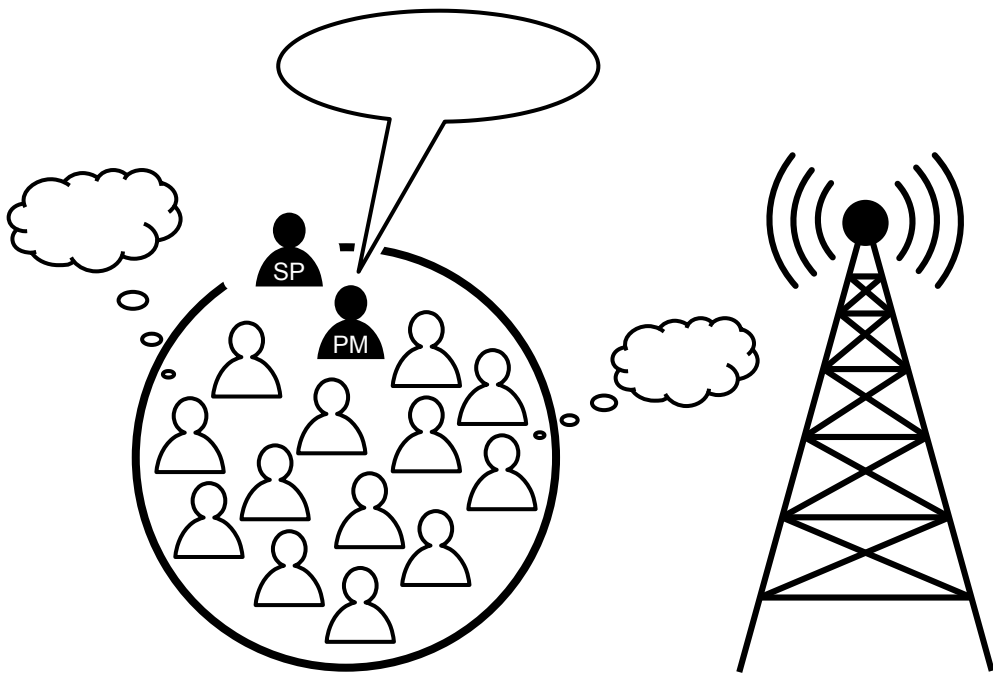
B04 - Kick off the monthly cycle





B05 - Conduct a focused communication

- Message:
- Audience:

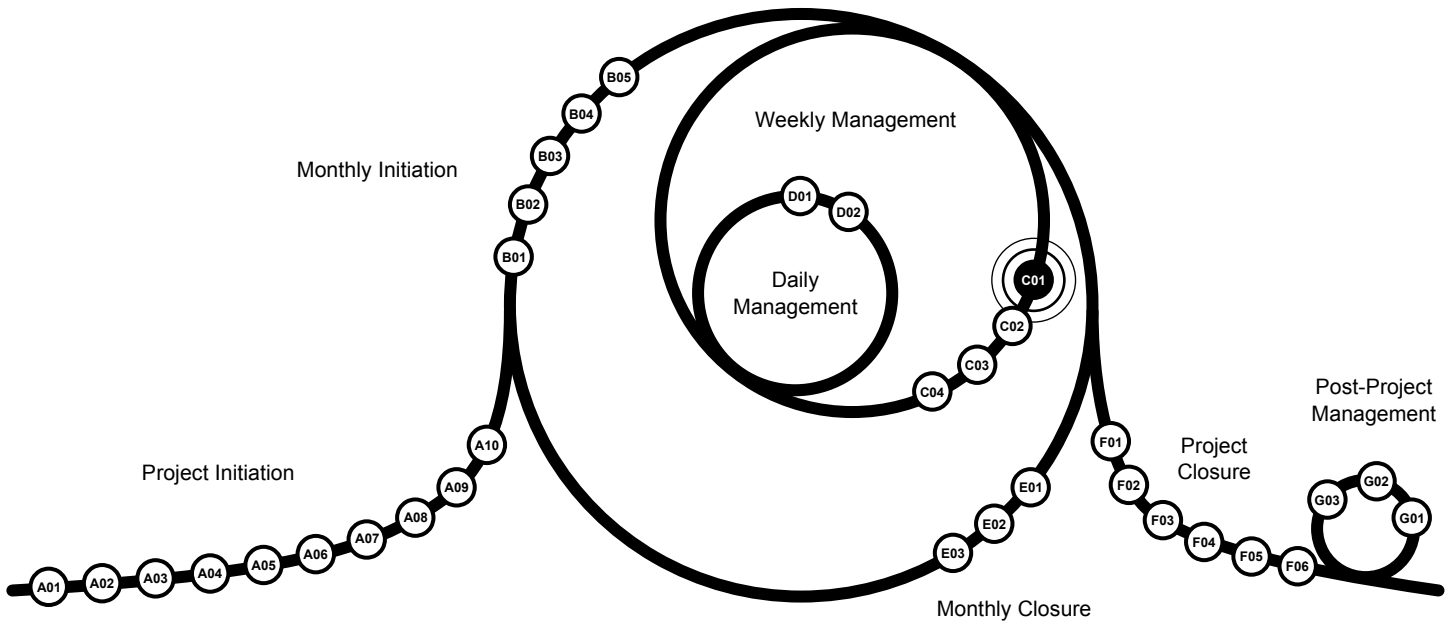


Part 2

Full review



Weekly Management



C01 - Measure and report performance

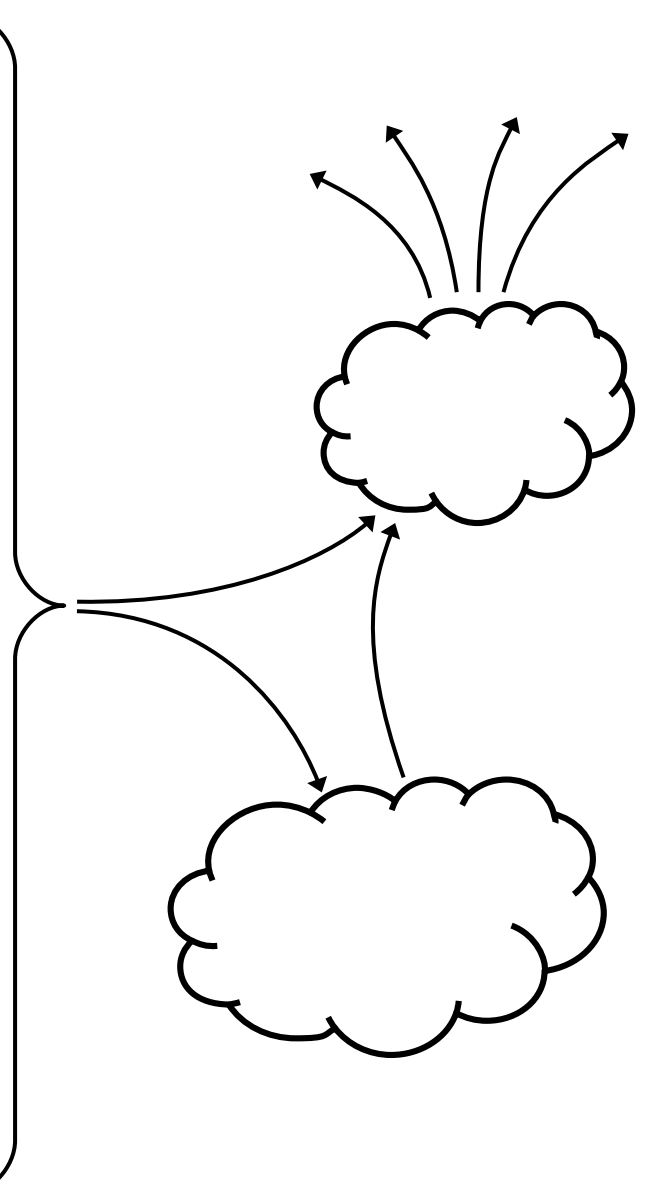
Project Description

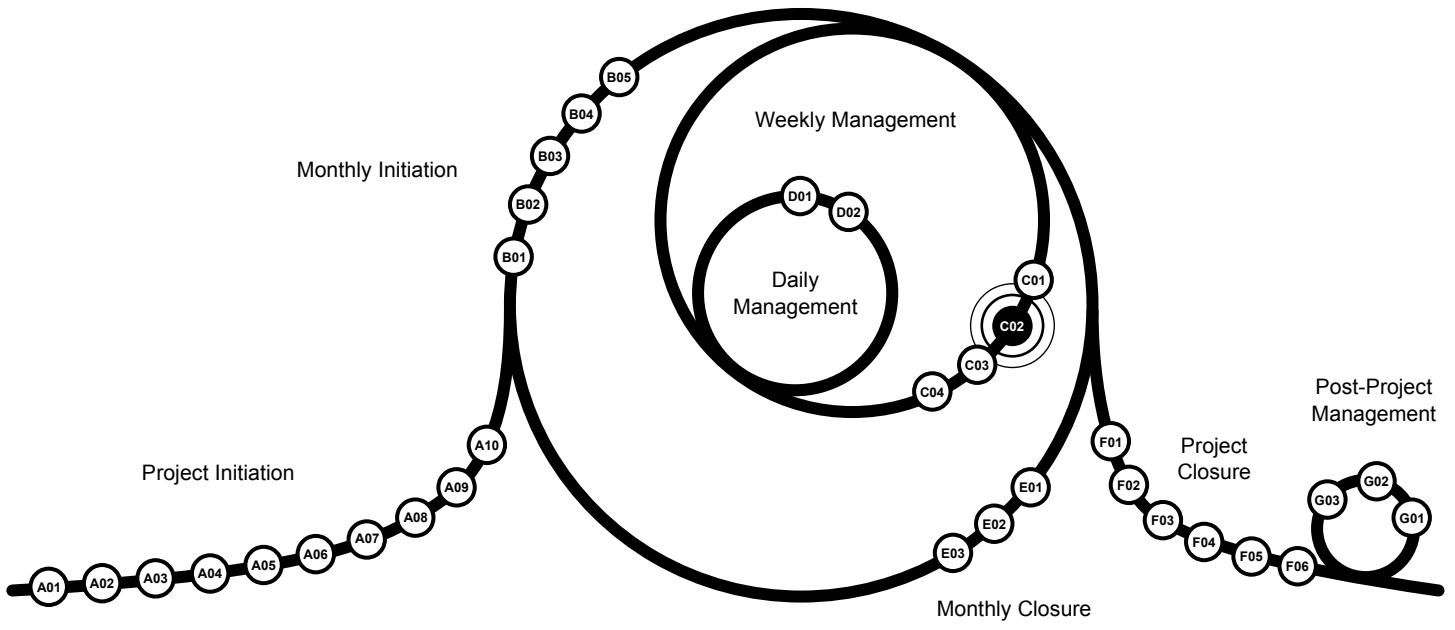
Deliverables Map

Schedule

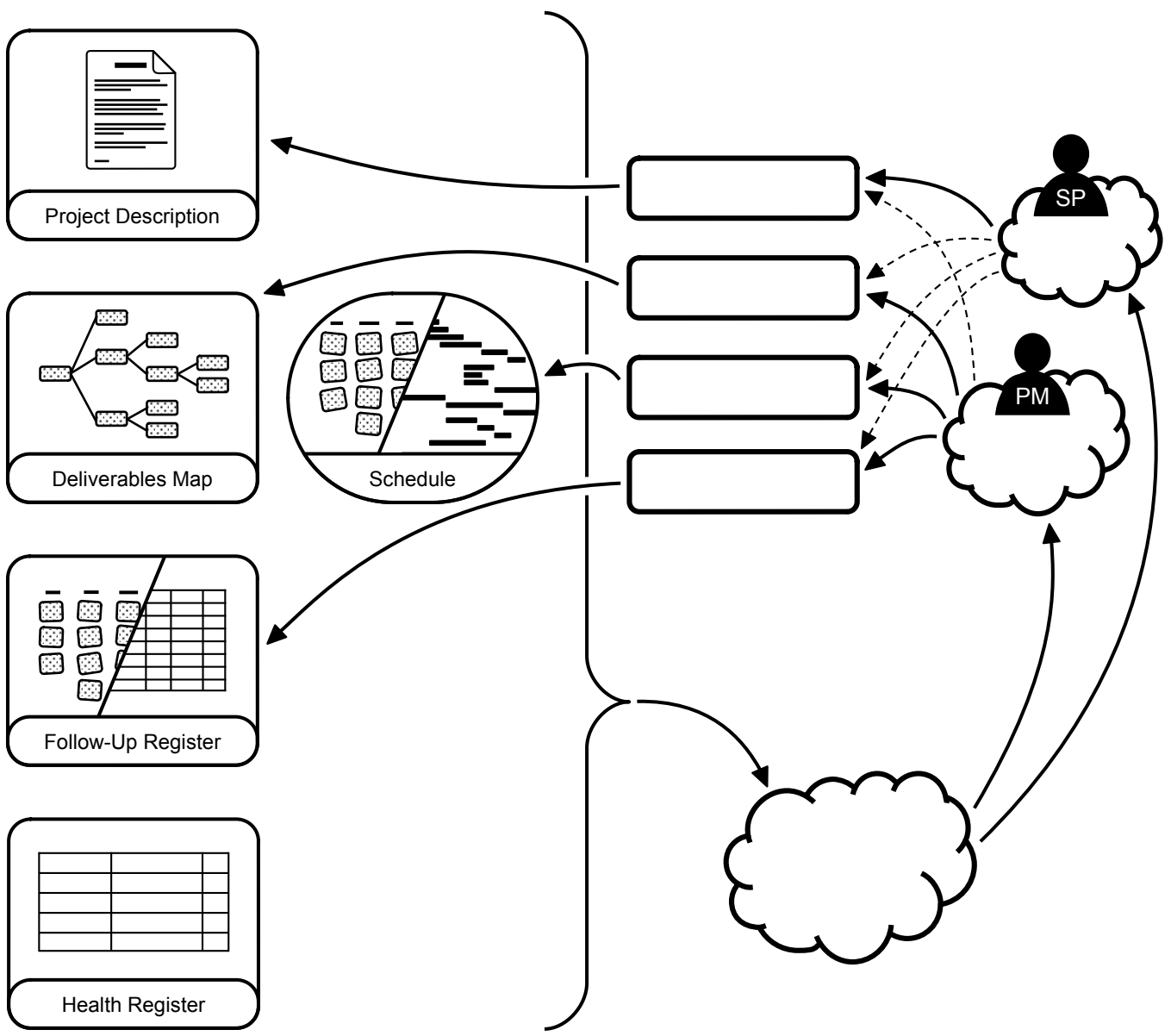
Follow-Up Register

Health Register

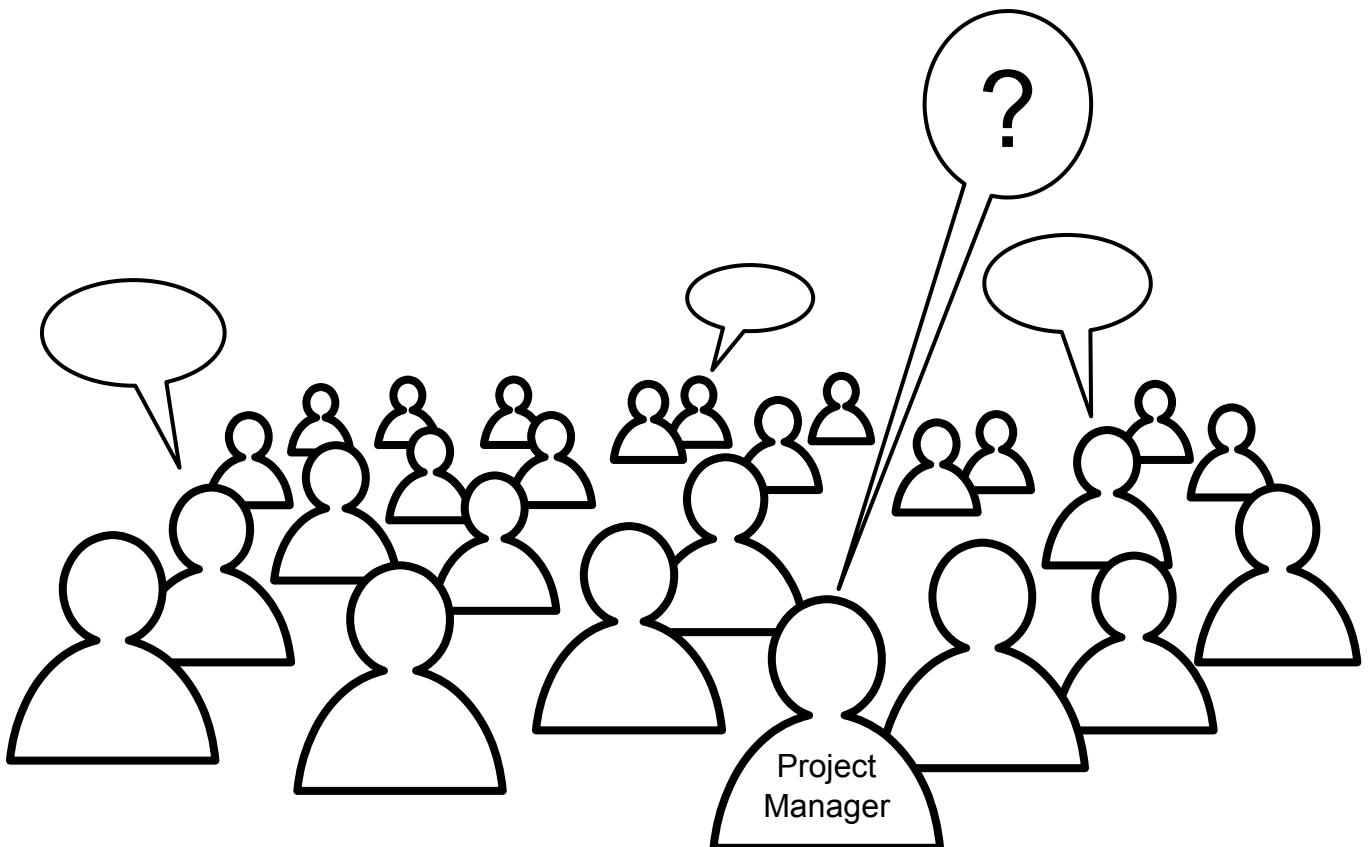


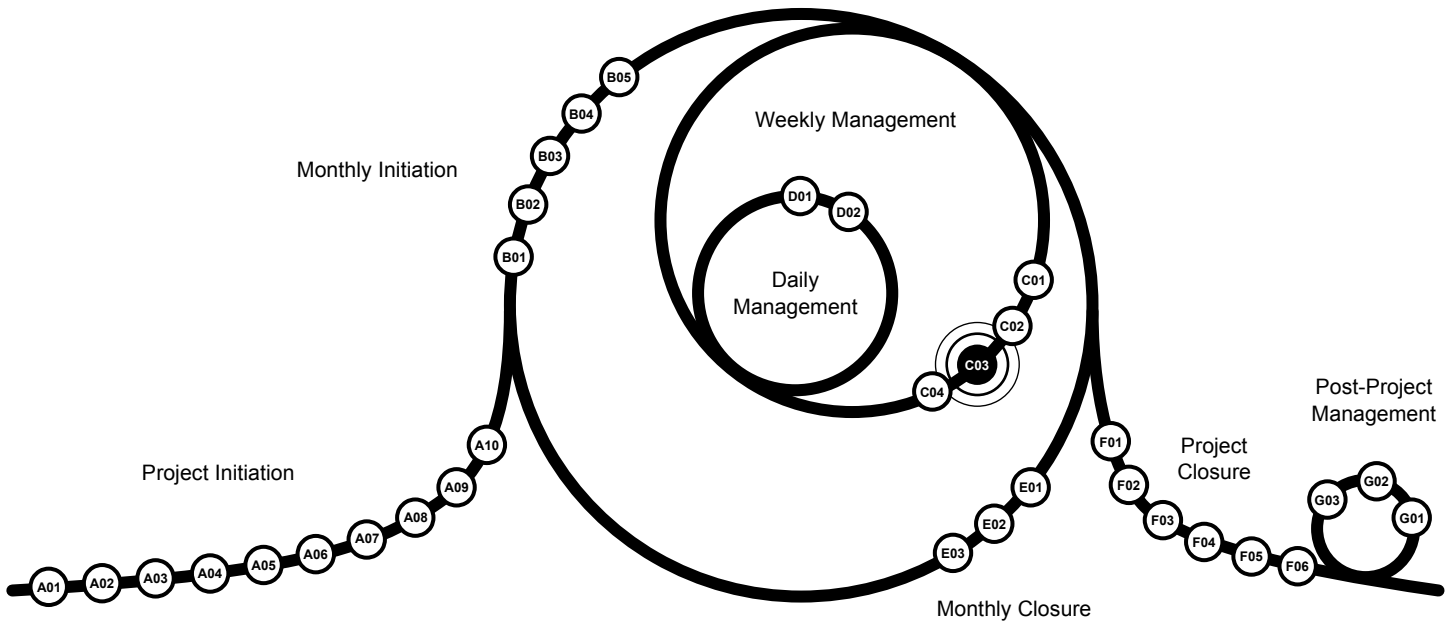


C02 - Plan responses for deviations



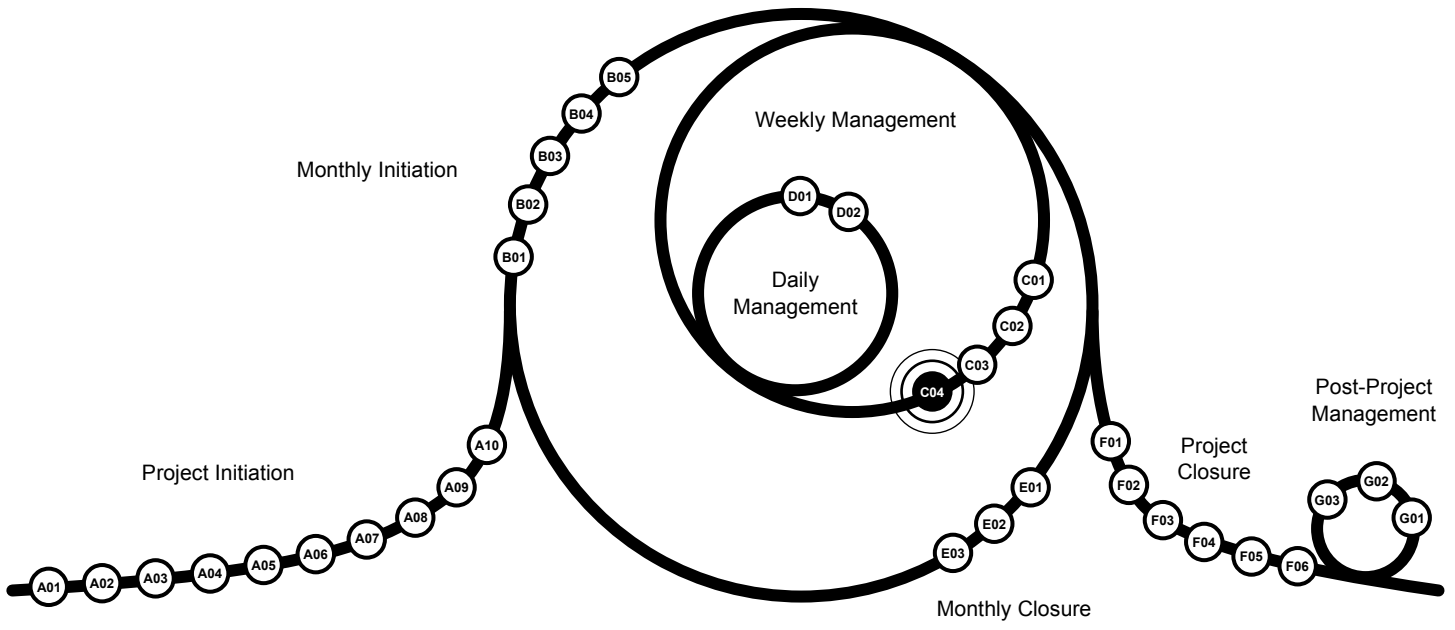
C02 - Plan responses for deviations





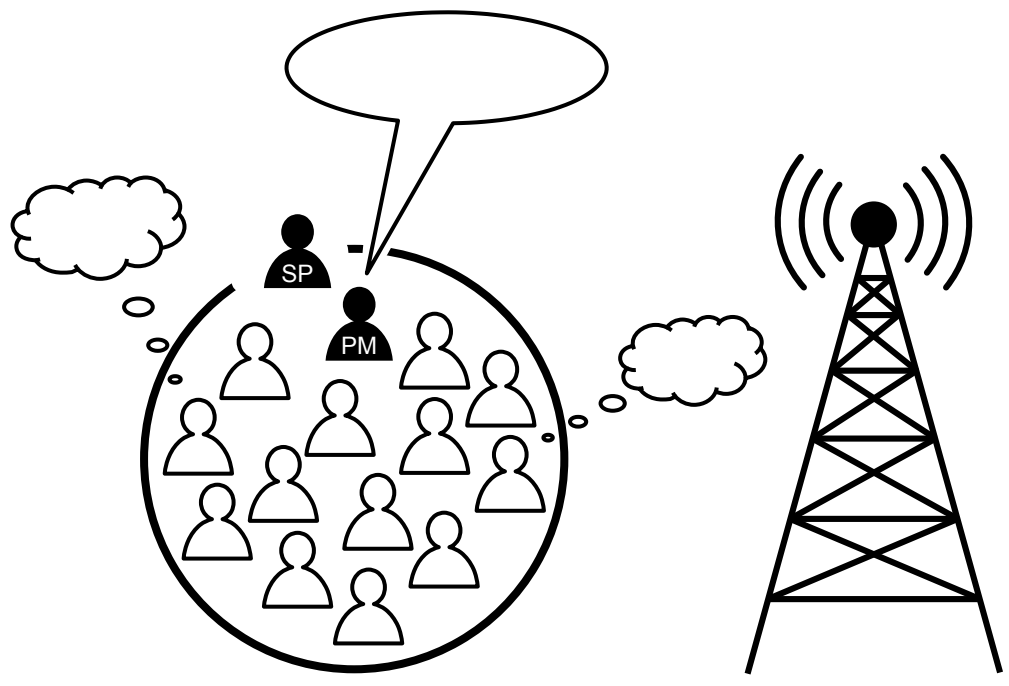
C03 - Kick off the weekly cycle





C04 - Conduct a focused communication

- Message:
- Audience:

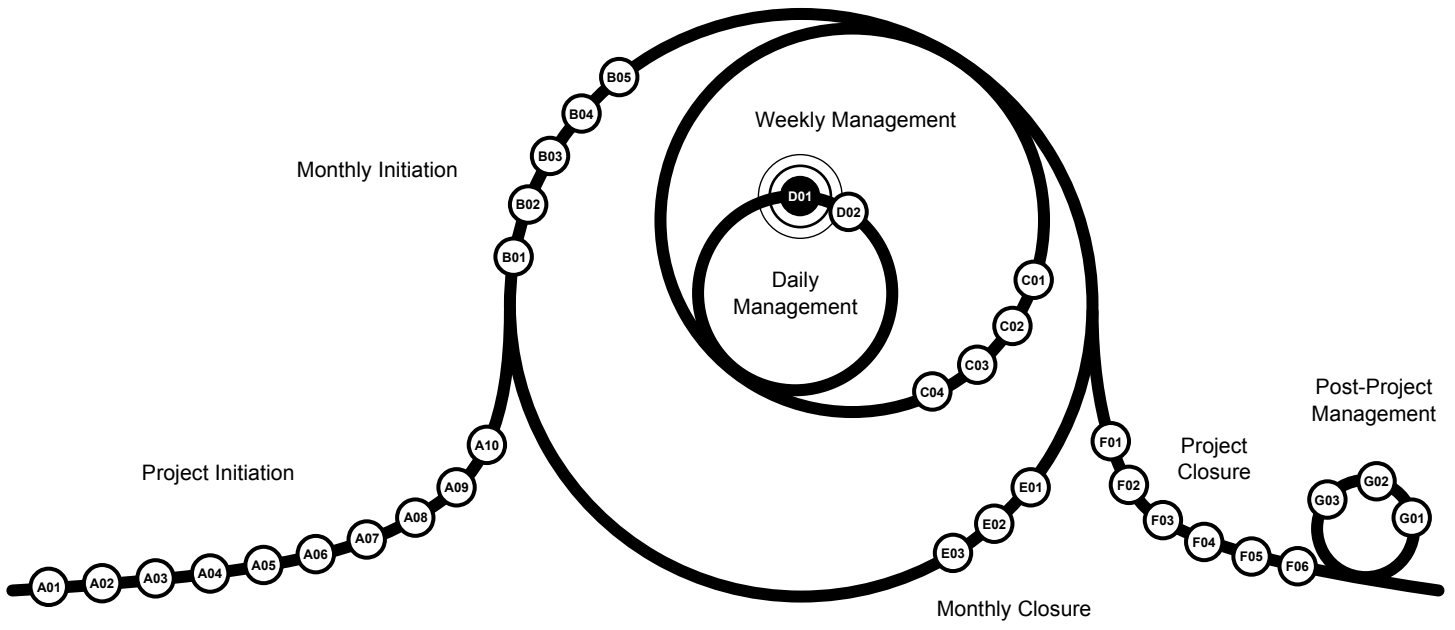


Part 2

Full review



Daily Management



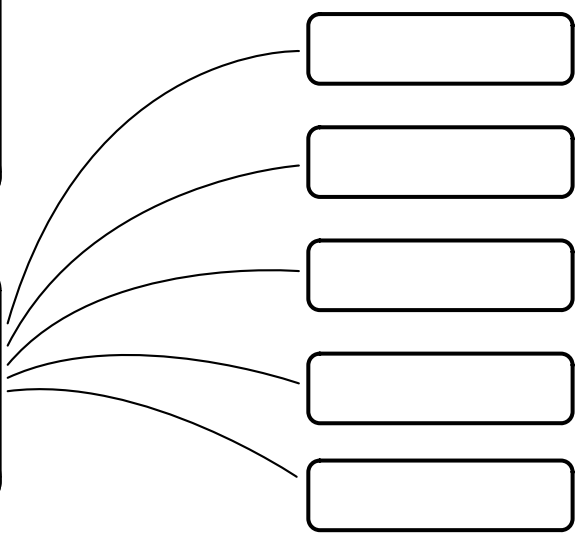
D01 - Manage risks, issues, and change requests

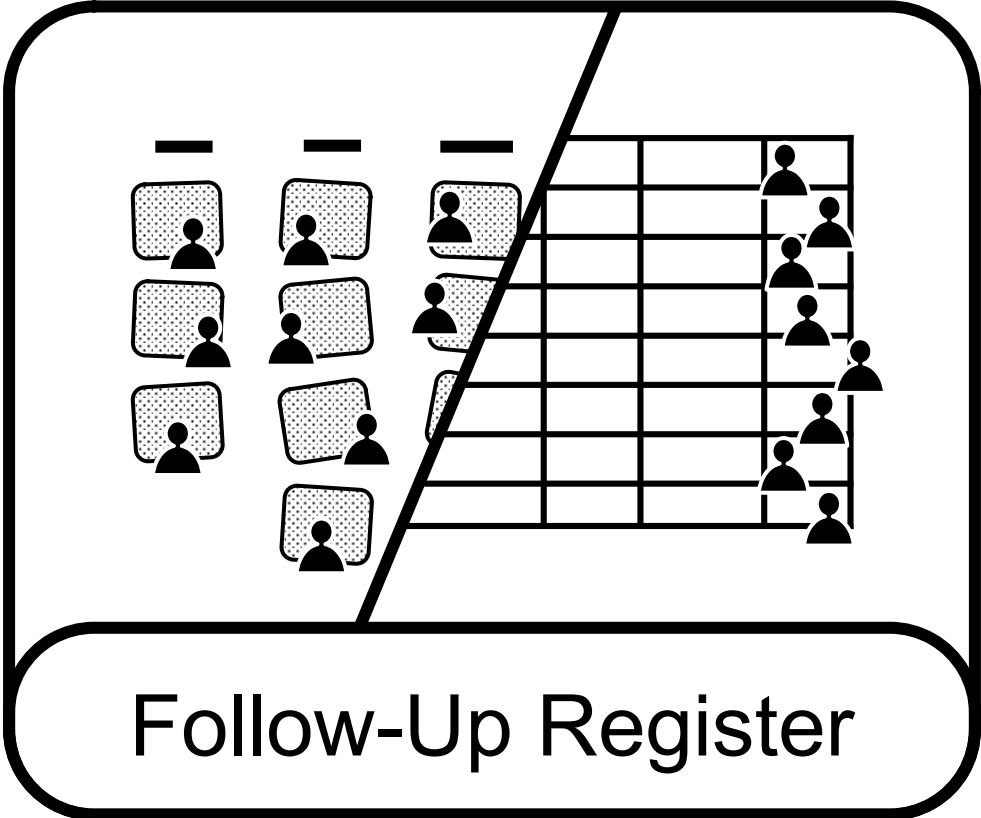
Project Description

Deliverables Map

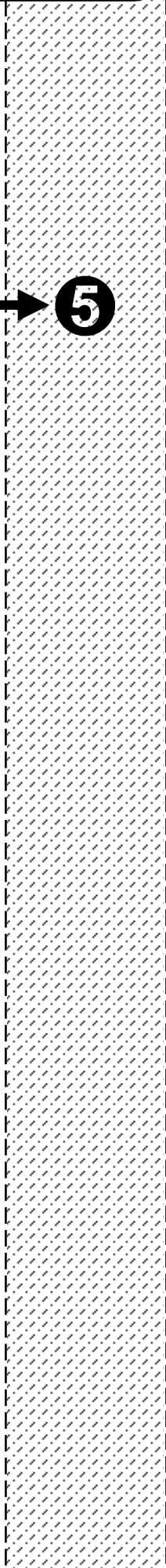
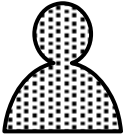
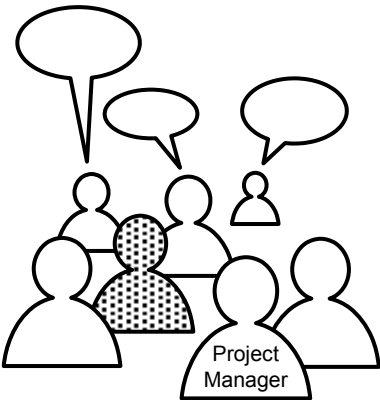
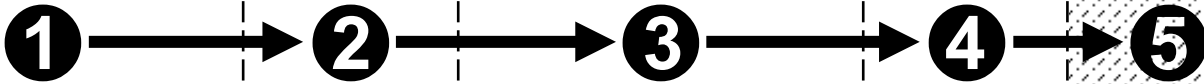
Follow-Up Register

Health Register

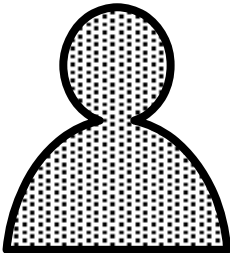
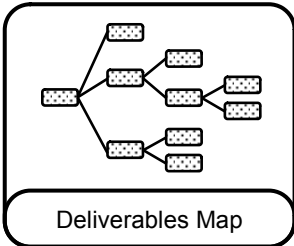
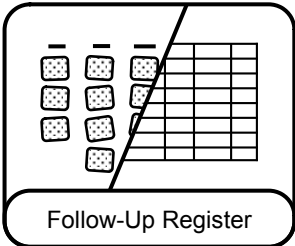




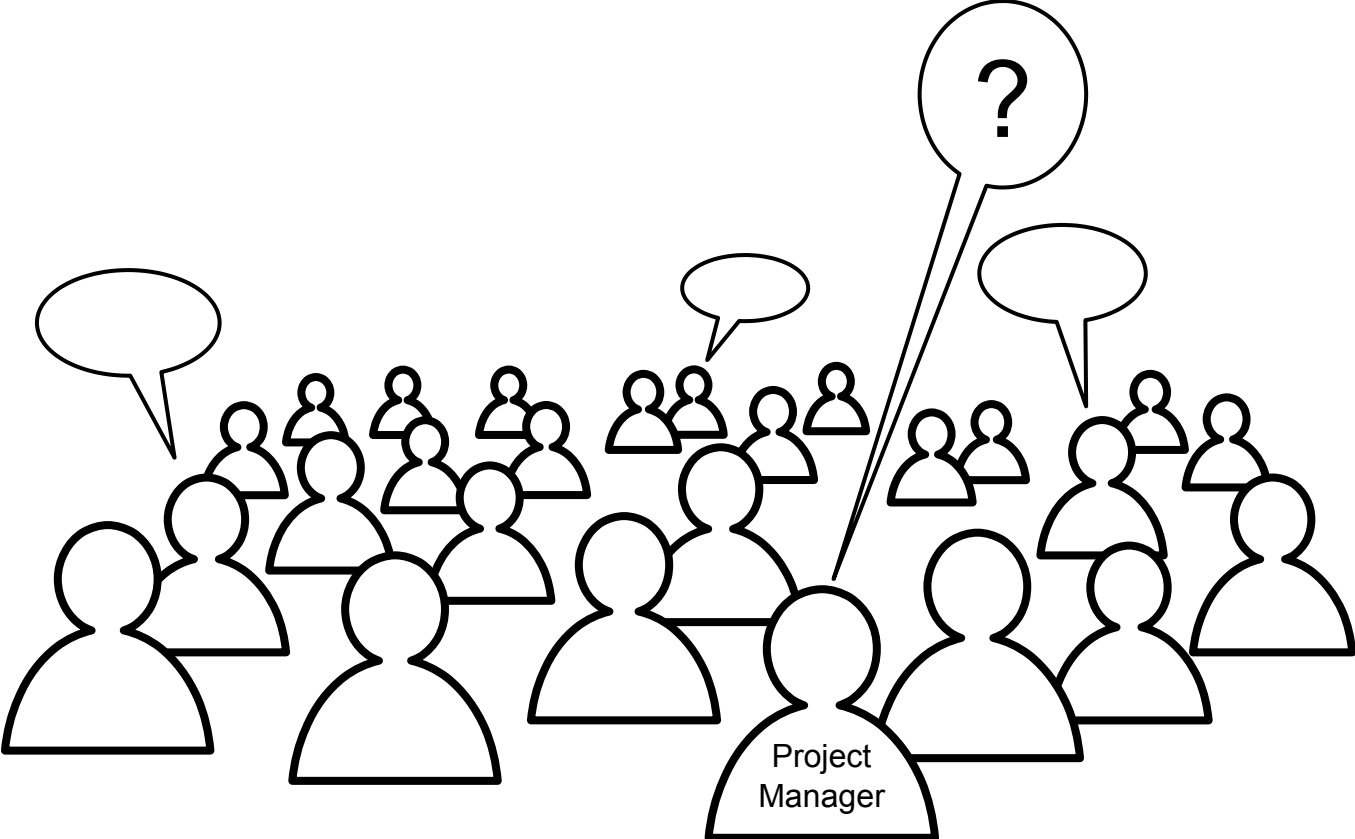
D01 - Manage risks, issues, and change requests

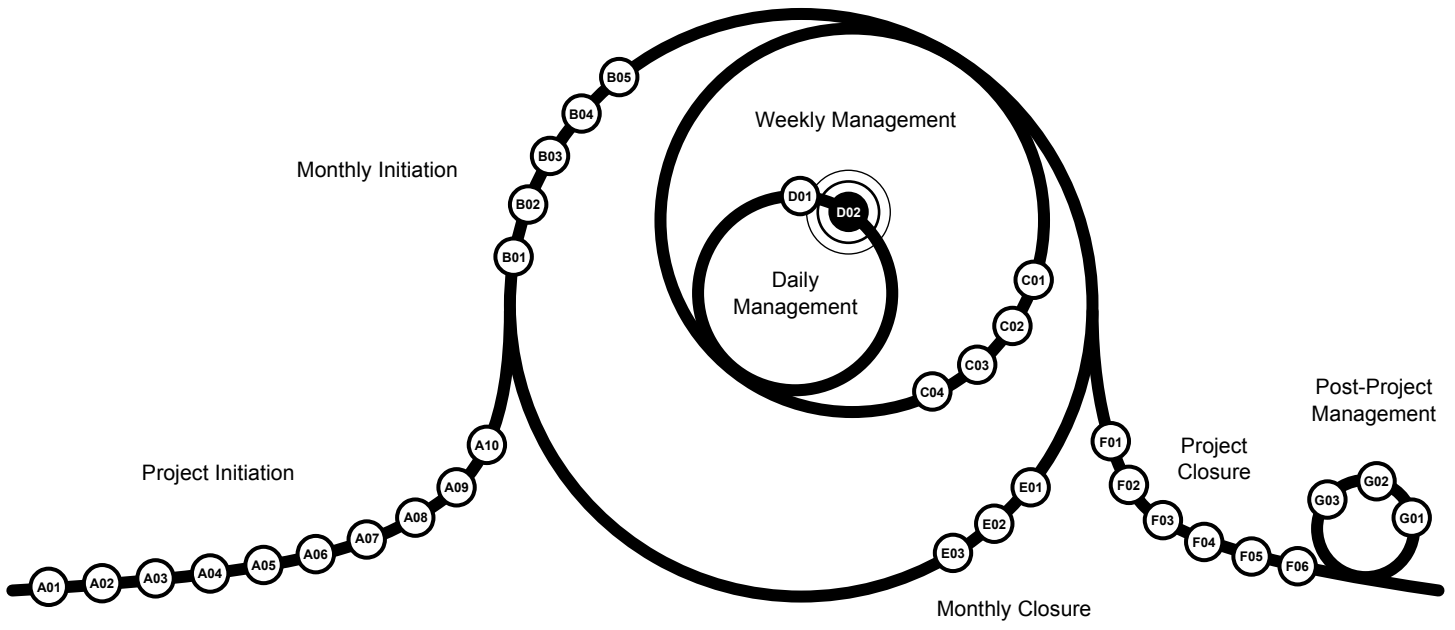


D01 - Manage risks, issues, and change requests

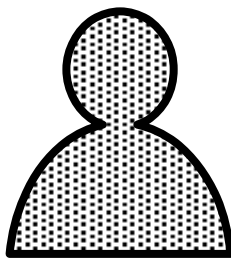
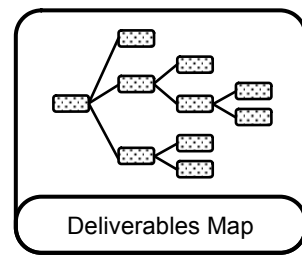
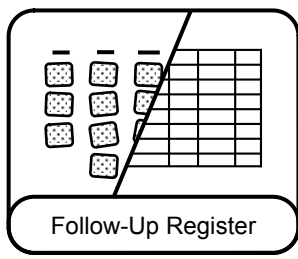


D01 - Manage risks, issues, and change requests

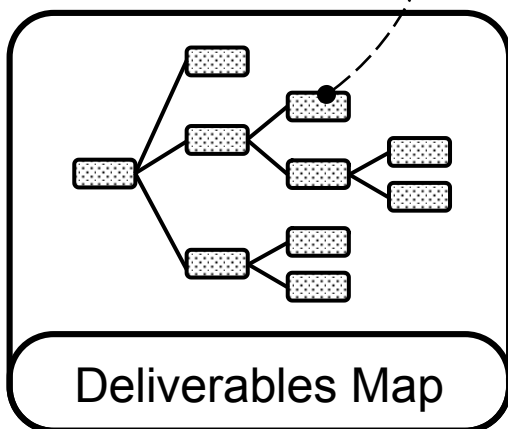
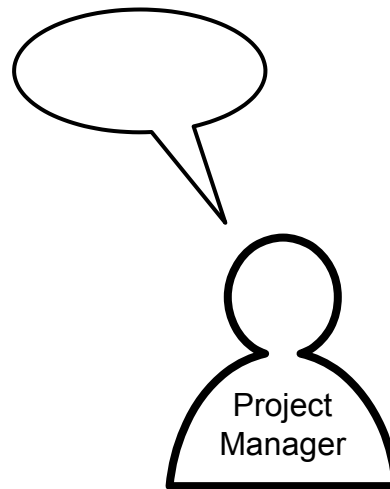
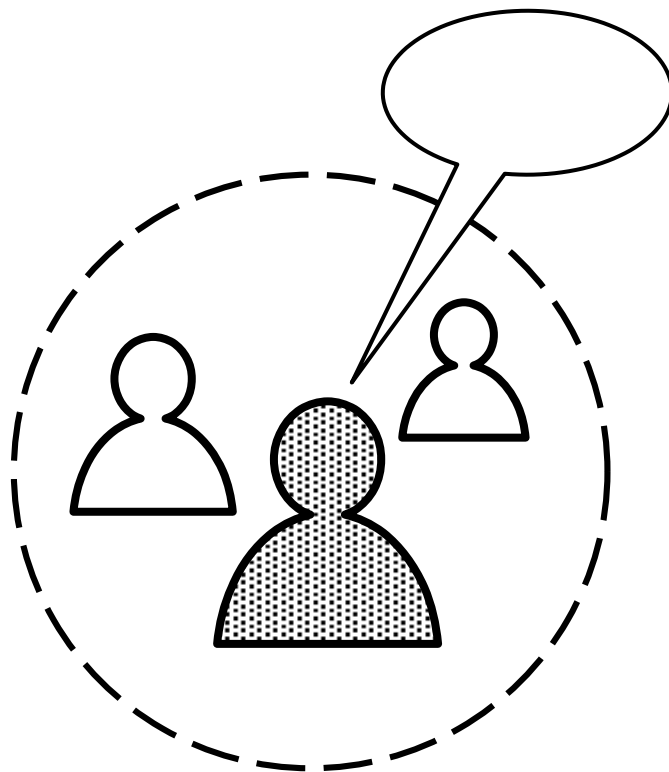




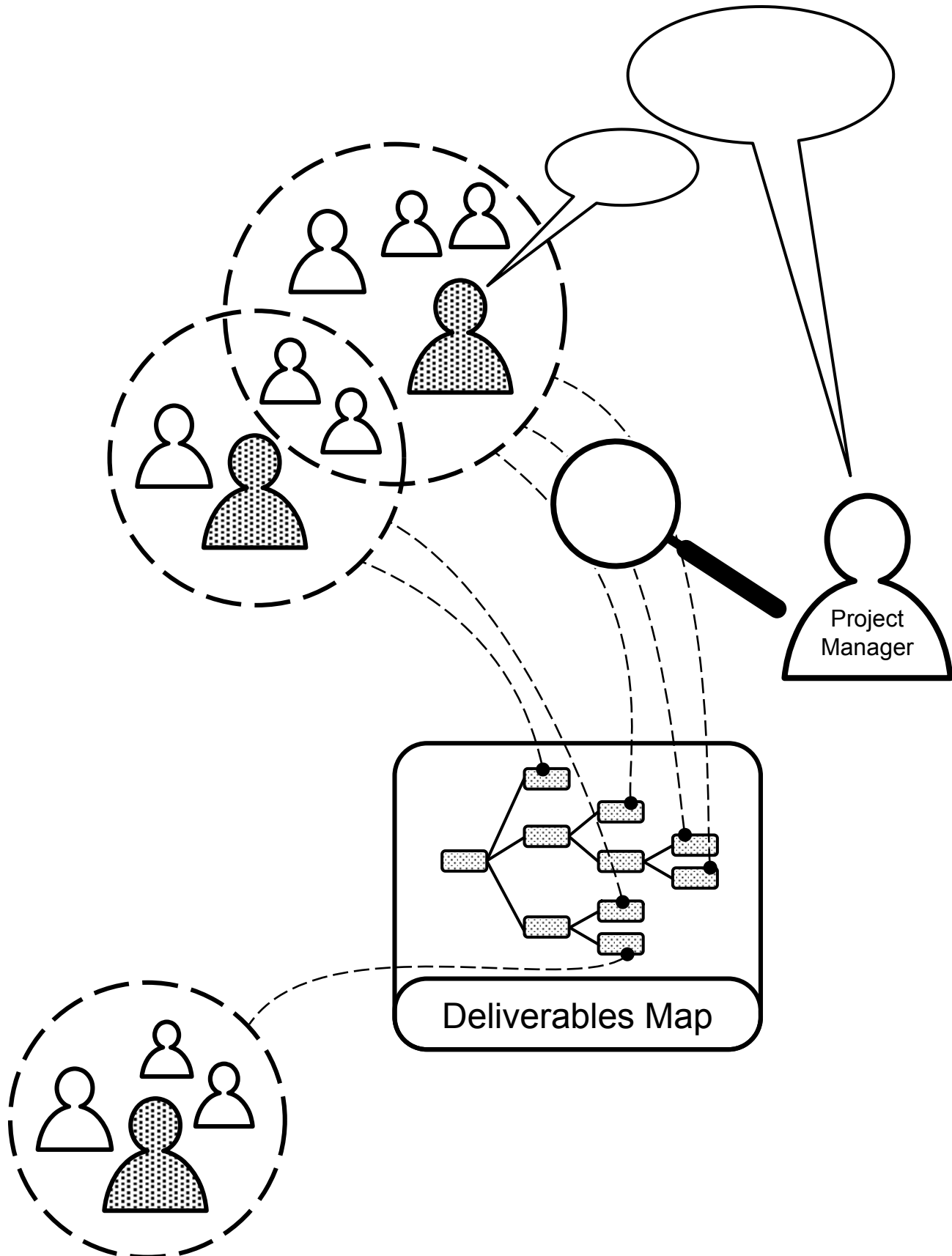
D02 - Accept completed deliverables



D02 - Accept completed deliverables



D02 - Accept completed deliverables

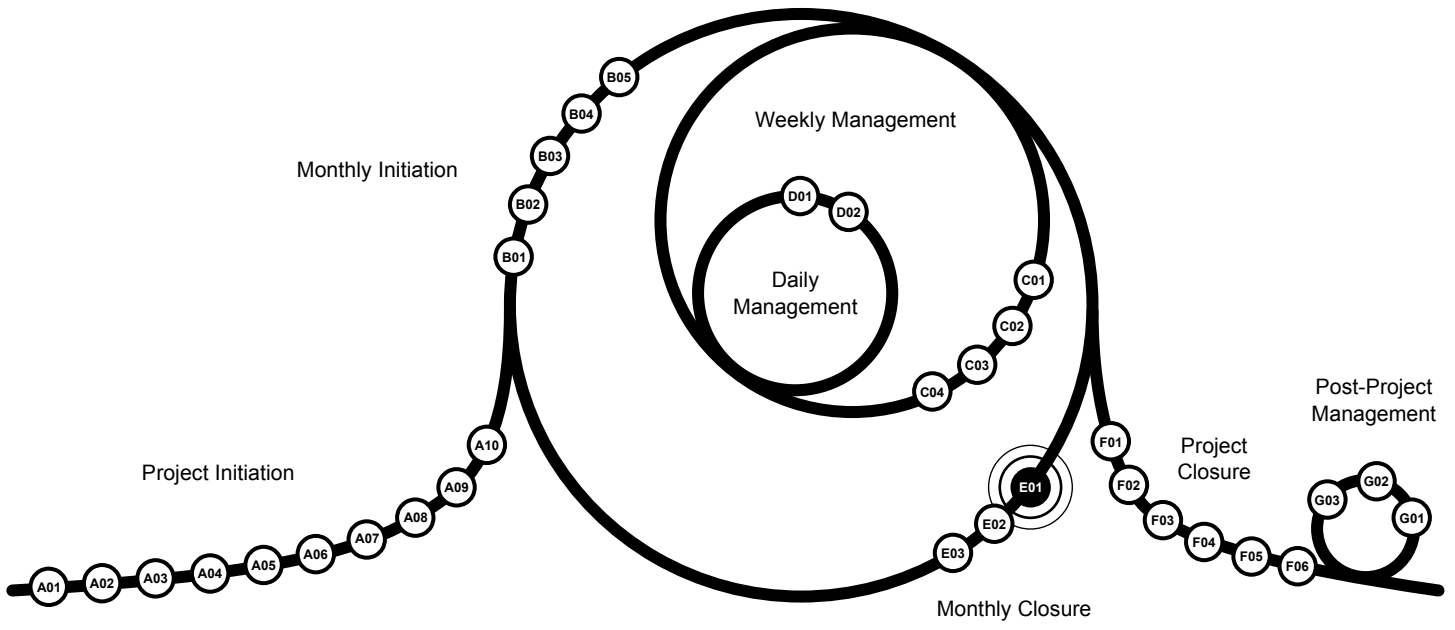


Part 2

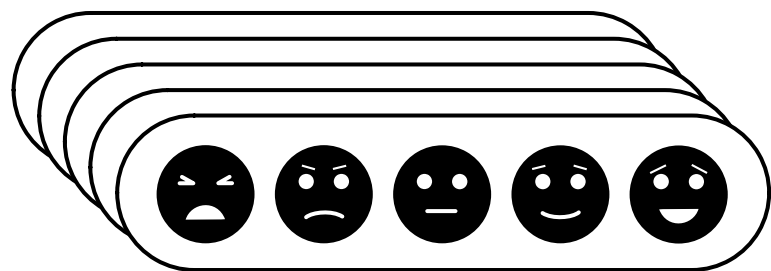
Full review



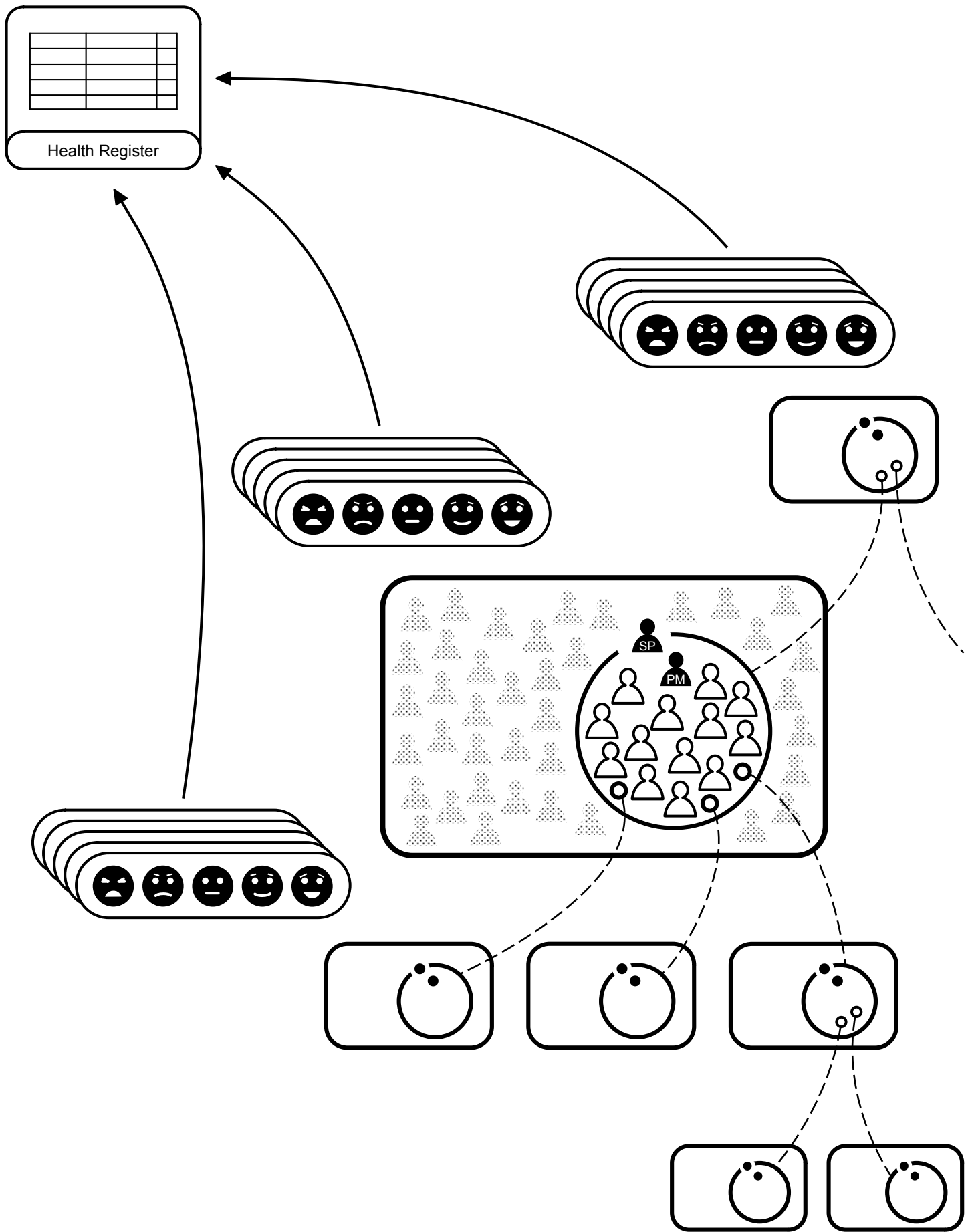
Monthly Closure



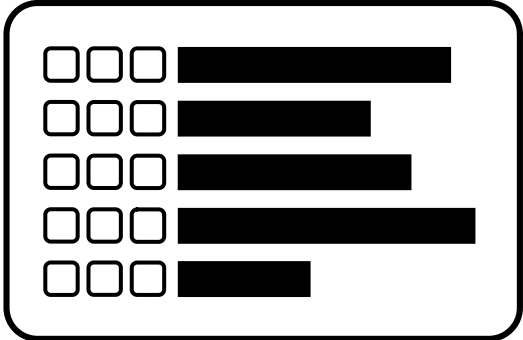
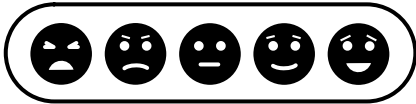
E01 - Evaluate stakeholder satisfaction

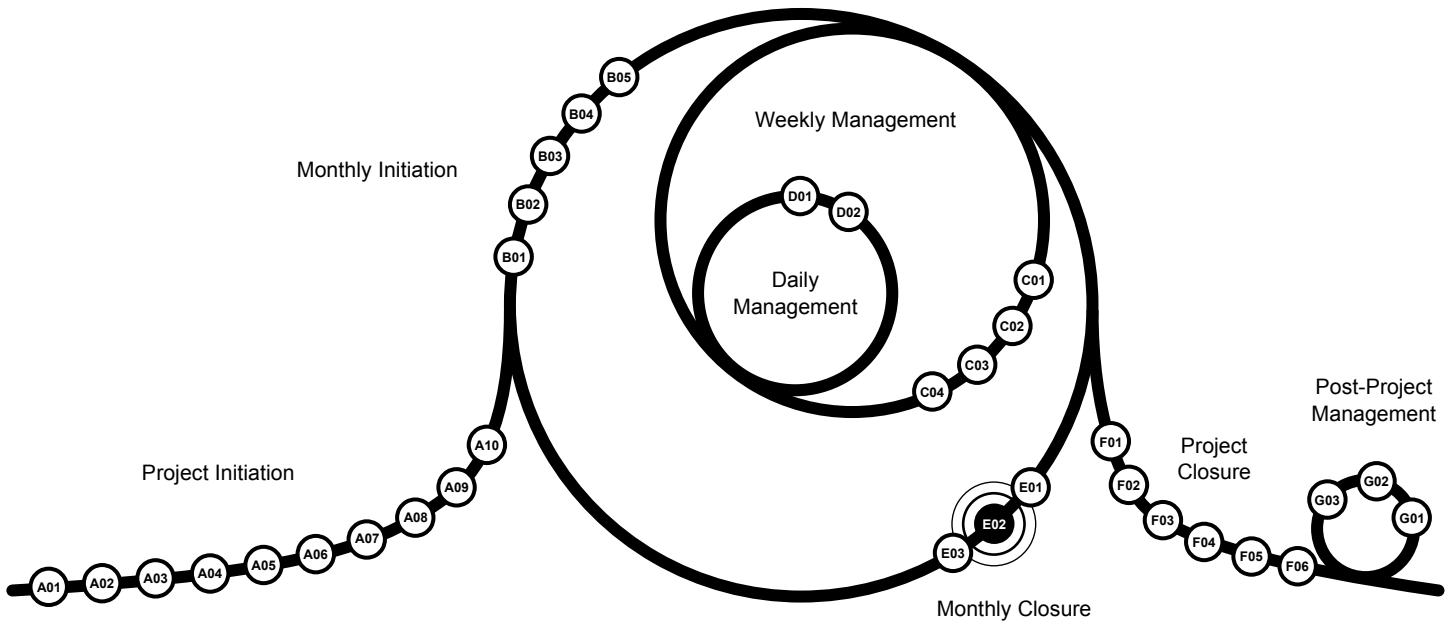


E01 - Evaluate stakeholder satisfaction

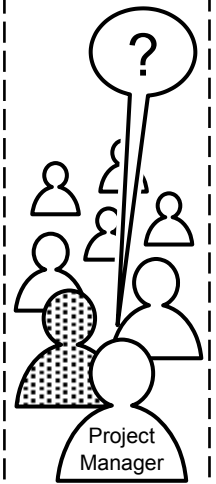
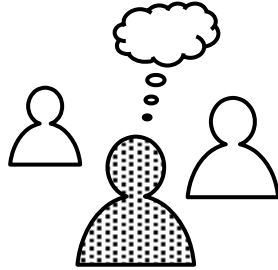
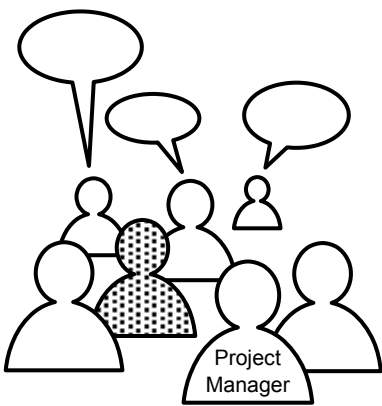
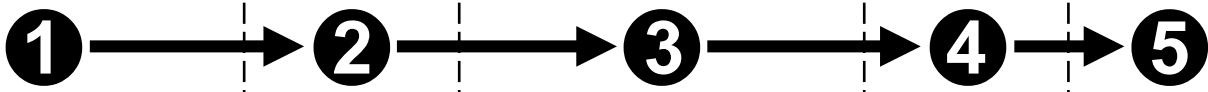


E01 - Evaluate stakeholder satisfaction



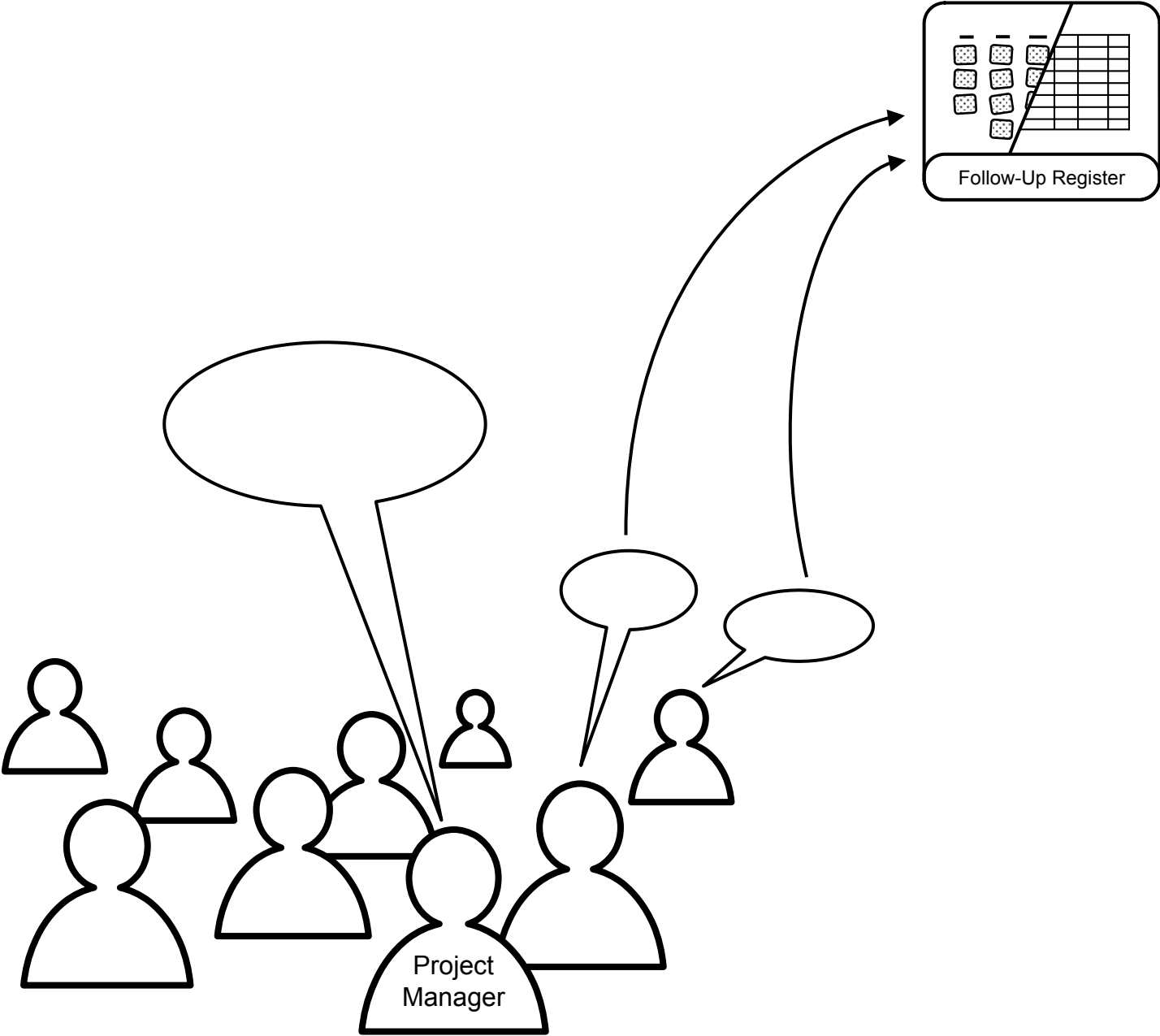


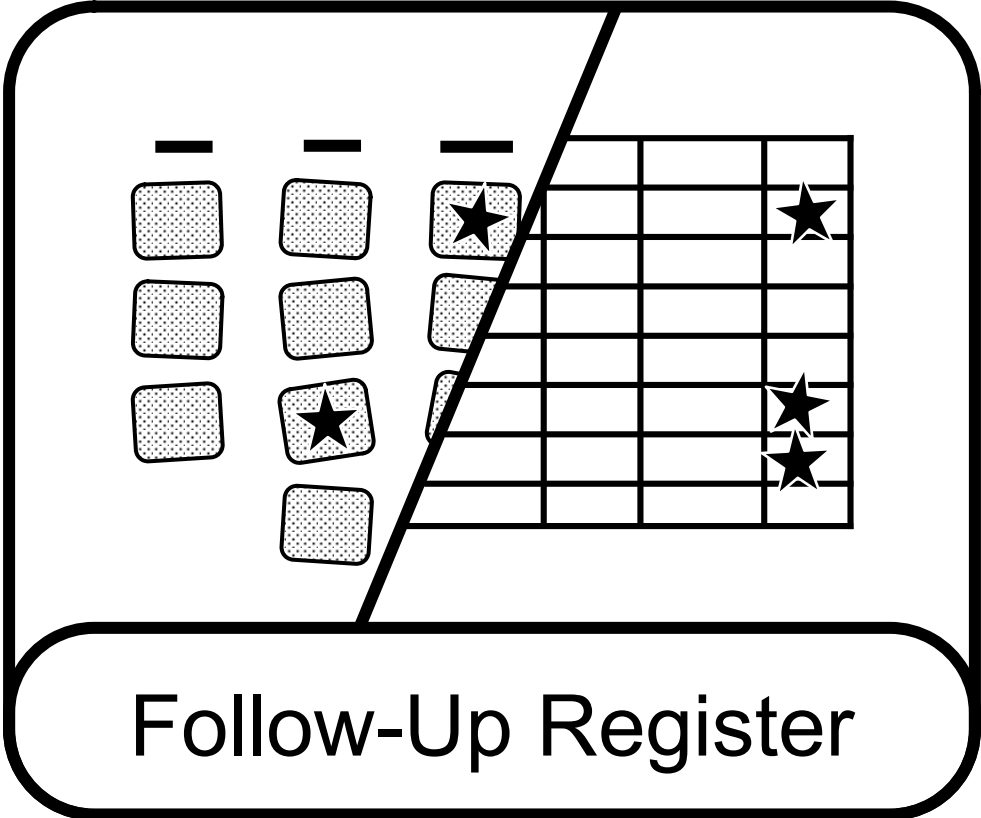
E02 - Capture lessons and plan for improvements



E02 - Capture lessons and plan for improvements

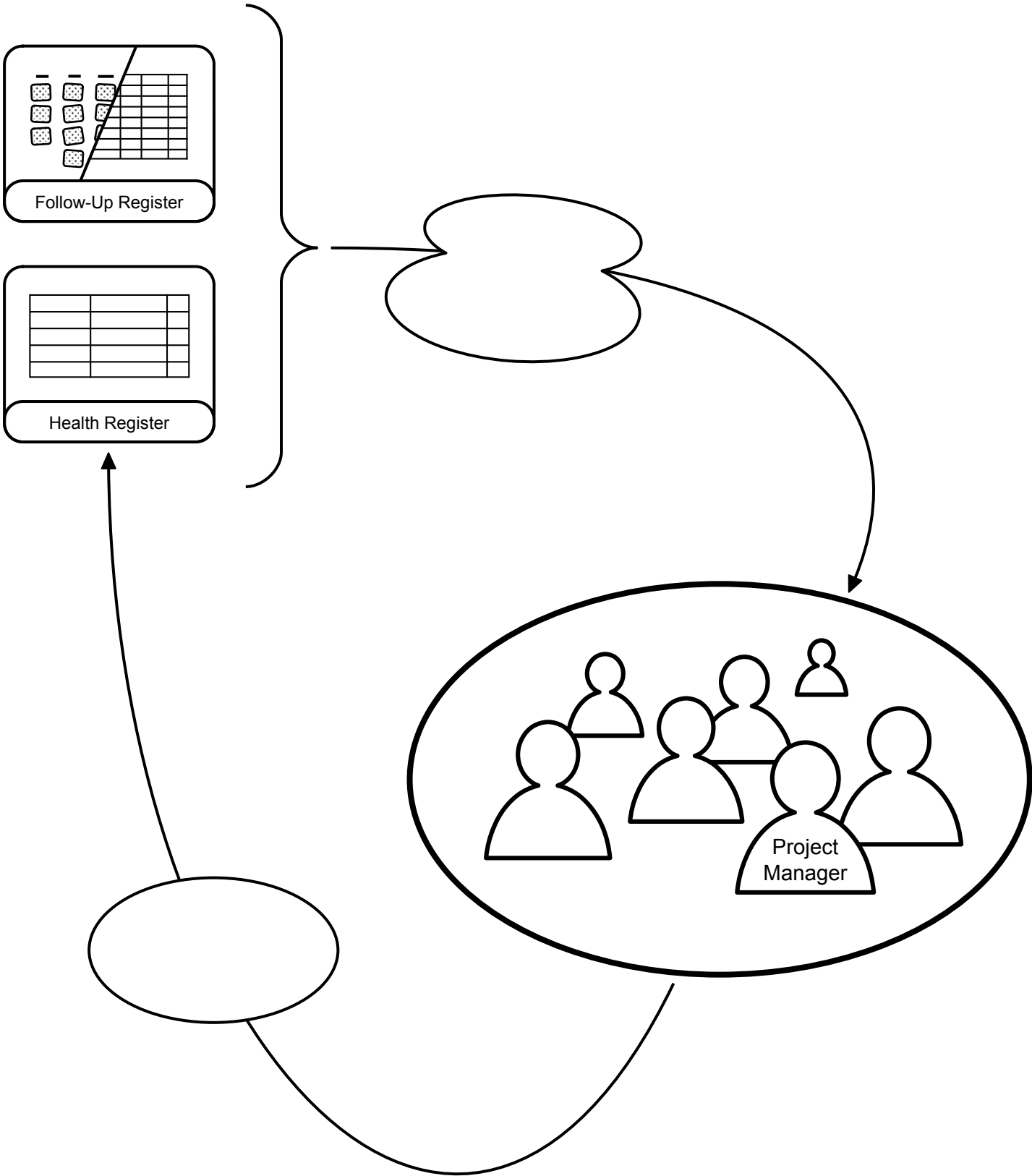
-
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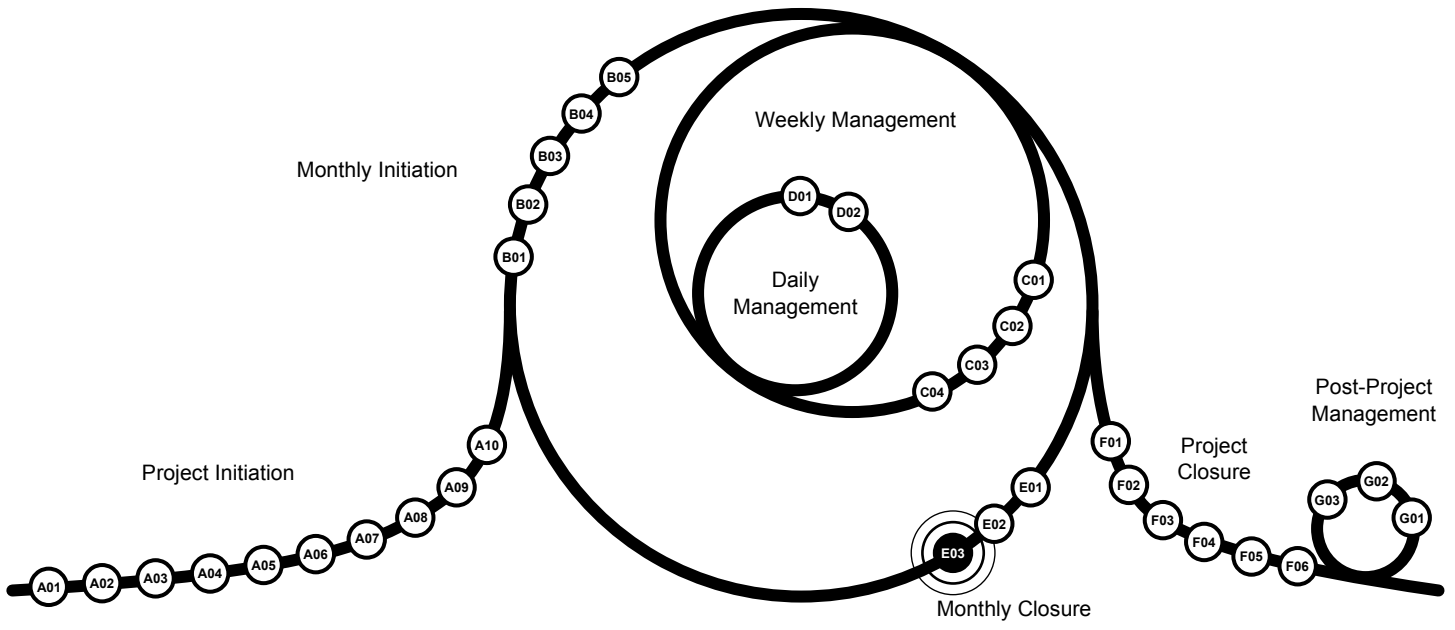




Follow-Up Register

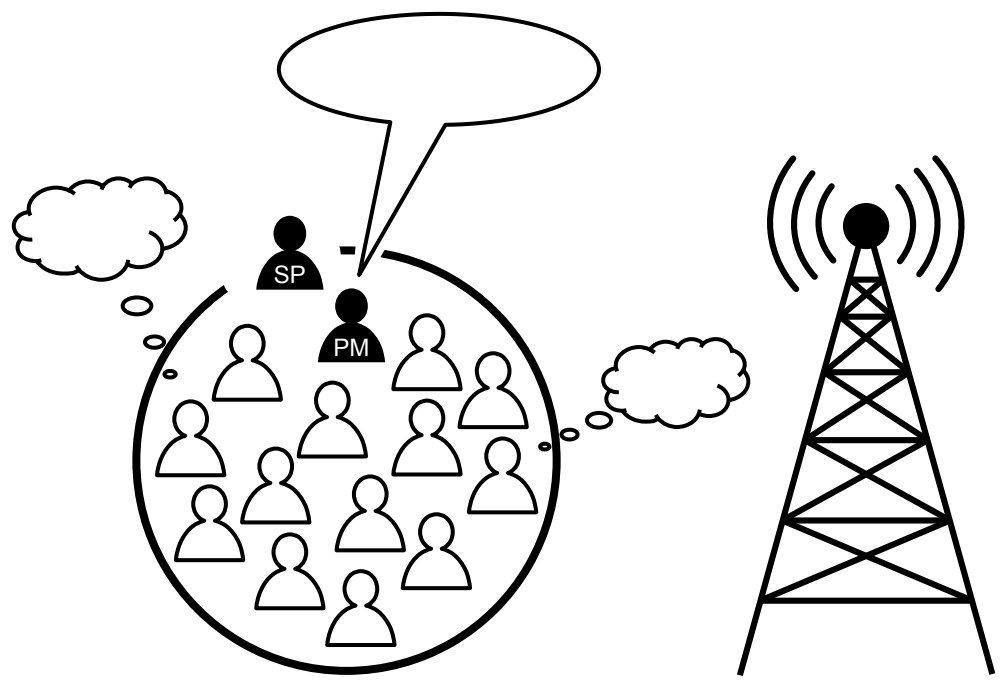
E02 - Capture lessons and plan for improvements





E03 - Conduct a focused communication

- Message:
- Audience:

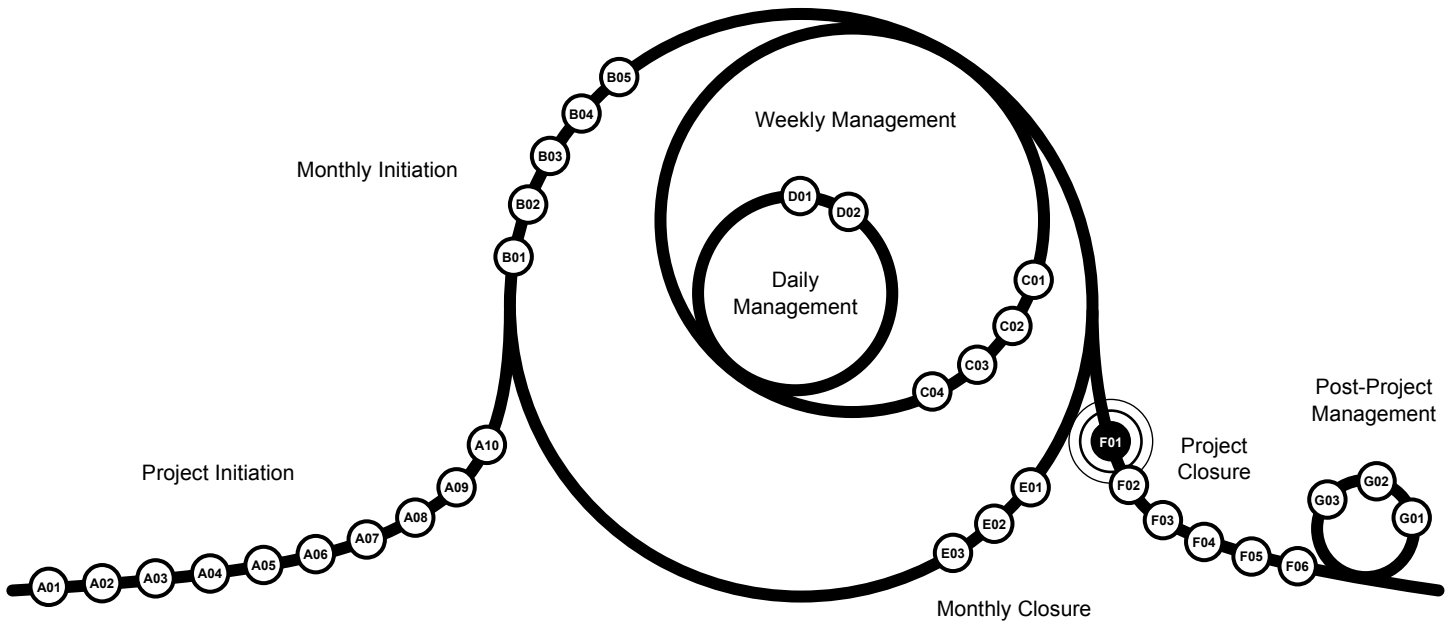


Part 2

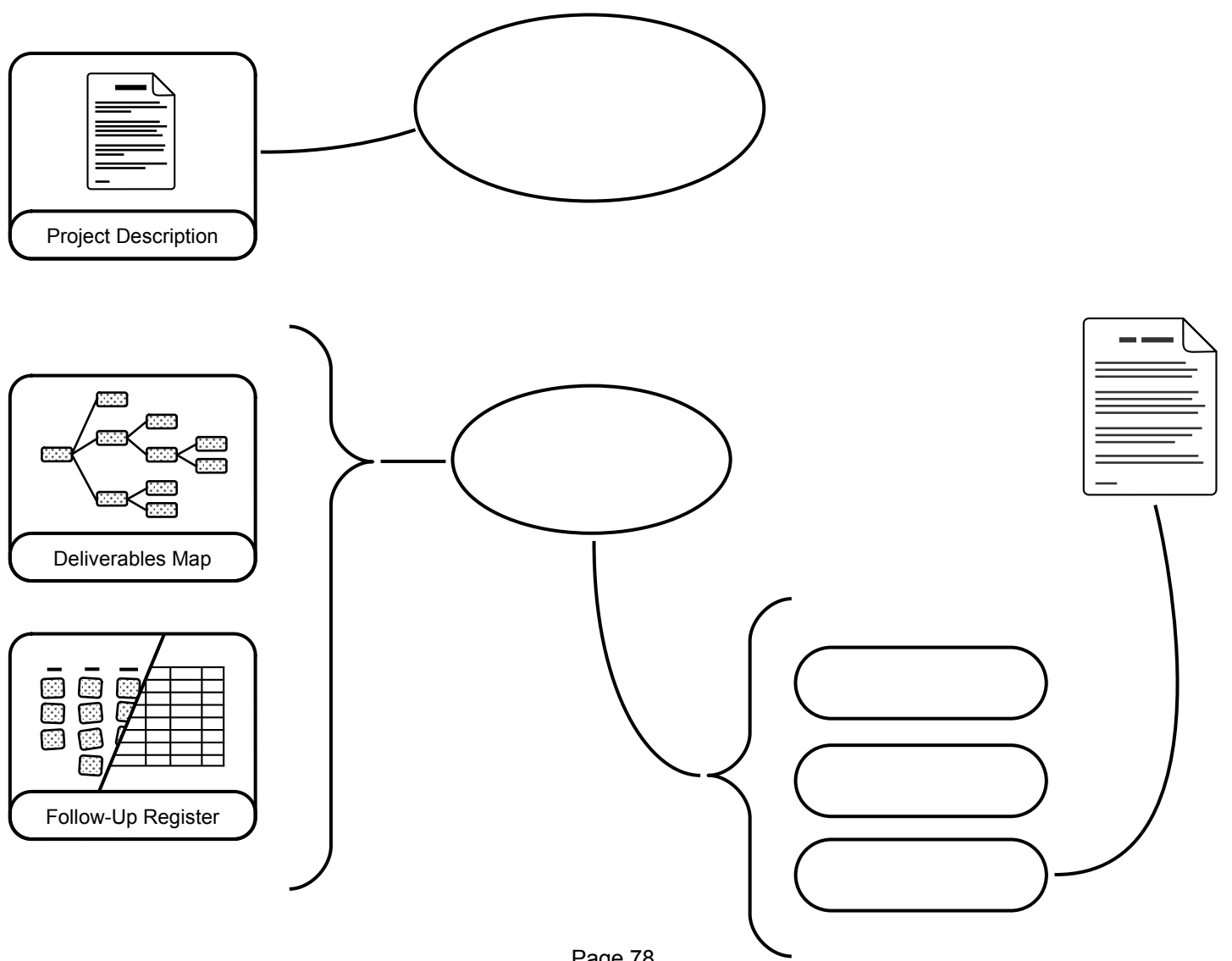
Full review



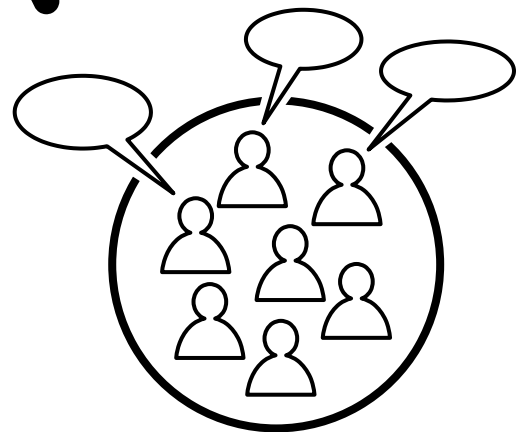
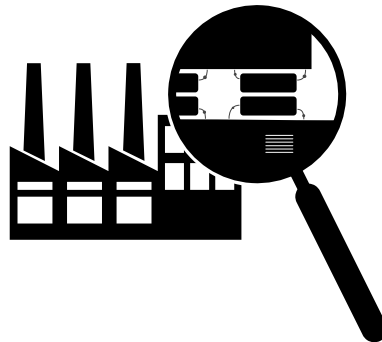
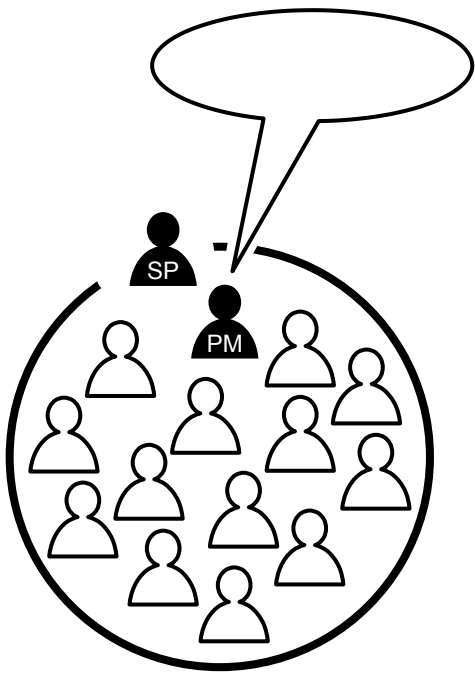
Project Closure

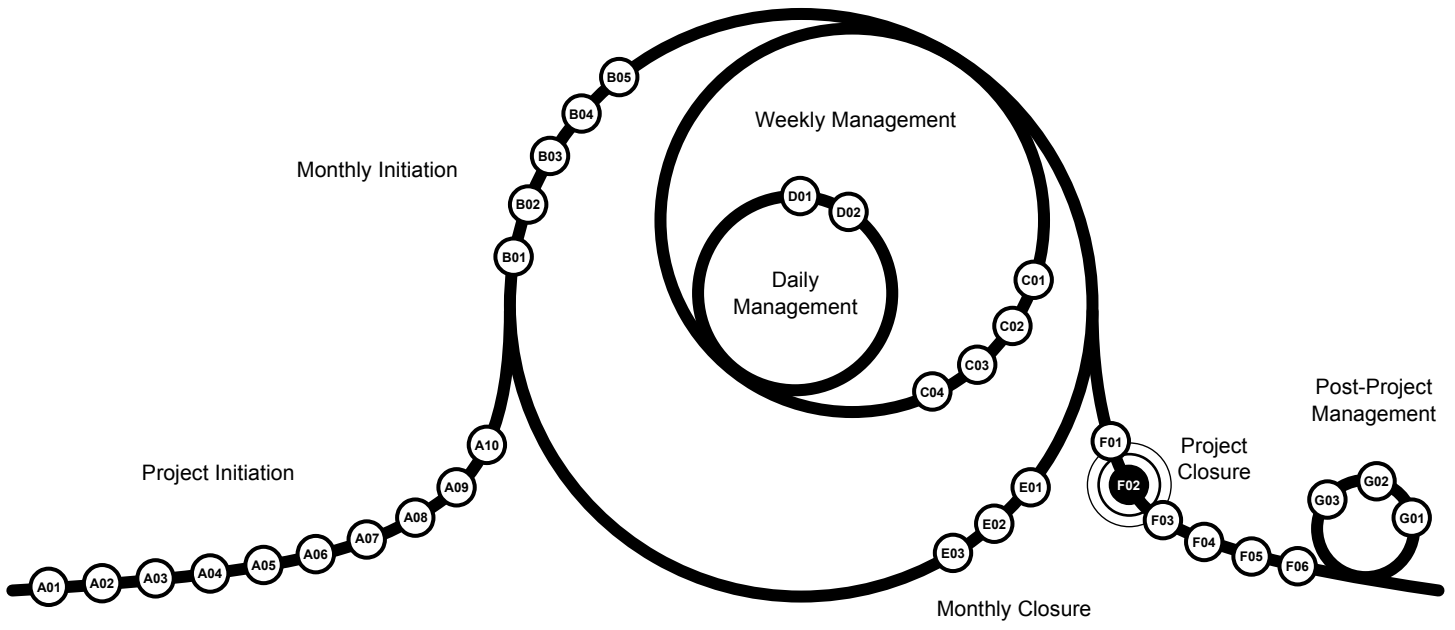


F01 - Hand over the product

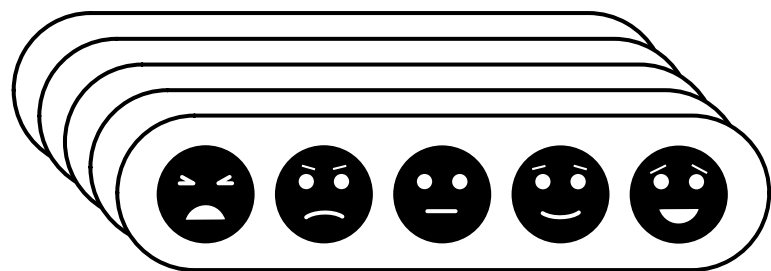


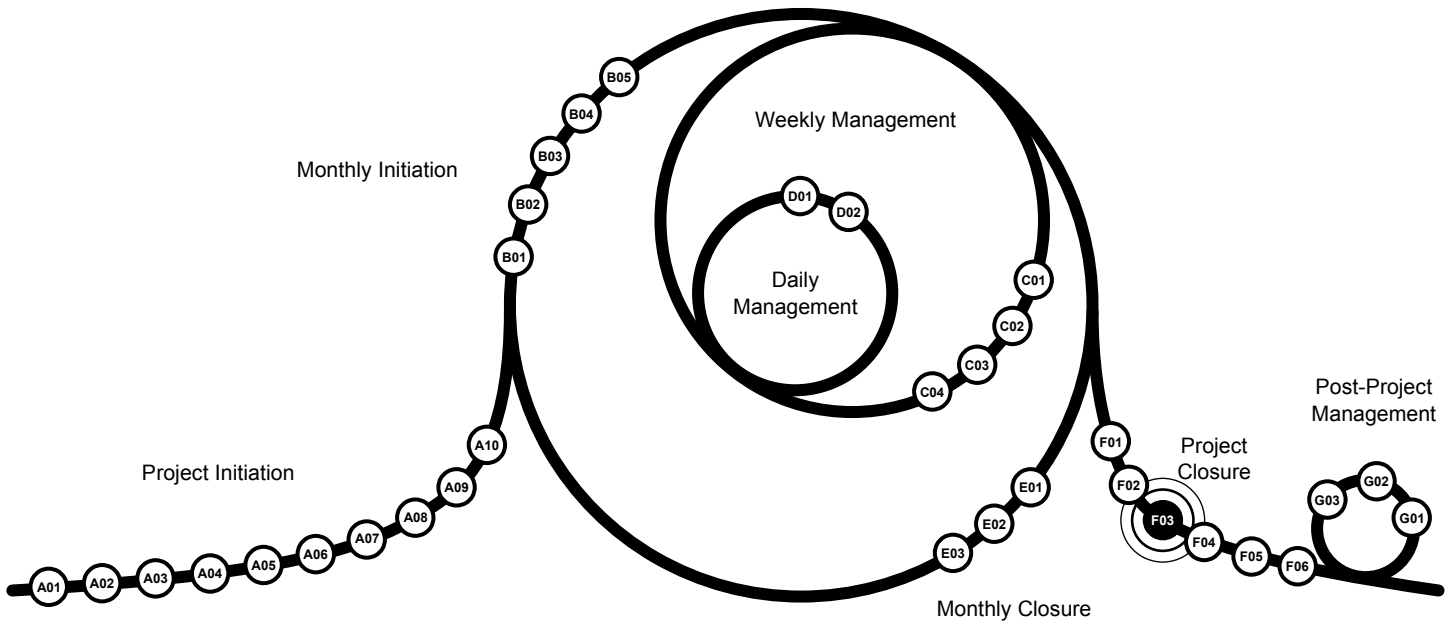
F01 - Hand over the product





F02 - Evaluate stakeholder satisfaction





F03 - Have the closing activity group peer-reviewed

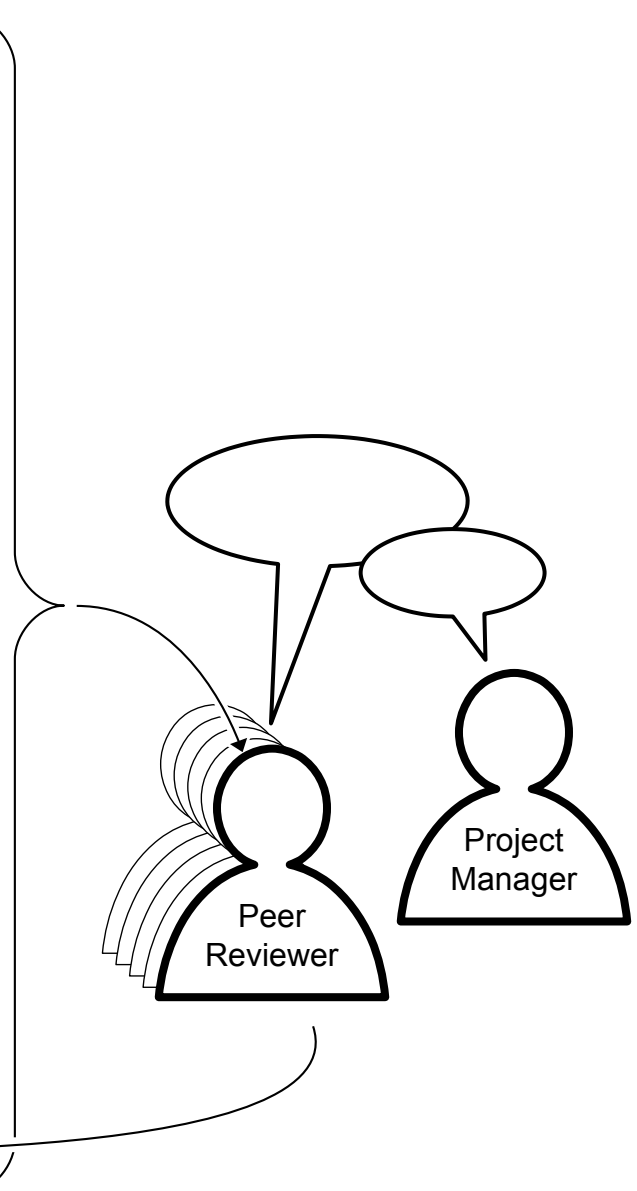
Project Description

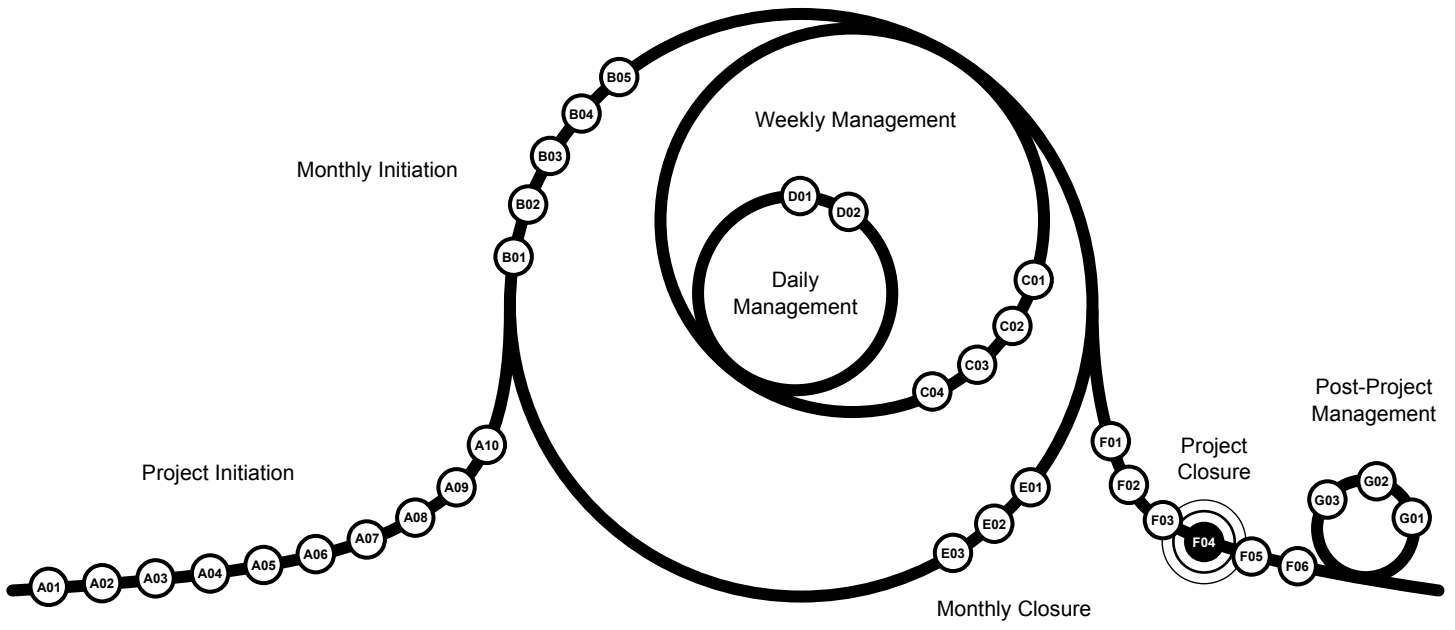
Deliverables Map

Schedule

Follow-Up Register

Health Register

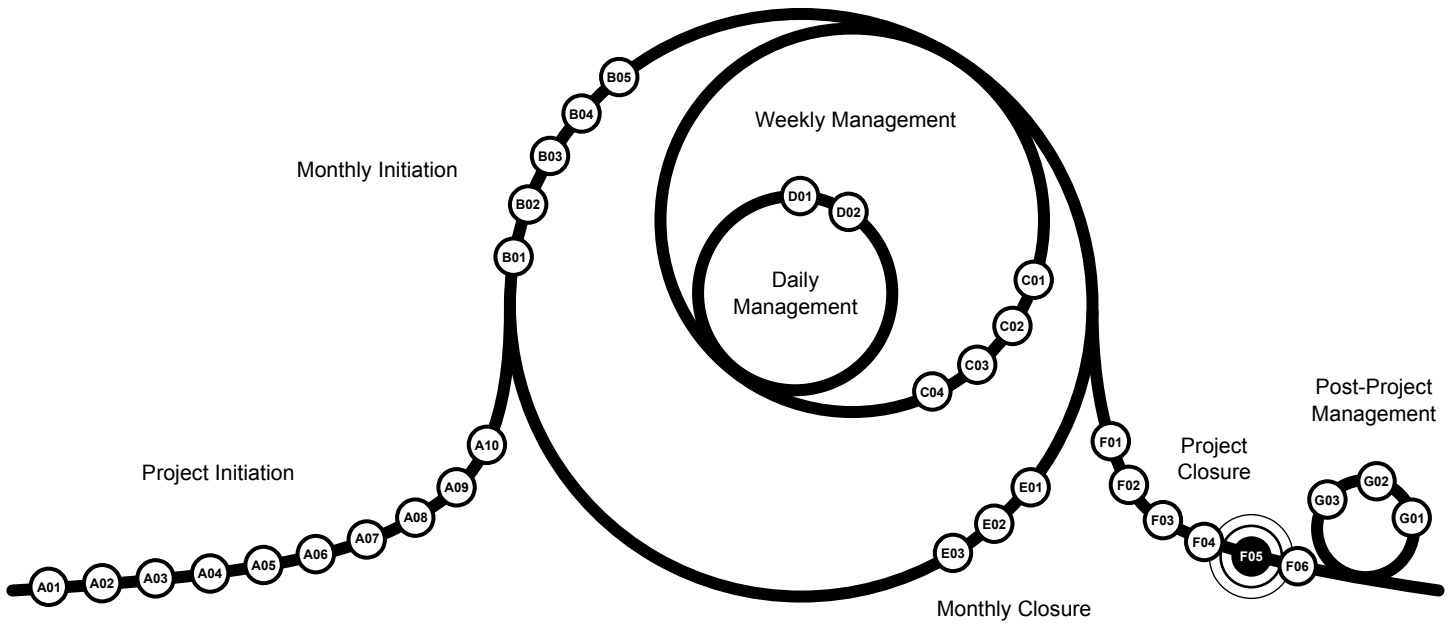




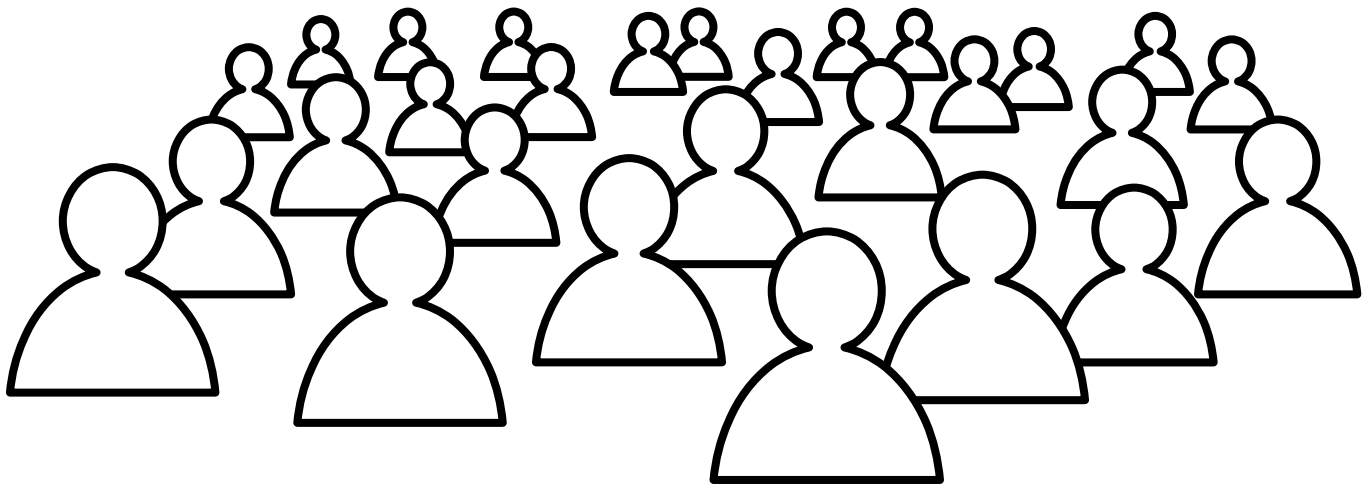
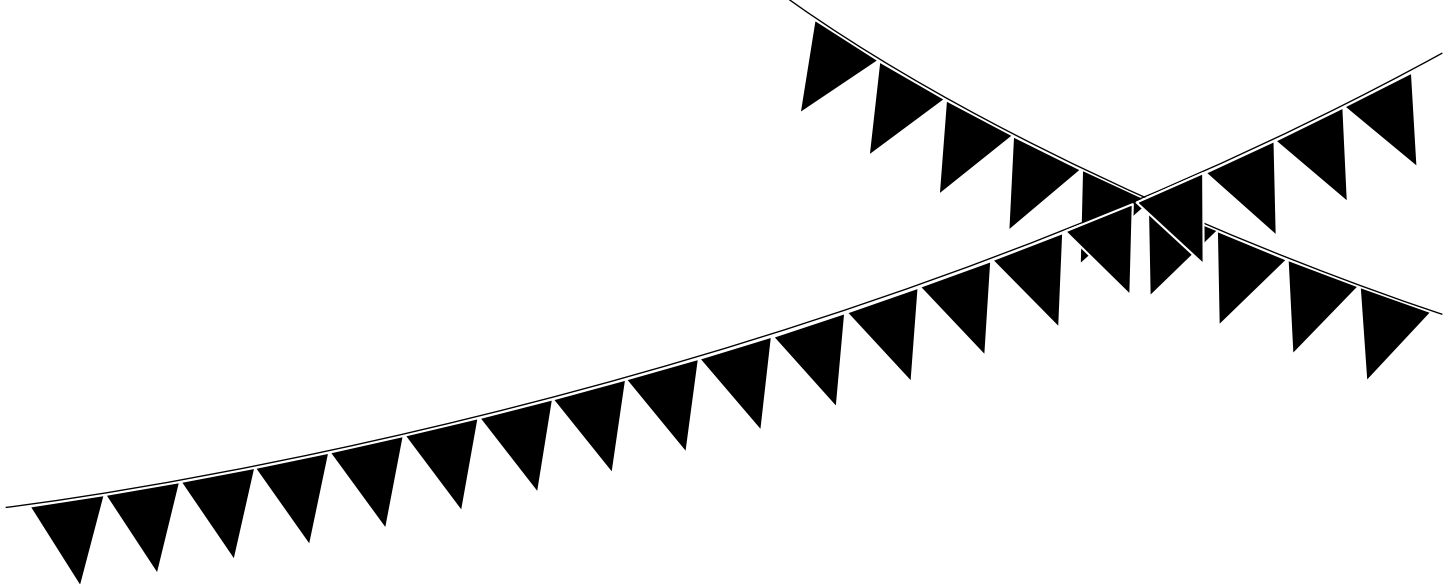
F04 - Archive the project documents

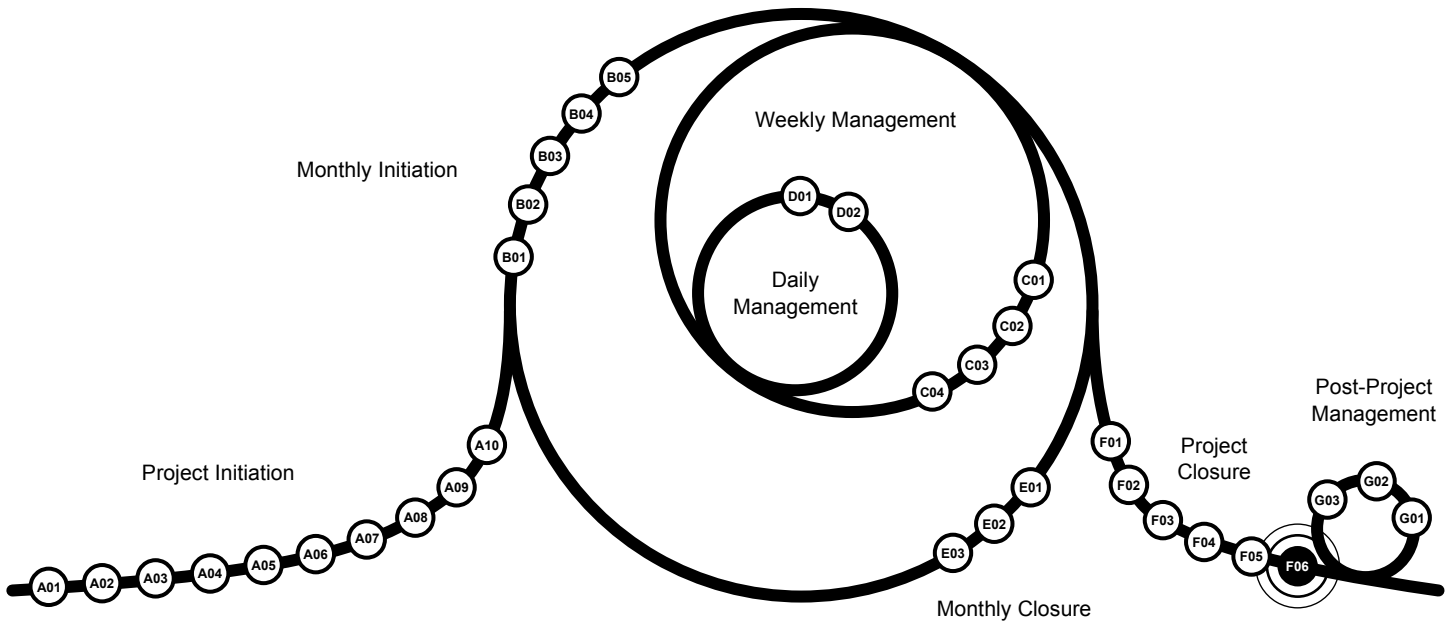
This block contains five icons representing key project documents:

- Project Description:** Represented by a document icon with horizontal lines.
- Deliverables Map:** Represented by a hierarchical tree diagram.
- Schedule:** Represented by a Gantt chart icon.
- Follow-Up Register:** Represented by a grid icon with a diagonal line.
- Health Register:** Represented by a simple table icon.

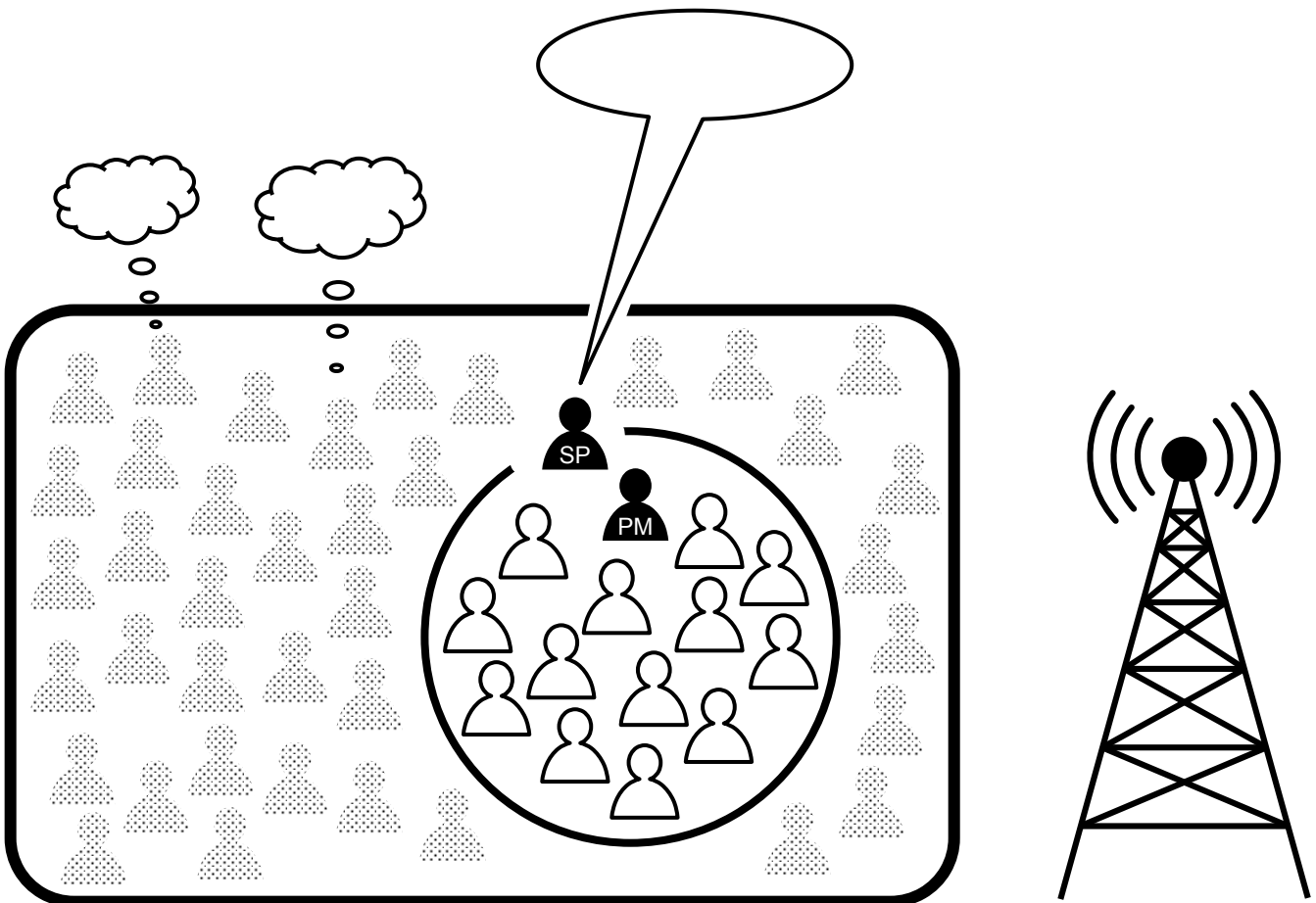


F05 - Celebrate!





F06 - Conduct a focused communication

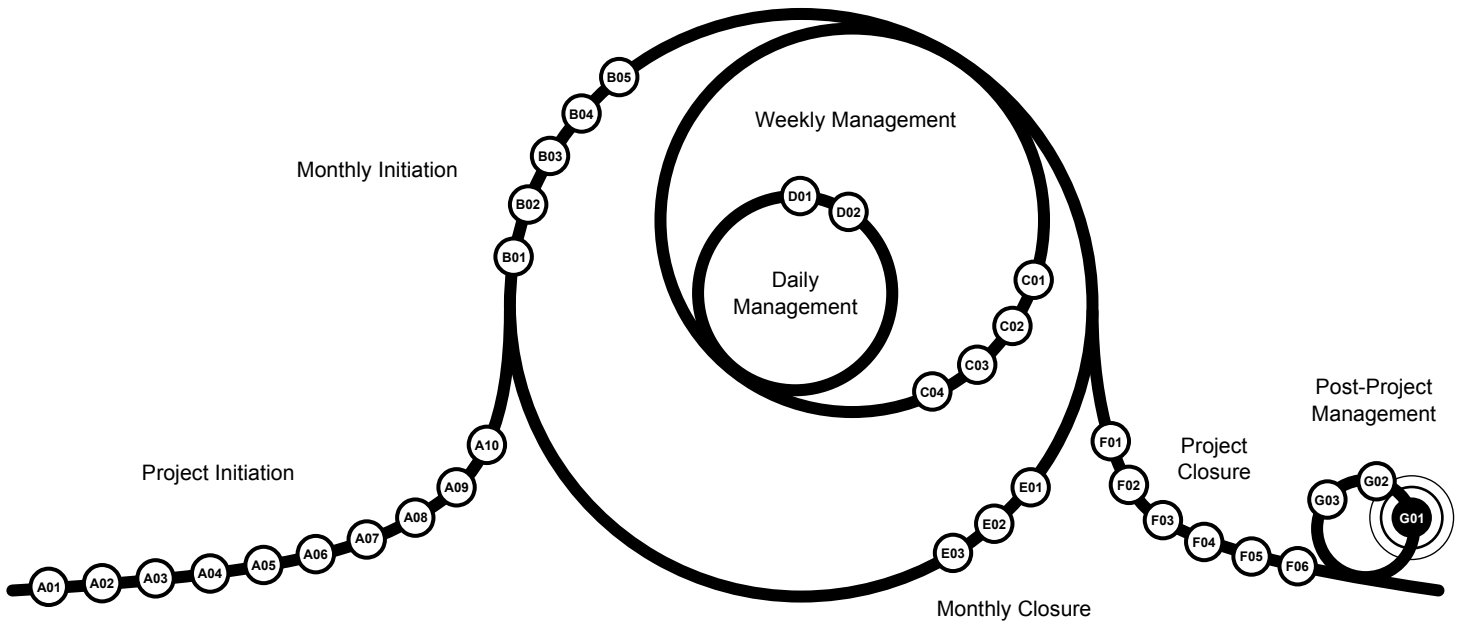


Part 2

Full review

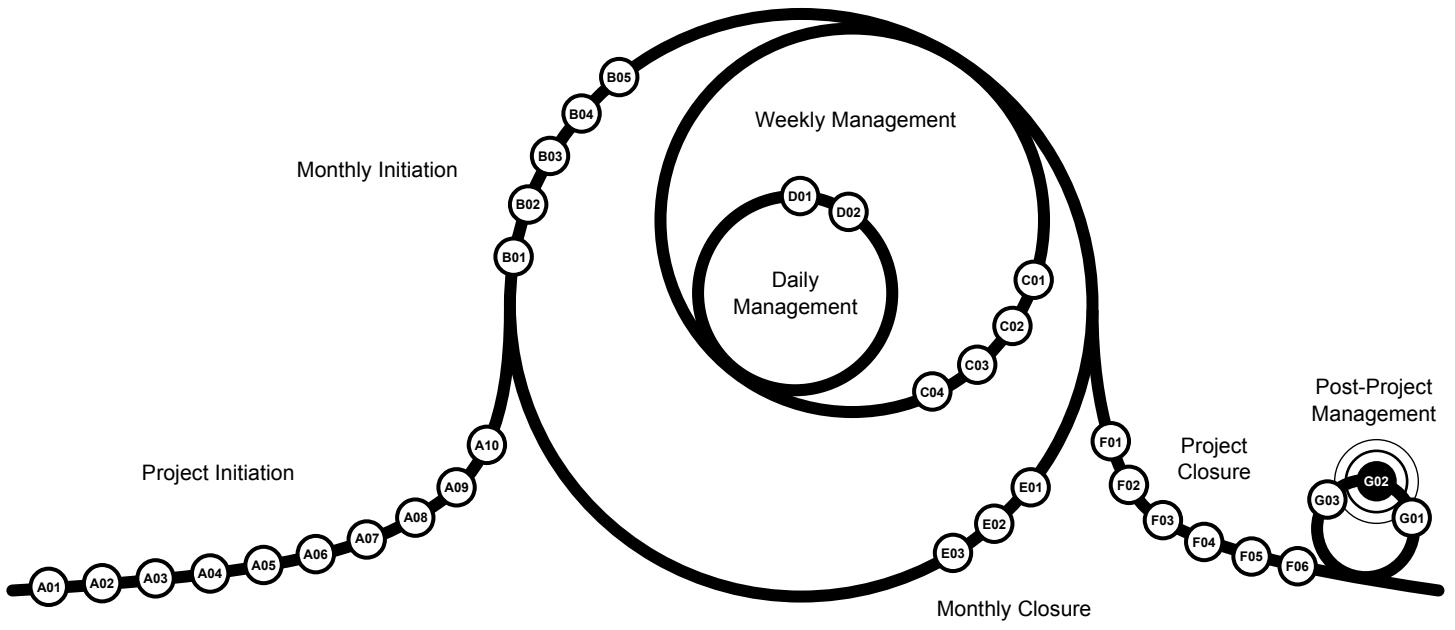


Post-Project Management

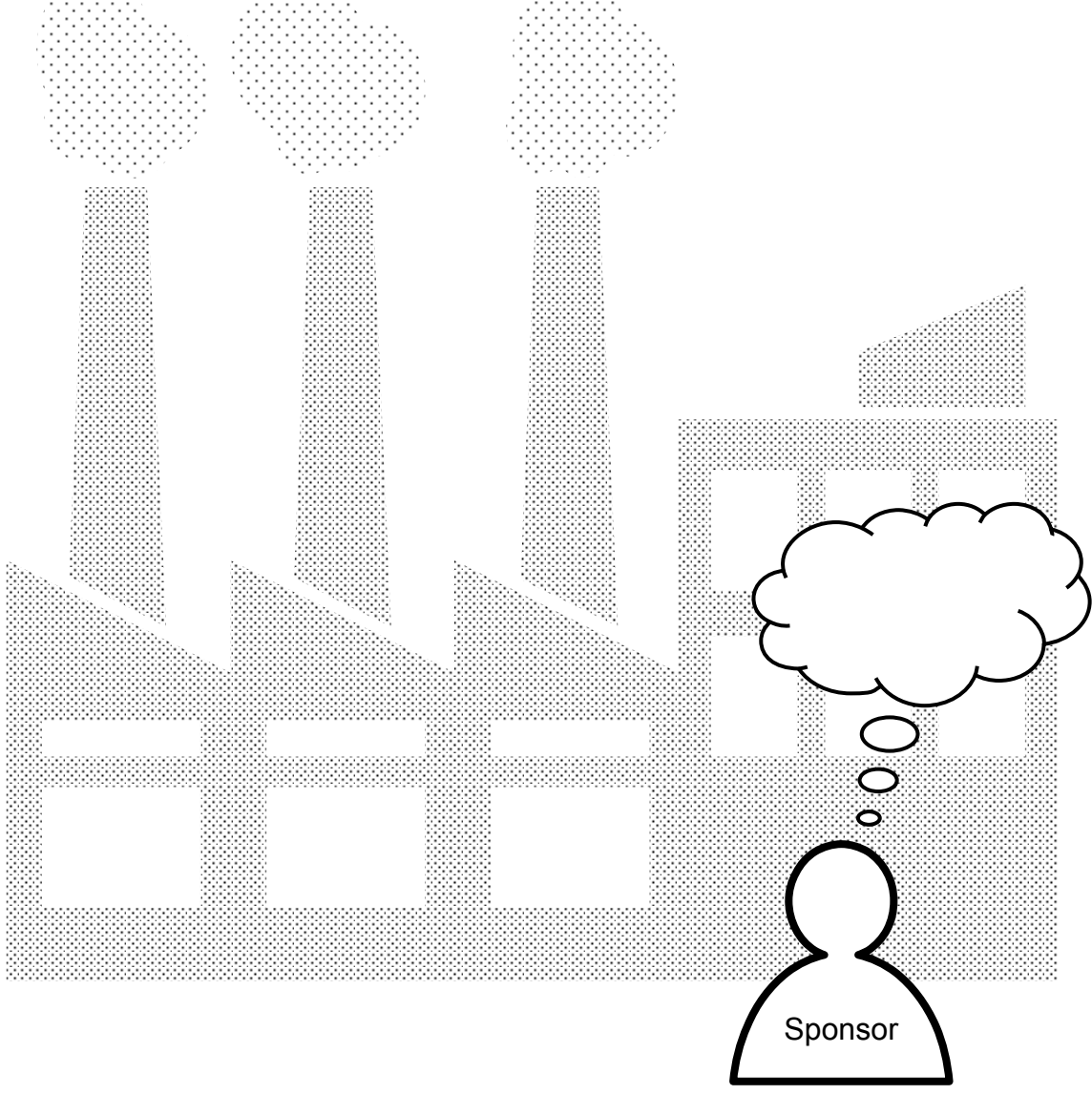


G01 - Evaluate the benefits

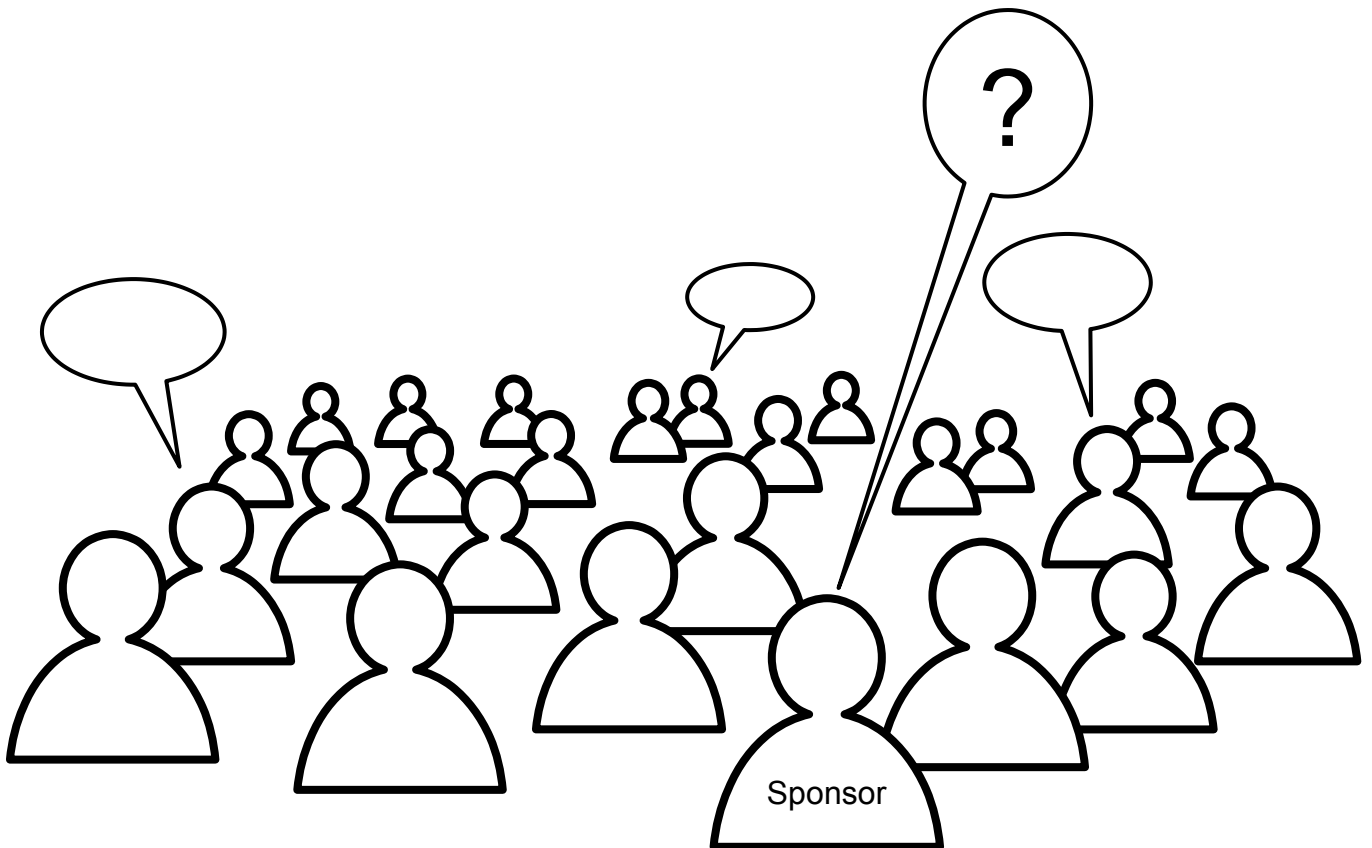


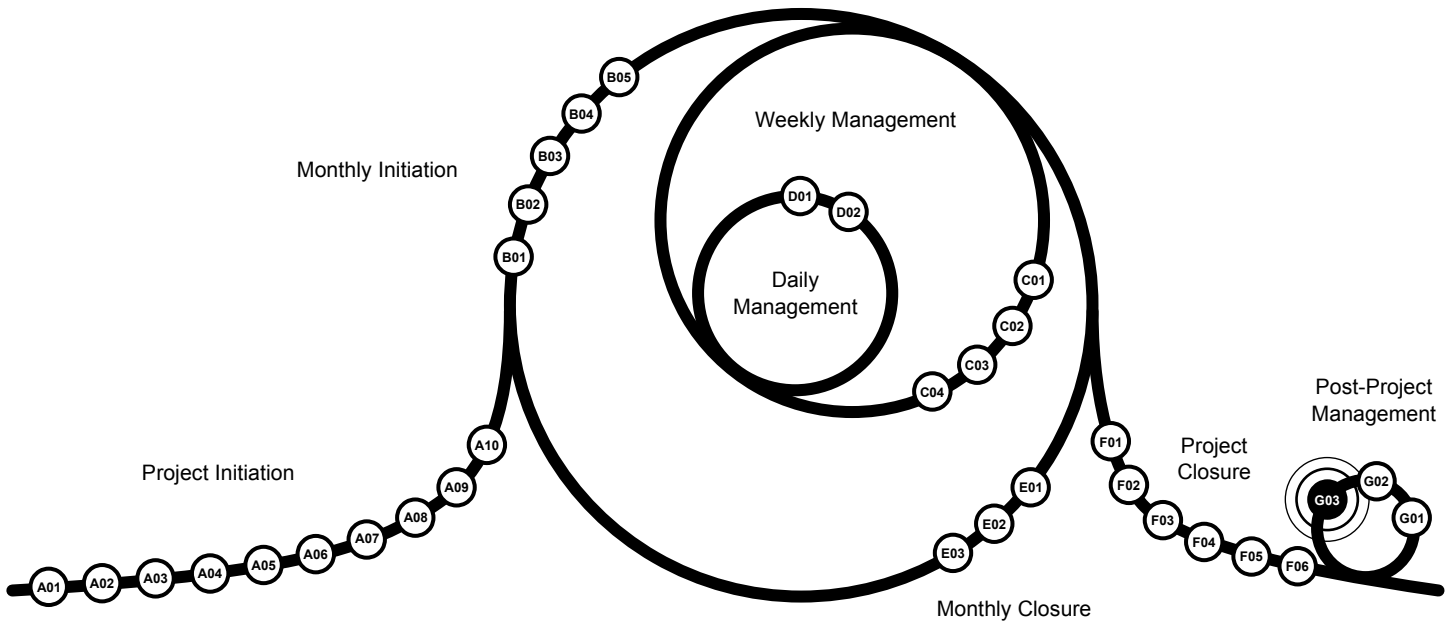


G02 - Generate new ideas

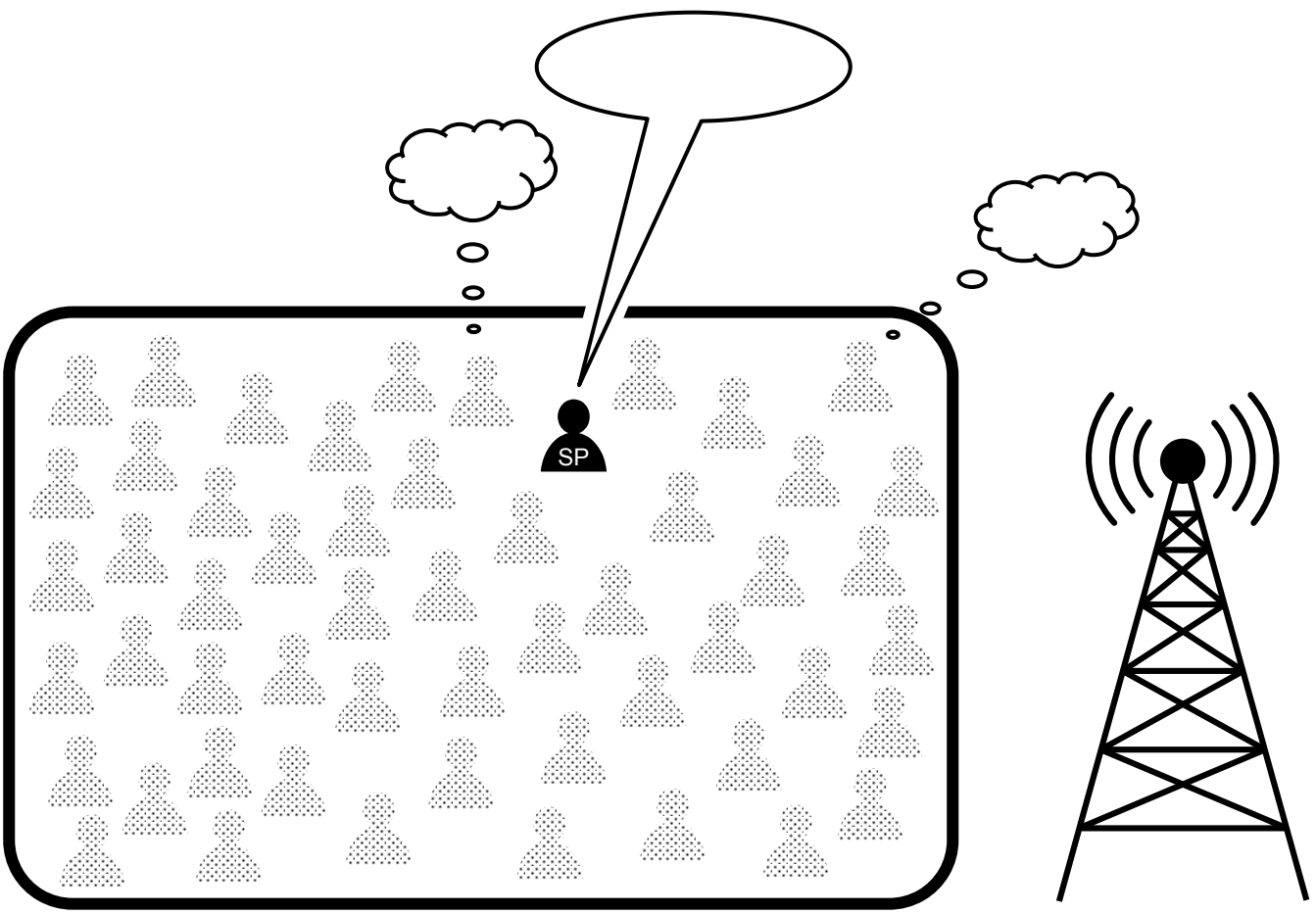


G02 - Generate new ideas





G03 - Conduct a focused communication

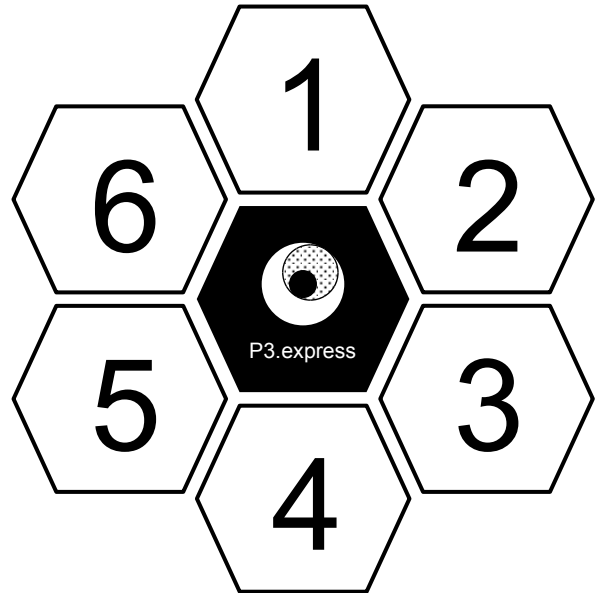


Part 3

NUPP

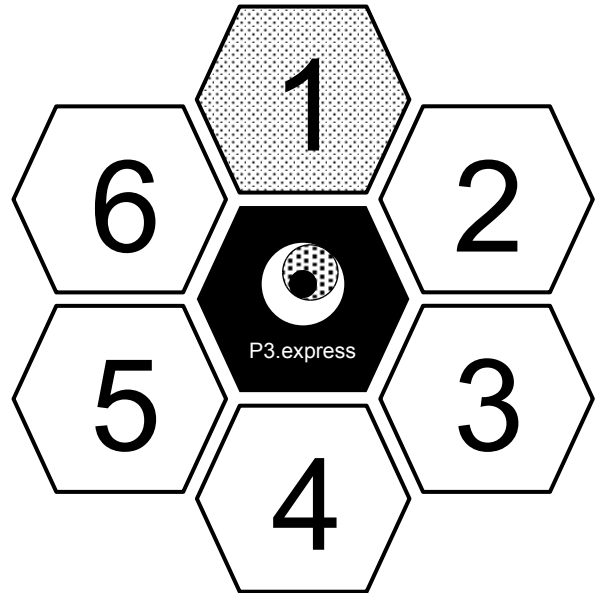
NUPP

Nearly Universal Principles of Projects



NUPP

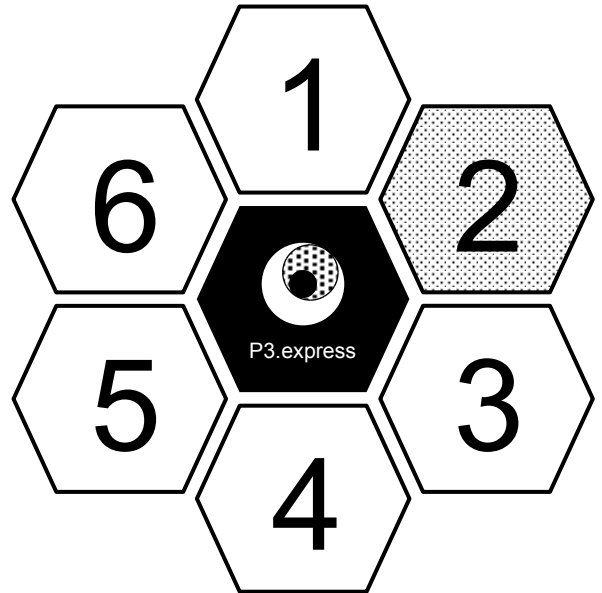
Nearly Universal Principles of Projects



NUP1 - Prefer results and the truth to affiliations

NUPP

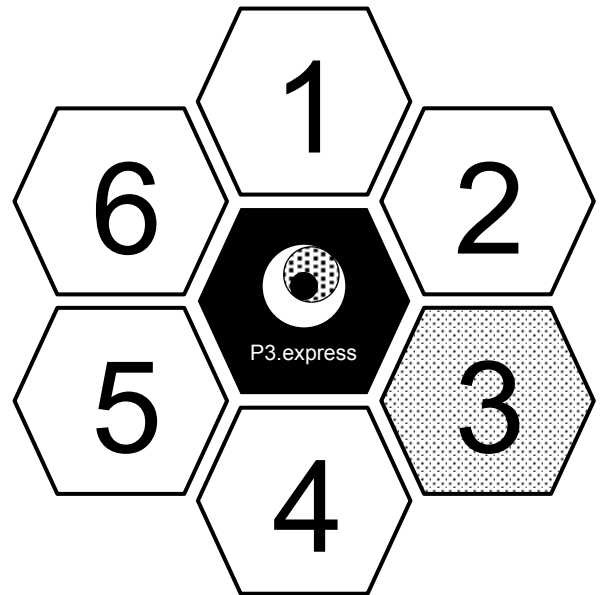
Nearly Universal Principles of Projects



NUP2 - Preserve and optimize energy and resources

NUPP

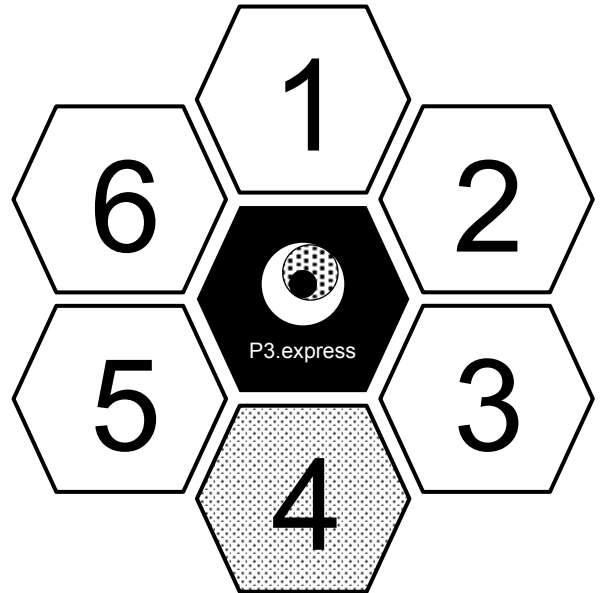
Nearly Universal Principles of Projects



NUP3 - Always be proactive

NUPP

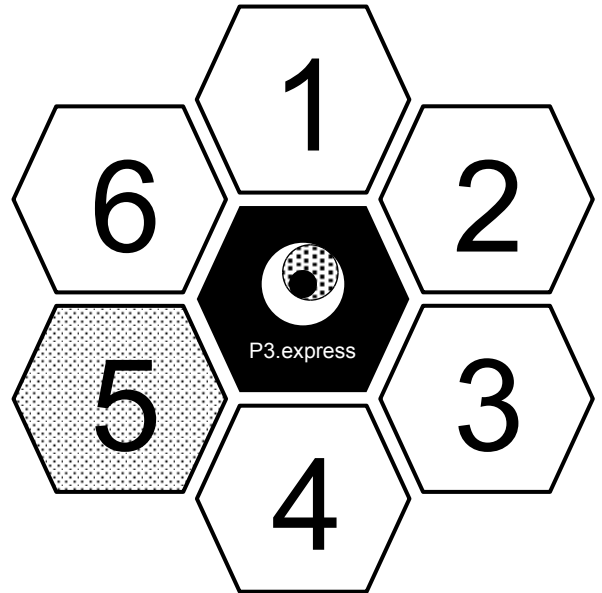
Nearly Universal Principles of Projects



NUP4 - Remember that a chain is only as strong as its weakest link

NUPP

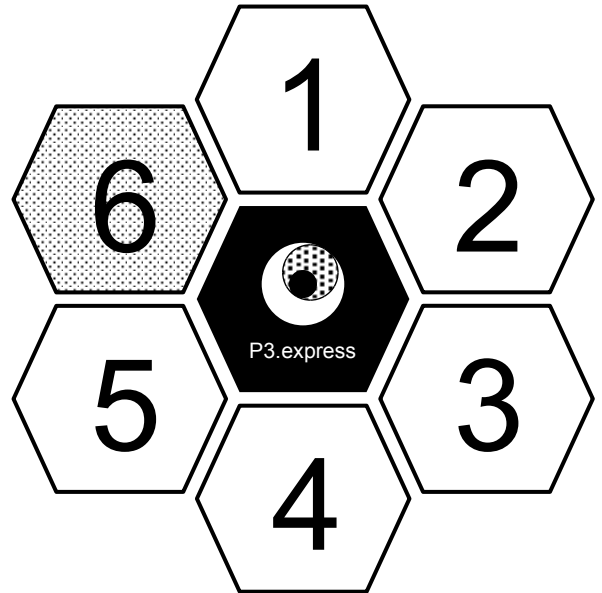
Nearly Universal Principles of Projects



NUP5 - Don't do anything without a clear purpose

NUPP

Nearly Universal Principles of Projects



NUP6 - Use repeatable elements

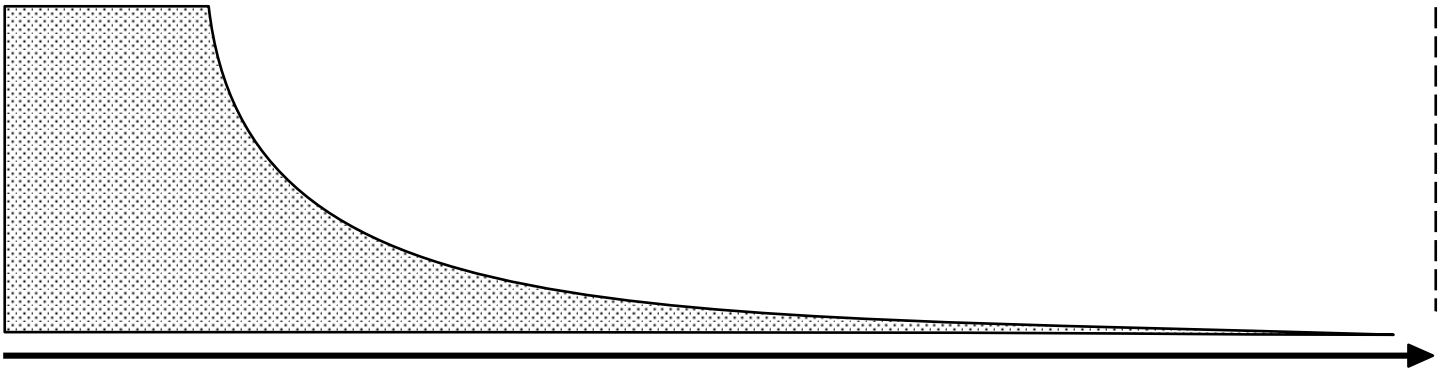
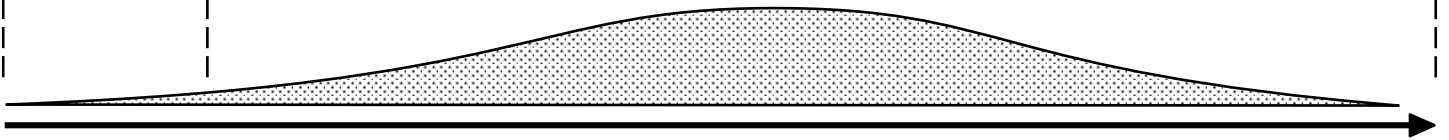
Part 4

Tailoring

Tailoring

Upfront tailoring

Continuous tailoring



Part 5

Development methods

Development Methods

5
Portfolio
Management

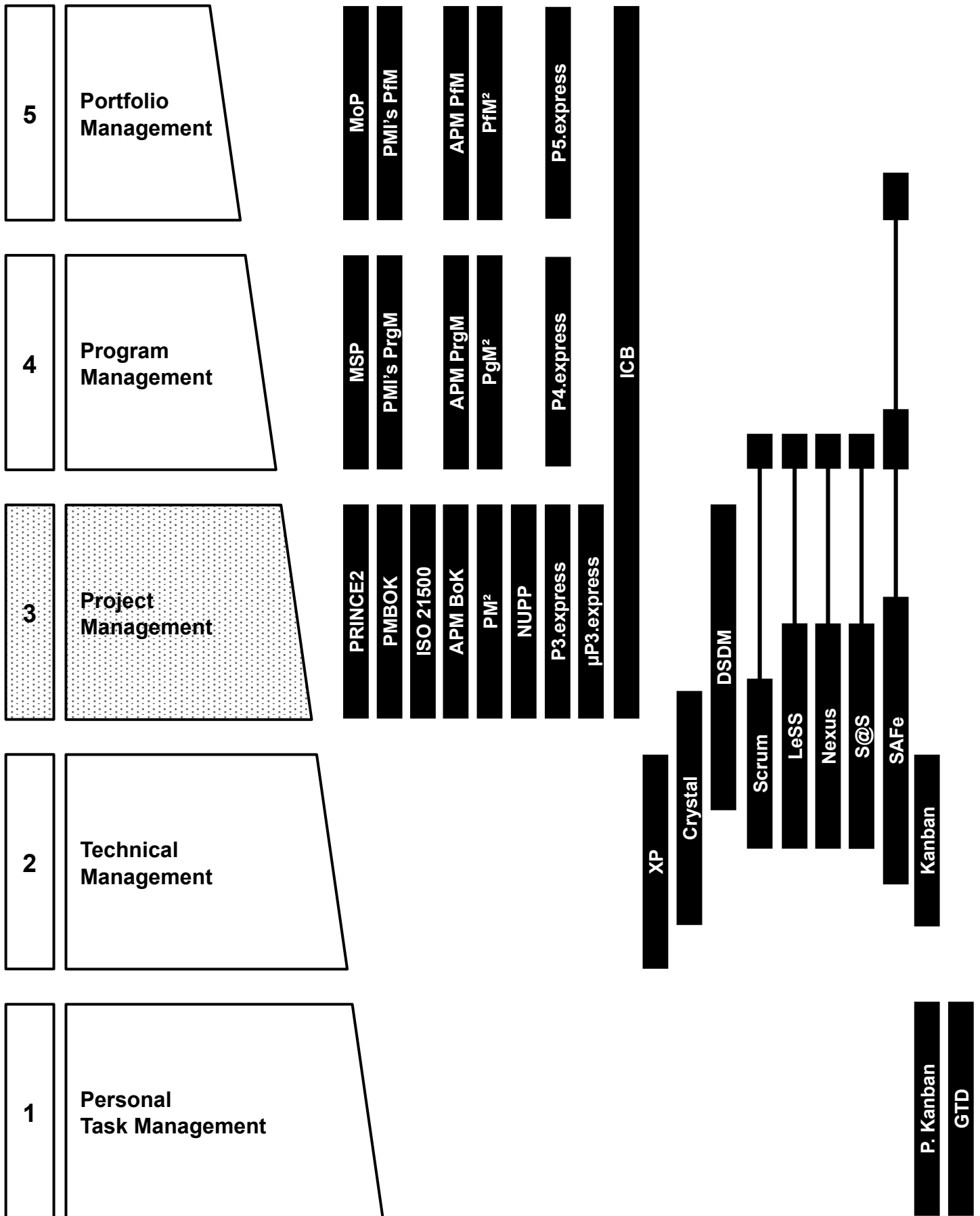
4
Program
Management

3
Project
Management

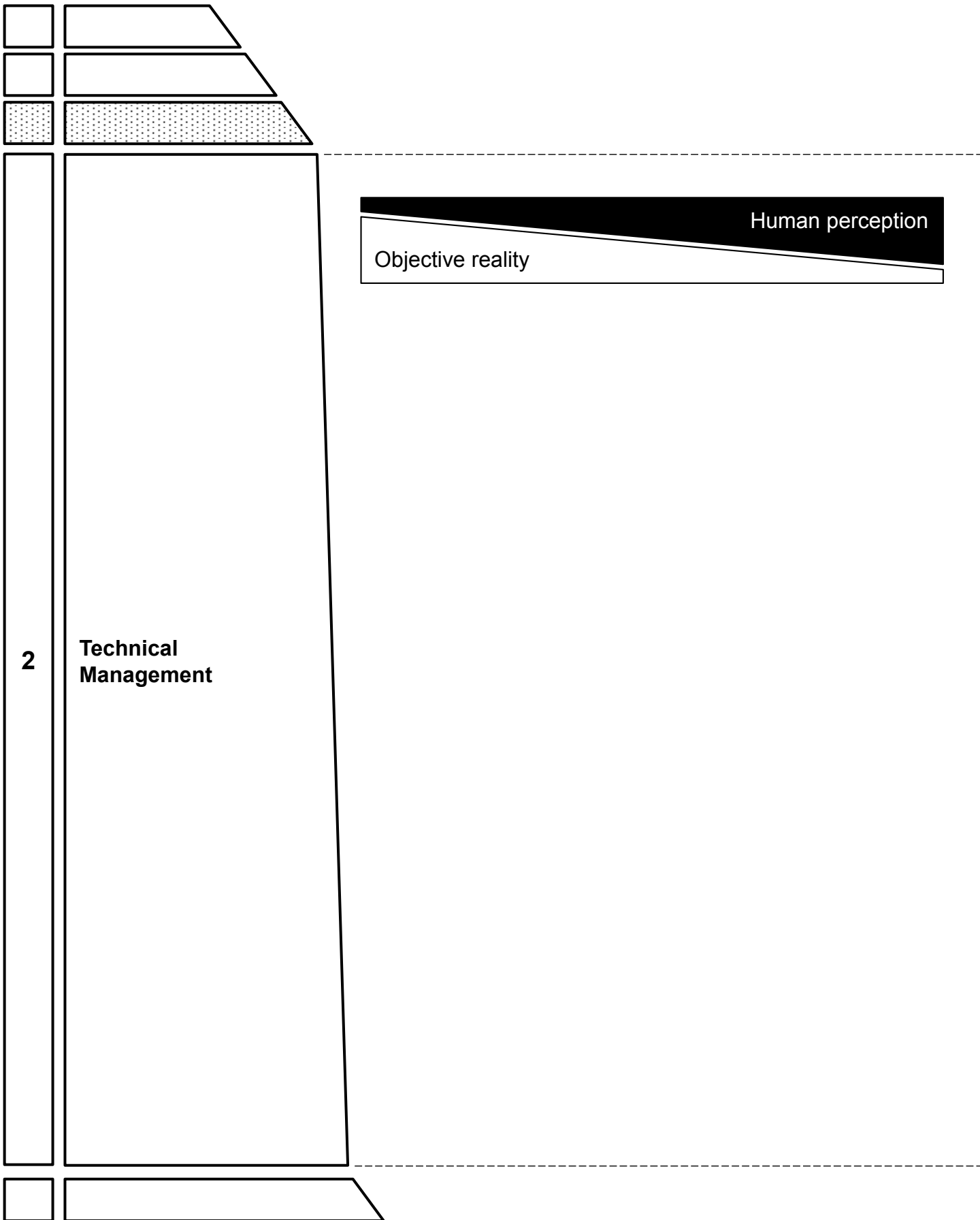
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Technical
Management

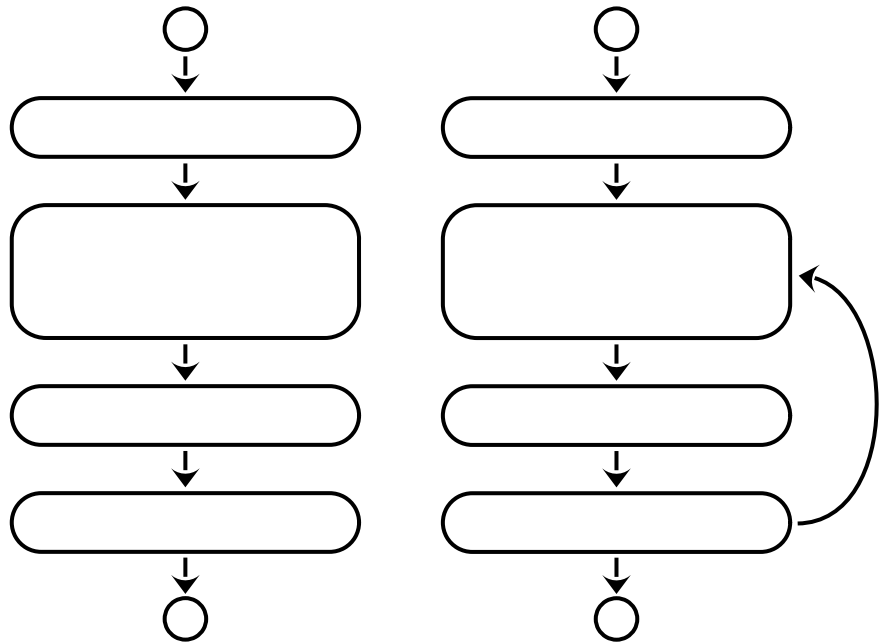
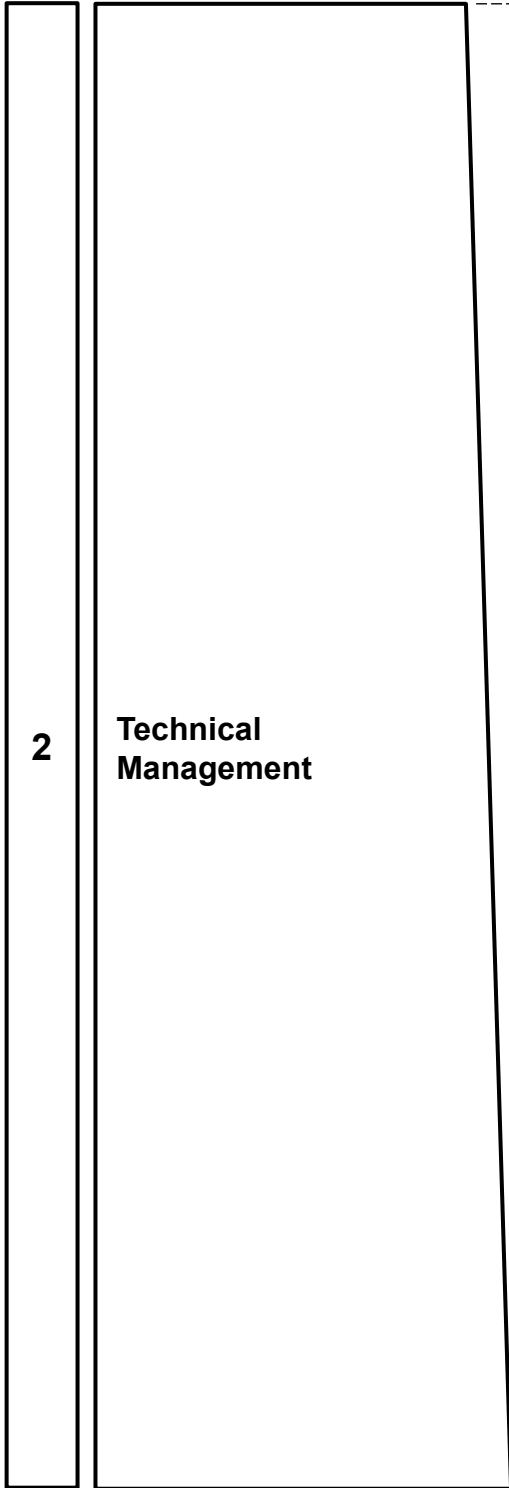
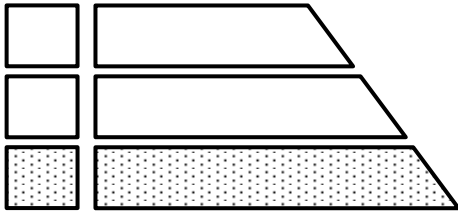
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Personal
Task Management

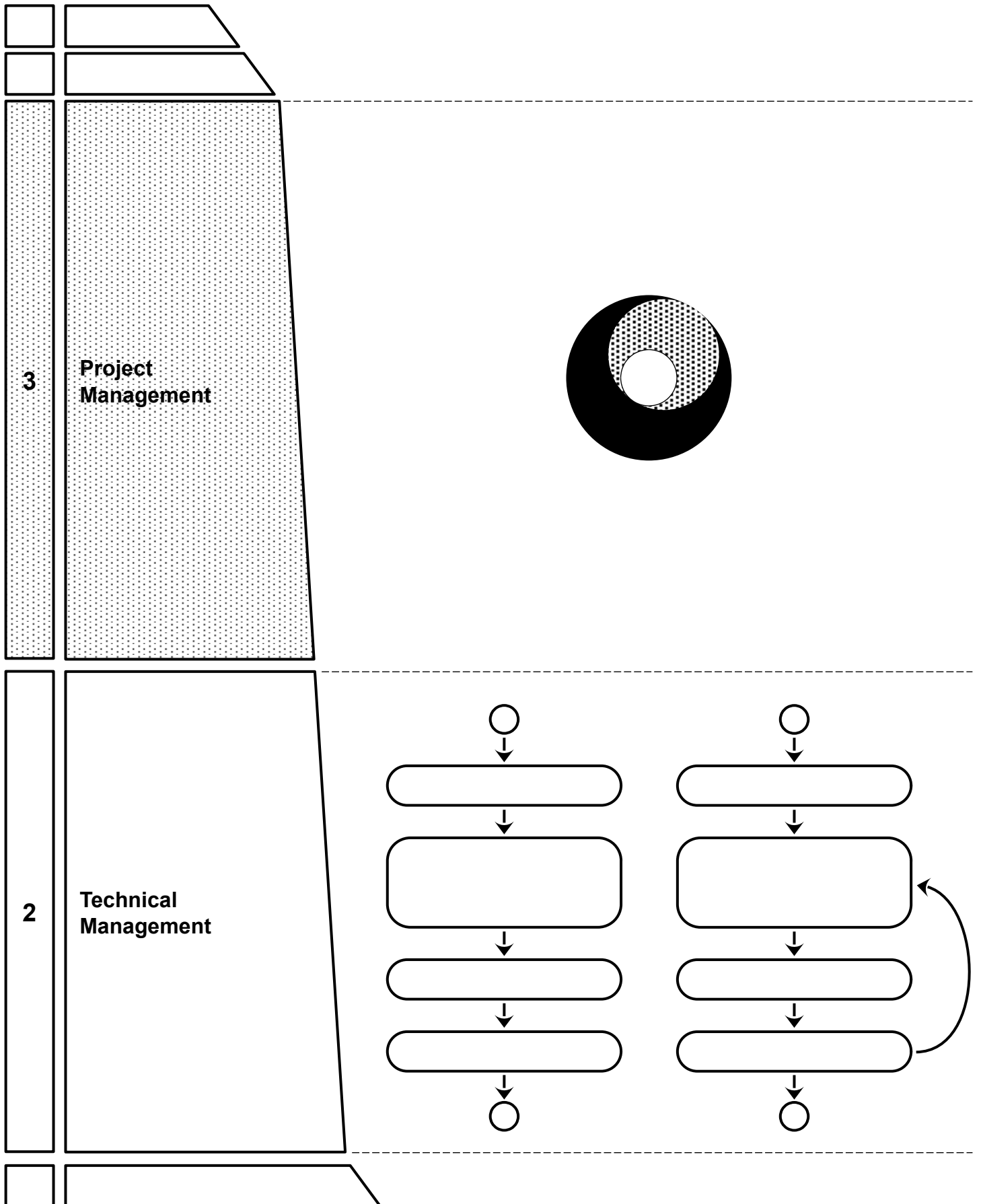
Development Methods



Development Methods

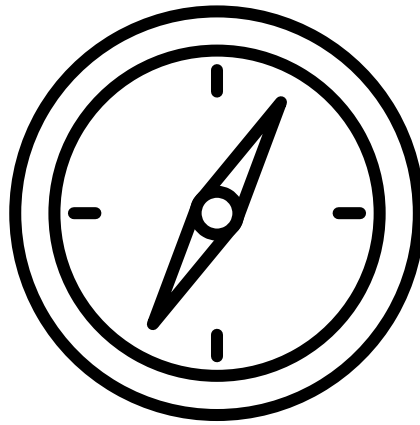






Part 6

Code of conduct



Code of Conduct

for P3.express Practitioners

- 1** I consider project management to be a key element in the betterment of societies, and as such, regard my role in project management as a social responsibility;
- 2** I commit to striving to continuously improve my project management skills;
- 3** I respect human freedom, and I avoid engaging in discriminatory speech or actions in my projects, related to matters including but not limited to gender, age, race, nationality, sexual orientation, political affiliation, and beliefs;
- 4** I respect the resources invested in the project;
- 5** I always remain open and yet critical to project management topics, without sacrificing professionalism for affiliations, personal gain, or loyalties, and I will encourage my coworkers to do the same; and
- 6** I will be honest and transparent in my professional work.

Part 7

Certification program

P3.express Practitioner (P3P)

Certification Program



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

The goal is to create a definition of the minimum level of expertise required for managing real-world projects, which will give people an indication of when they can be relatively confident about their expertise.

How to get certified

Candidates can become certified by

- accepting the code of conduct, and
- passing the P3.express Practitioner exam.

Validity

Certificates are valid for life, but they are attributed to the year they are issued; e.g., “P3P-2022”. The level of confidence in the certificate may decrease the more time passes since the evaluation; e.g., a potential employer may be confident about a P3P-2022 certificate in 2023, but may not be so confident in 2025.

Practitioners are encouraged to re-certify every year to stay up to date. The first attempt at the upgrade exam is free of charge apart from a payment for the admin costs.

Serious violations of the code of conduct may result in cancellation of the certificate(s).

Exam vouchers

Candidates can buy the exam vouchers from Accredited P3.express Trainers, Accredited P3.express Education Partners, or the examination institute.

Exam format

The P3.express Practitioner exam is in open-book format, with 70 questions in 100 minutes.

The exam is currently available in English only, but multiple languages will be added soon. There's a language aid feature in the exam that provides an automated translation of the question into any target language, for an approximate help.

Candidates need a score of 67% or higher to pass the exam.

P3.express Practitioner (P3P)

Certification Program



Format of the questions

Each question is either

- multiple-choice, with 2 or more choices, where only one choice should be selected, or
- multiple-answer, with 3 or more choices, where more than one choice should be selected.

When more than one choice is to be selected, it's always mentioned in the question. Some questions tell you the exact number of choices you should select, and some only give you a hint that you should select more than one choice.

Each question is of one of the following types:

- Scenario-based: About 80% of the questions are based on a short scenario embedded into the question, rather than a single, global scenario.
- Direct: About 20% of the questions are direct without a scenario.

Questions are designed to challenge different levels of cognition:

- Cognitive level 1 (15% of questions): recalling
- Cognitive level 2 (55% of questions): recalling + basic analysis
- Cognitive level 3 (30% of questions): recalling + advanced analysis and deduction

There's no penalty for wrong answers, and all questions have the same weighting (1 point).

P3.express Practitioner (P3P)

Certification Program



Syllabus

Questions cover the following topics:

Group	Topic	Questions
1	NUPP	4
1	Code of Conduct	3
1	License and rights	2
2	Project manager	4
2	Sponsor	4
2	Peer reviewer	3
2	Custodian	2
2	Team leader	1
3	Initiations	13
3	Daily and Weekly Management	8
3	Closures	4
3	Post-Project Management	4
4	Deliverables Map	2
4	Project Description	4
4	Follow-Up Register	6
4	Health Register	1
5	Tailoring	3
5	Delivery method	2

Questions are focused on the content of P3.express, as represented in the manual, and don't cover additional techniques and practices as the main topic of the questions, but those practices may be mentioned in the scenarios.

Sample questions

You can use the sample questions to become more familiar with the exam questions.

What's next?

