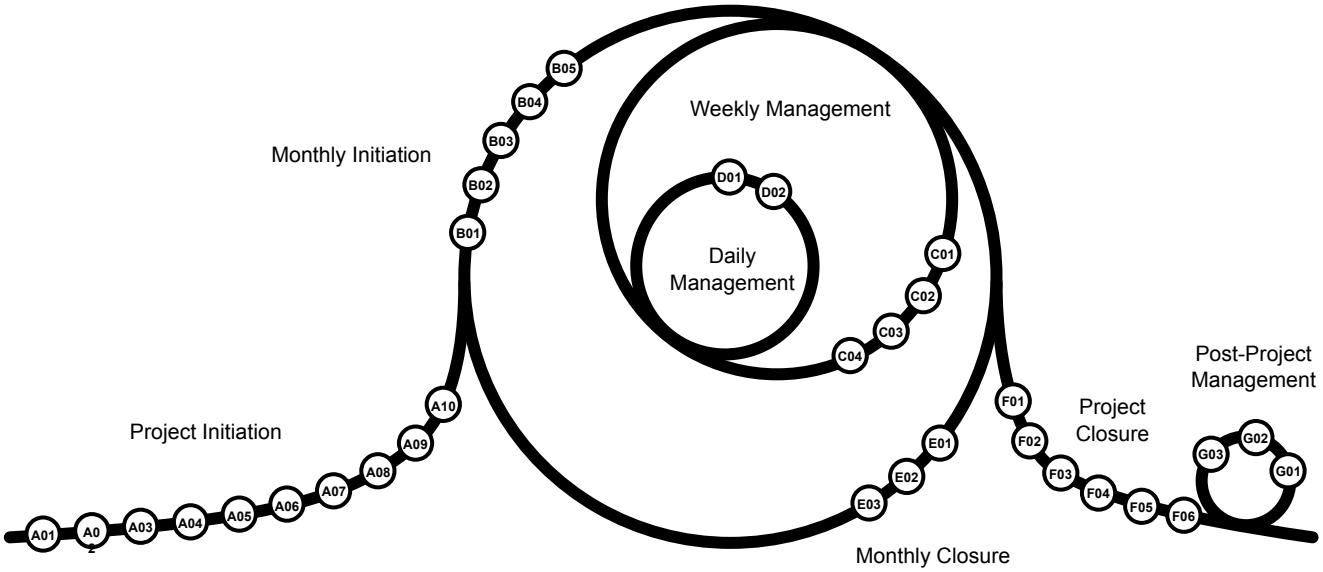
Minimalist project management with

# P3.express




## Gapped Handout

CC

Last update: 2025-03-06

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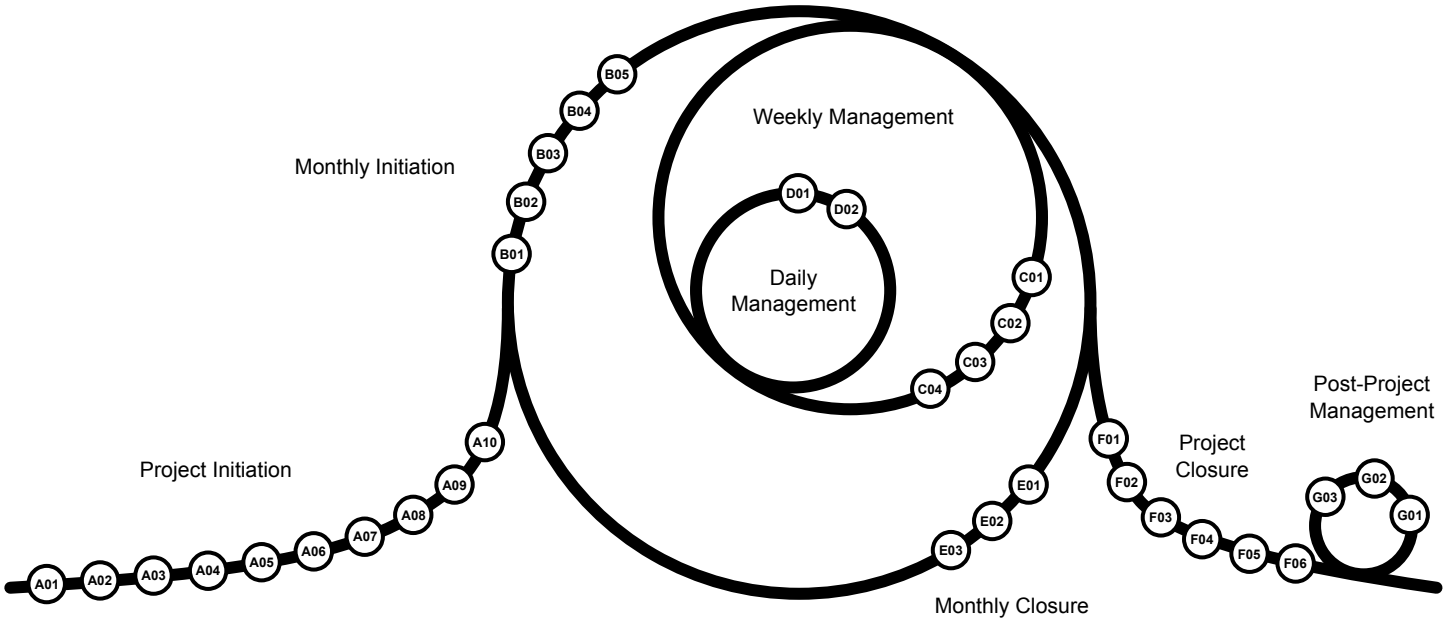
## The nature of this document

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/

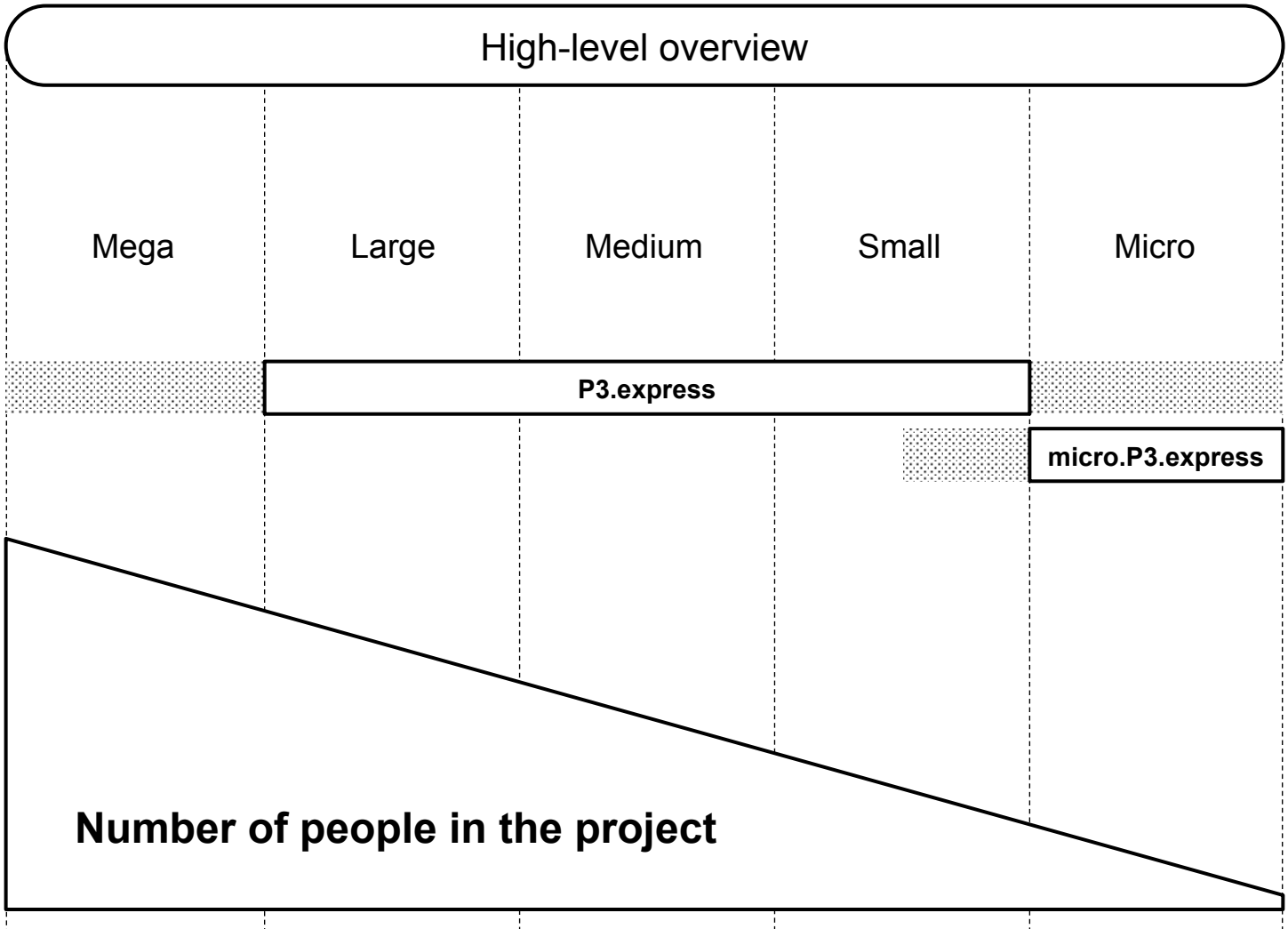
Feedback for this document is welcome: info@p3.express



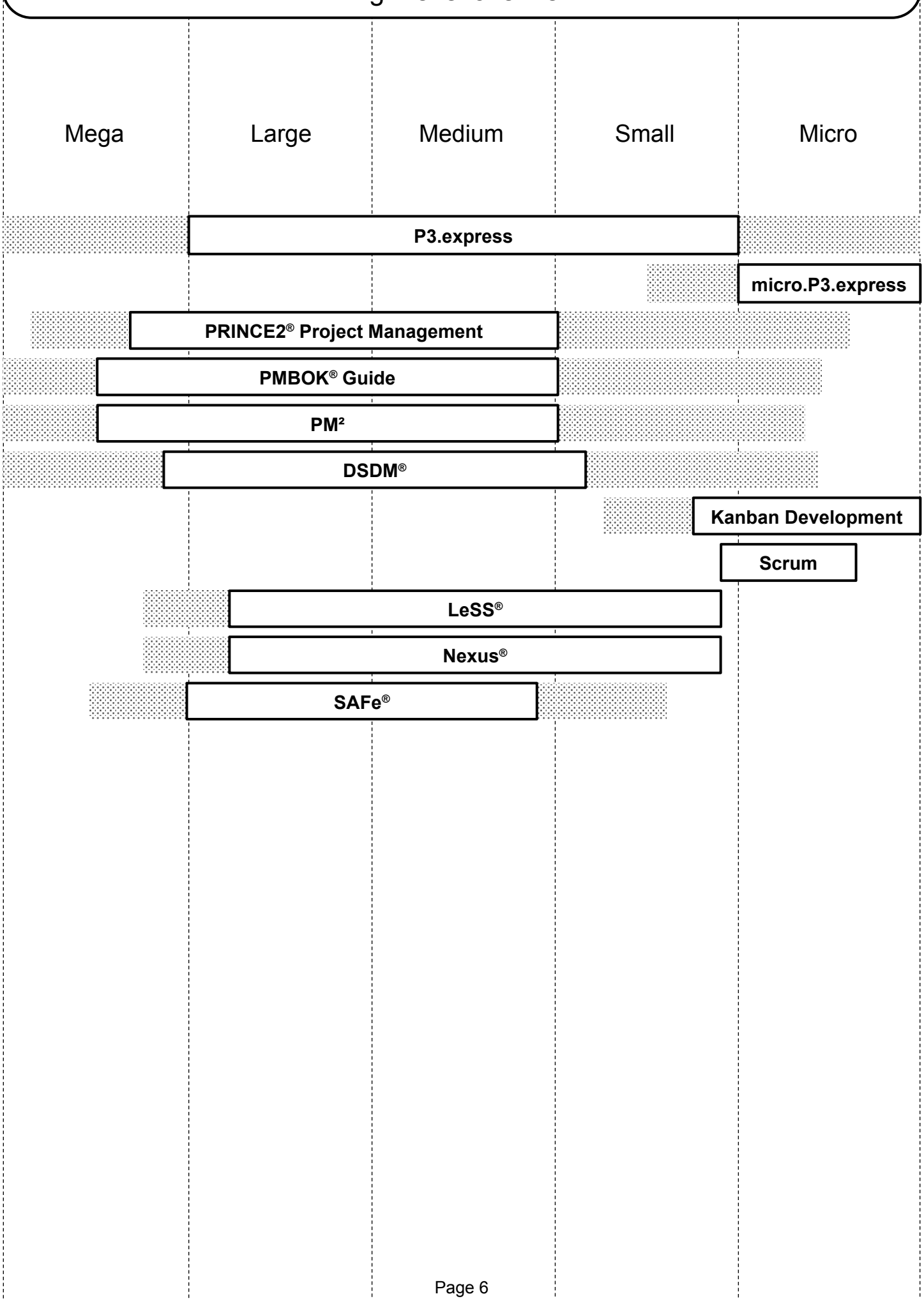

- **A - Project Initiation**
  - A01 - Appoint the sponsor
  - A02 - Appoint the project manager
  - A03 - Appoint the key team members
  - A04 - Describe the project
  - A05 - Identify and plan the deliverables
  - A06 - Identify risks and plan responses
  - A07 - Have project initiation peer-reviewed
  - 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

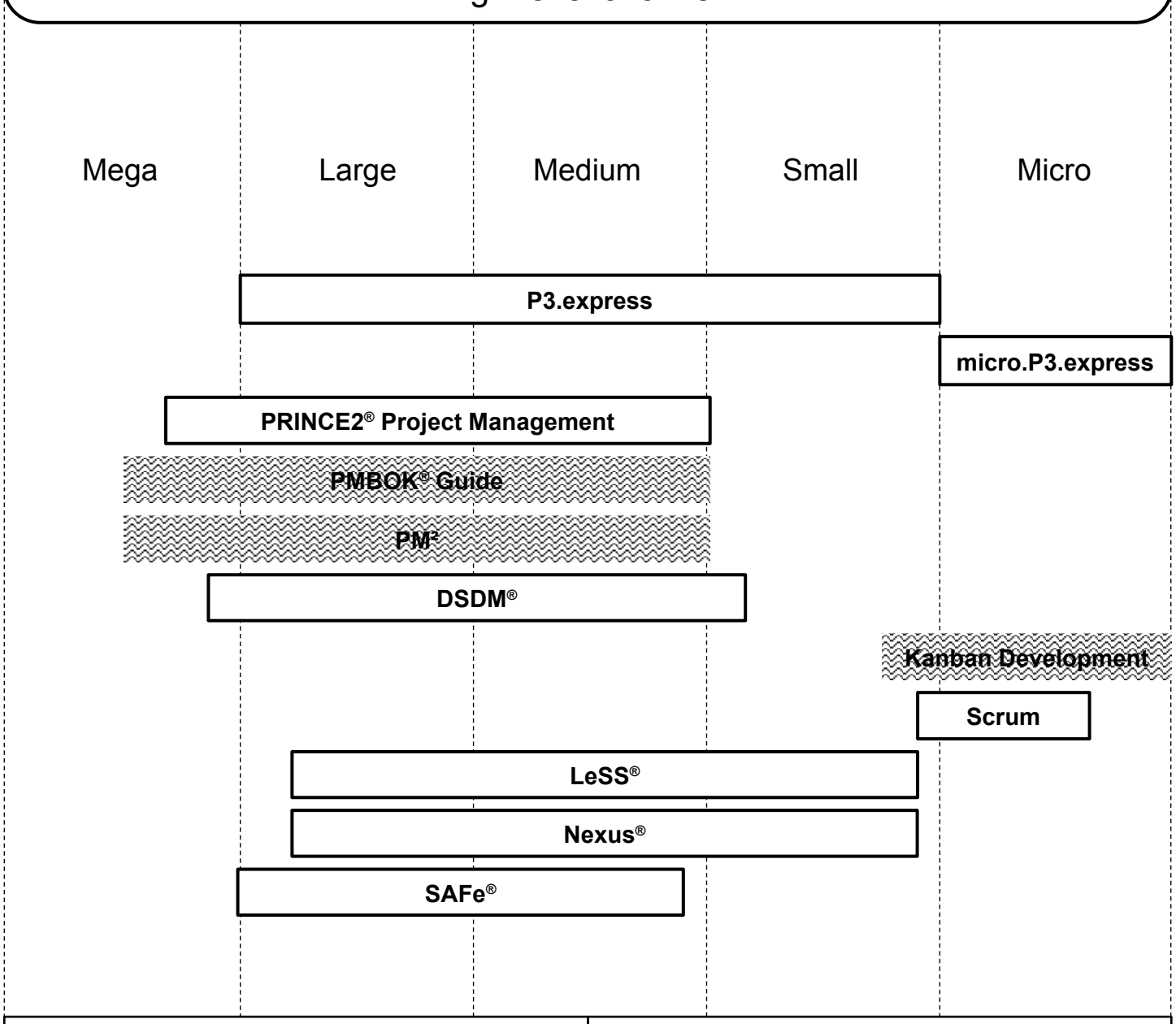
# *High-level overview*


High-level overview
Mega
Large
Medium
Small
Micro
P3.express
micro.P3.express
Number of people in the project

# High-level overview

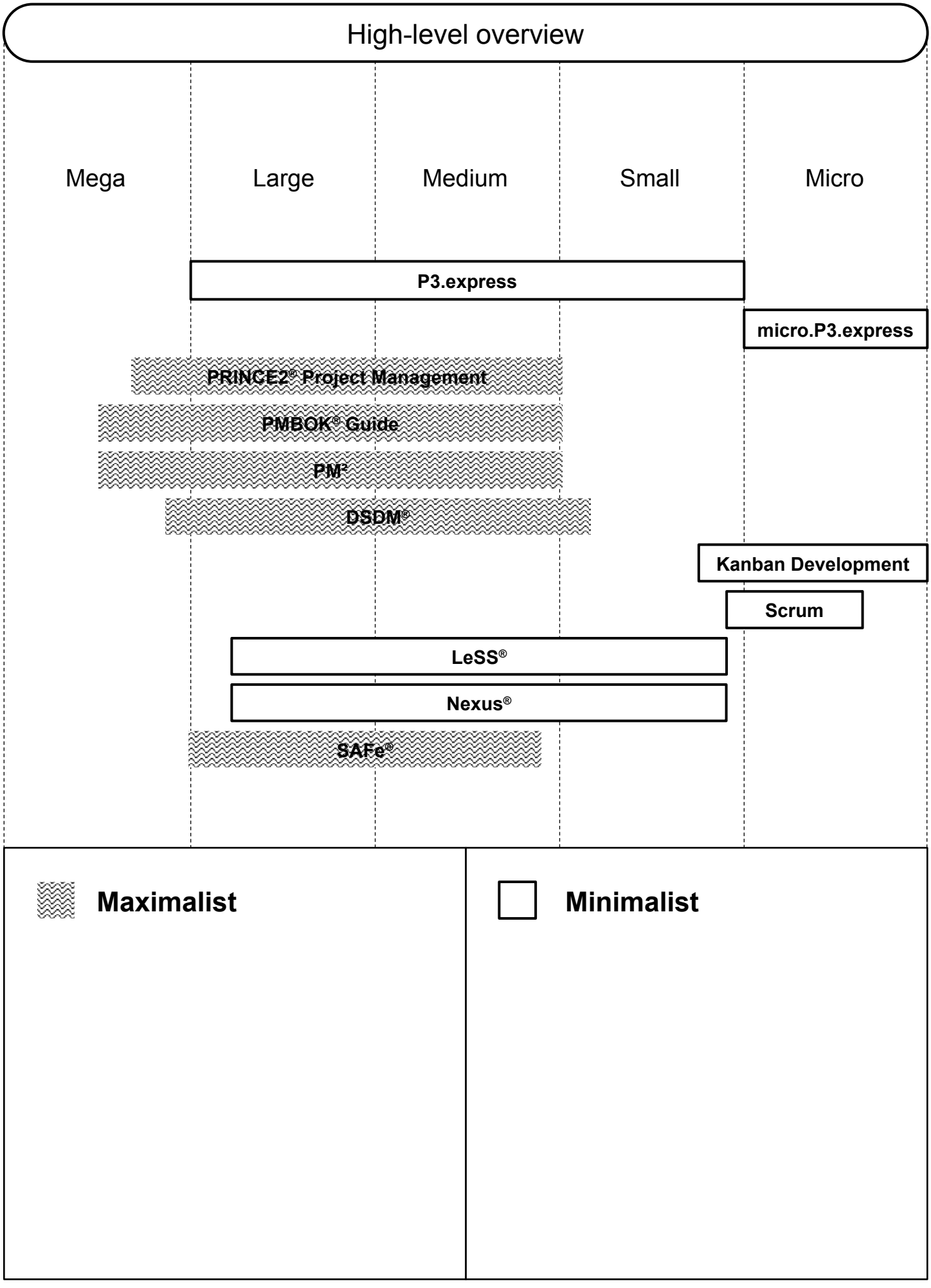


# High-level overview




Guides

Road maps


High-level overview
Mega
Large
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P3.express
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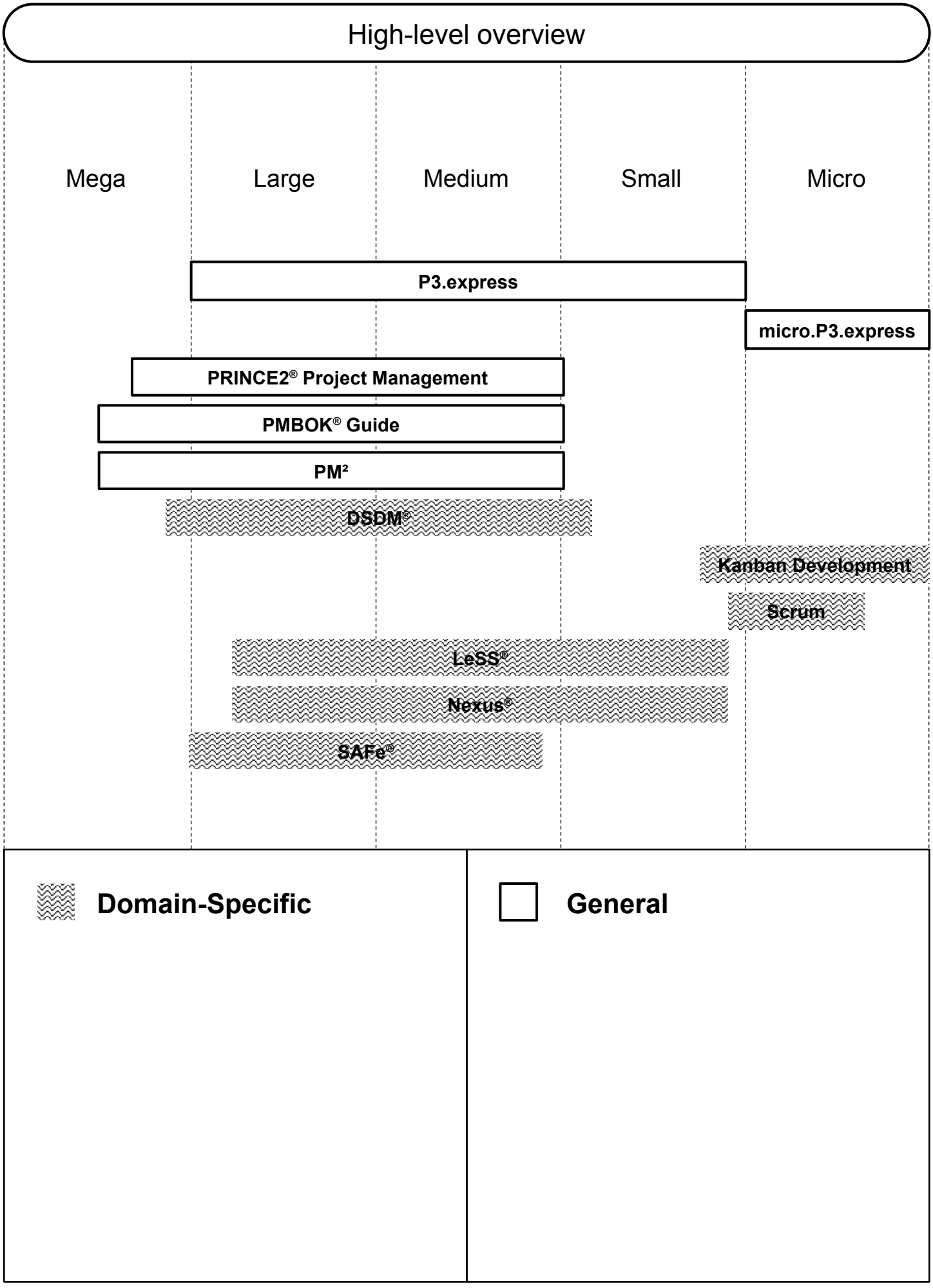
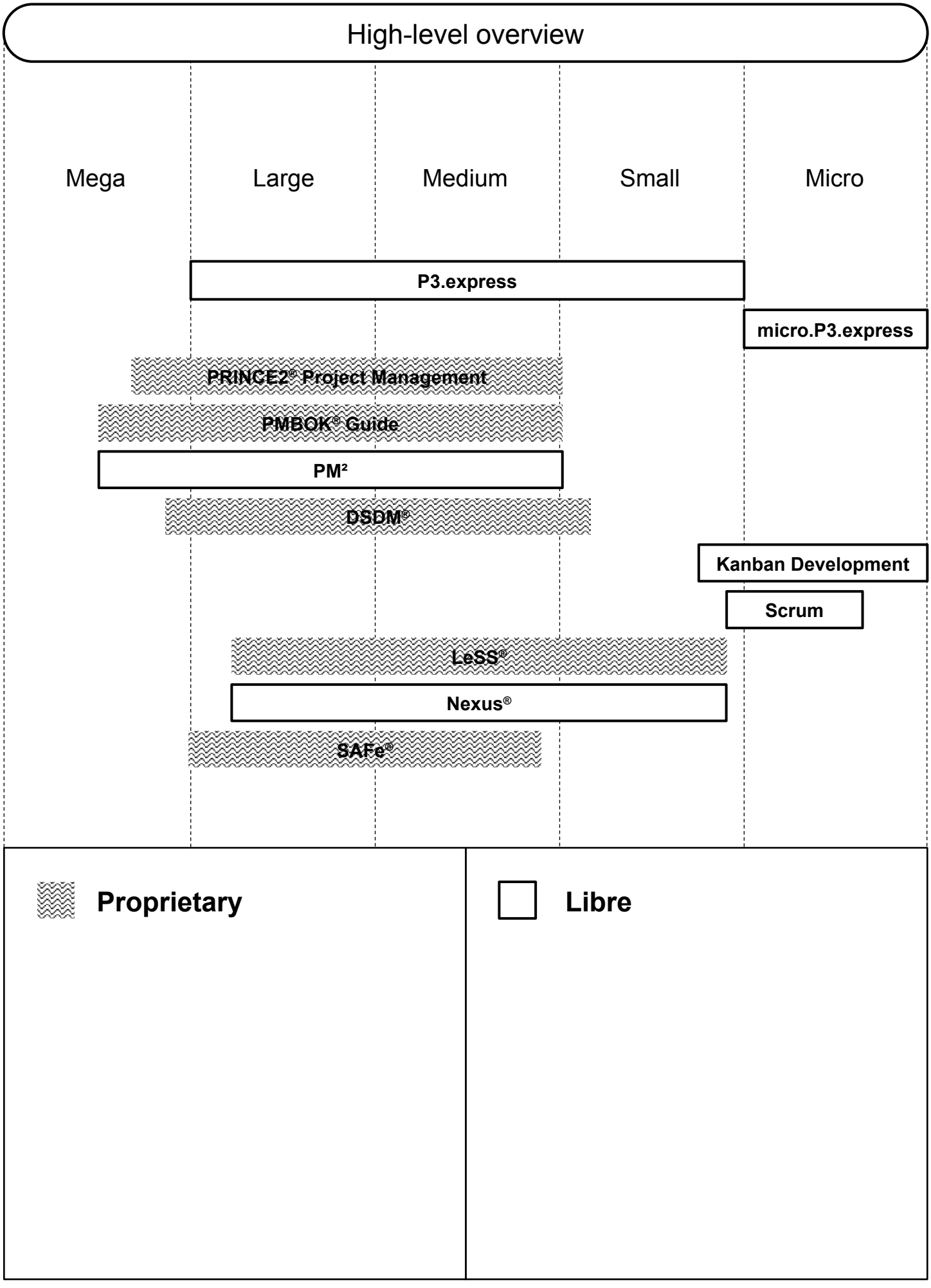
PRINCE2® Project Management
PMBOK® Guide
PM²
DSDM®
Kanban Development
Scrum
LeSS®
Nexus®
SAFe®
Maximalist
Minimalist

# High-level overview




High-level overview
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PRINCE2® Project Management
PMBOK® Guide
PM²
DSDM®
Kanban Development
Scrum
LeSS®
Nexus®
SAFe®
Proprietary
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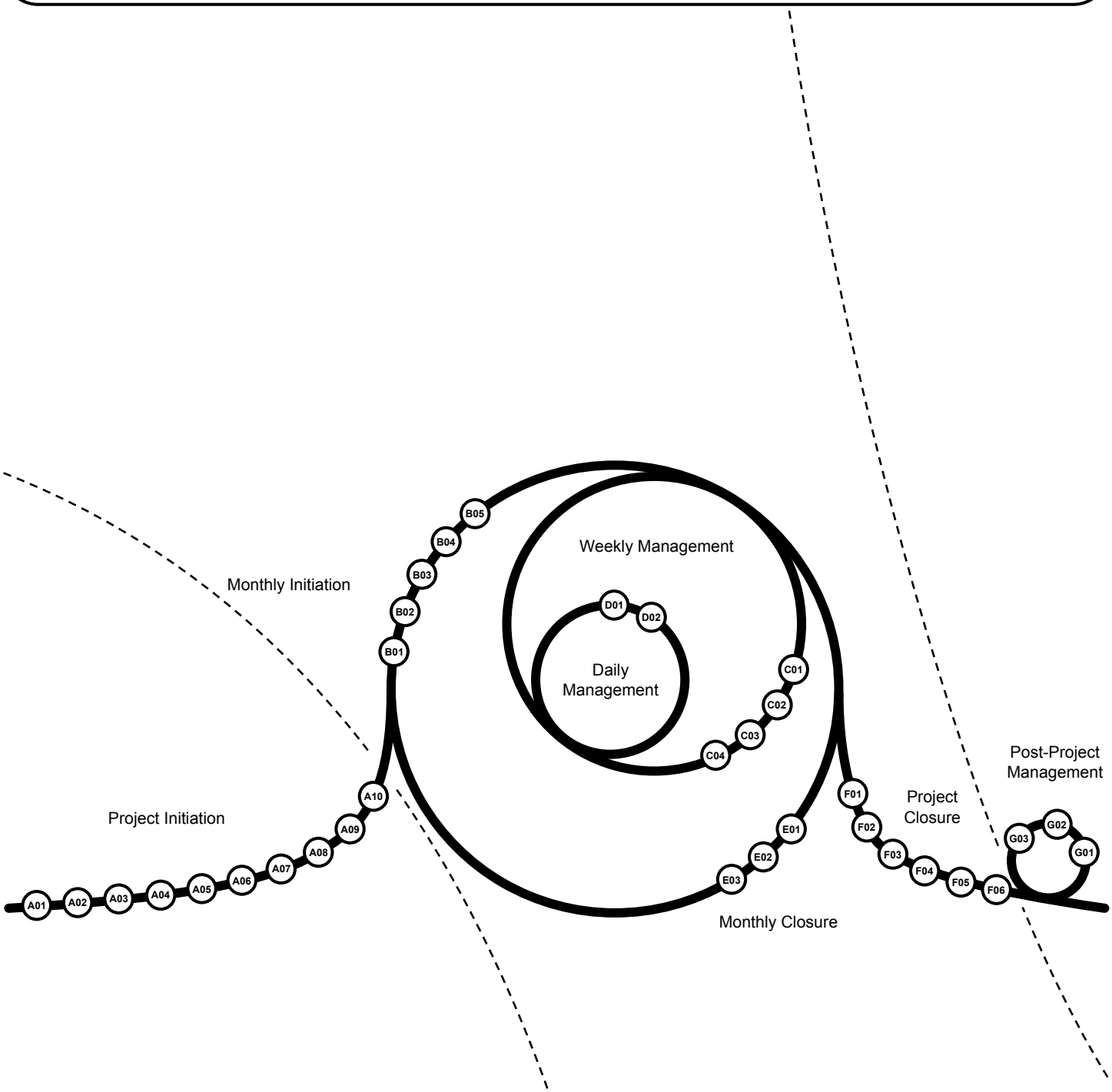

Part 2

# *Full review*

Part 2

# *Full review*

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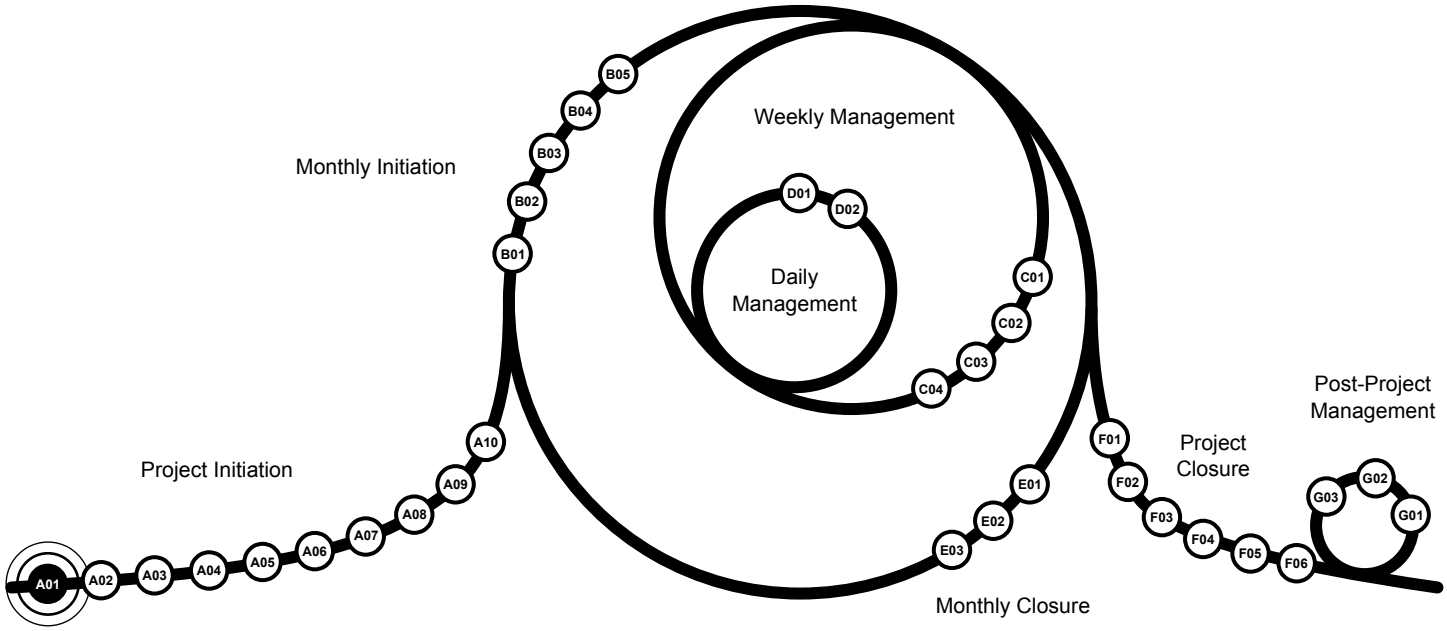
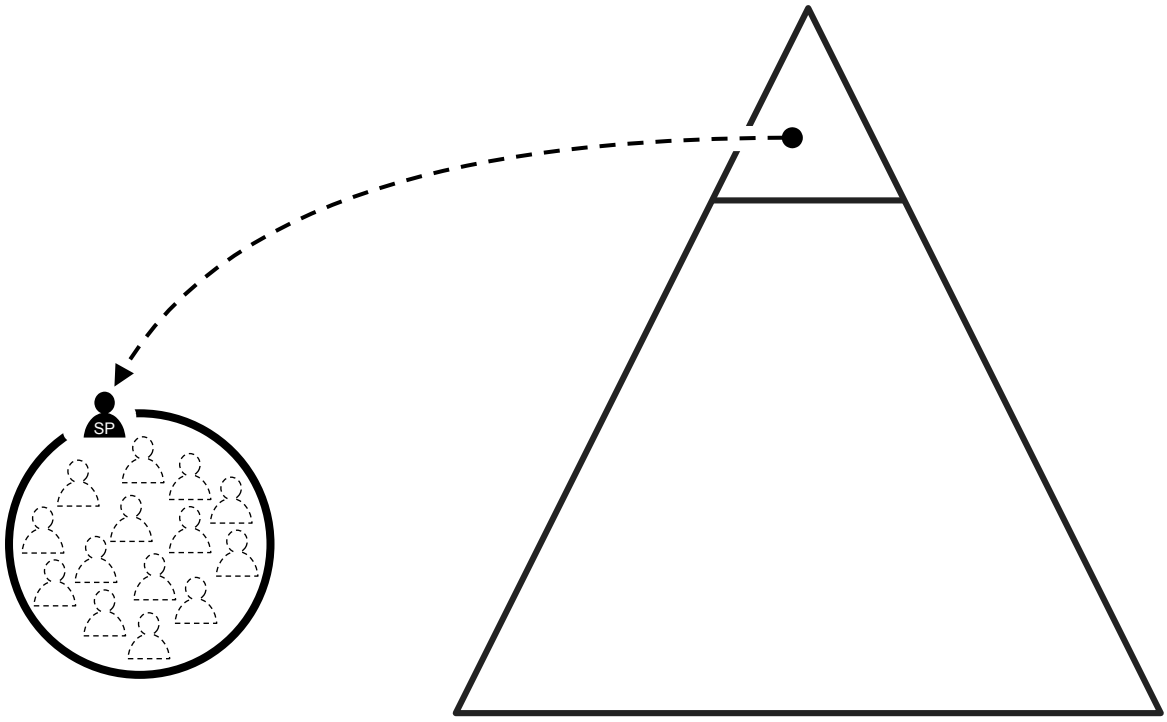
## Project Initiation




# A01 – Appoint the sponsor



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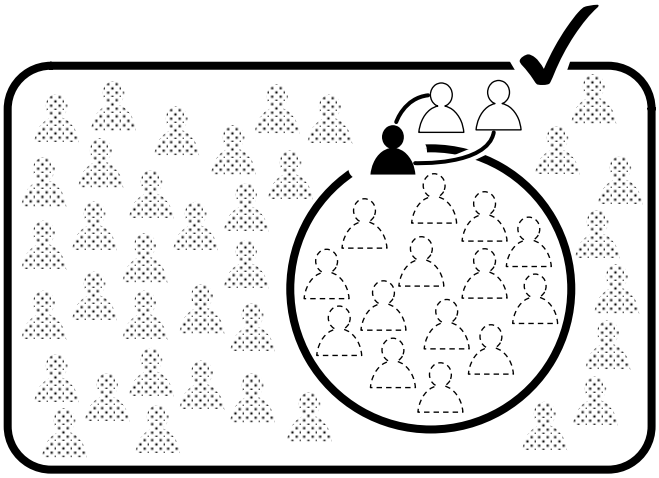
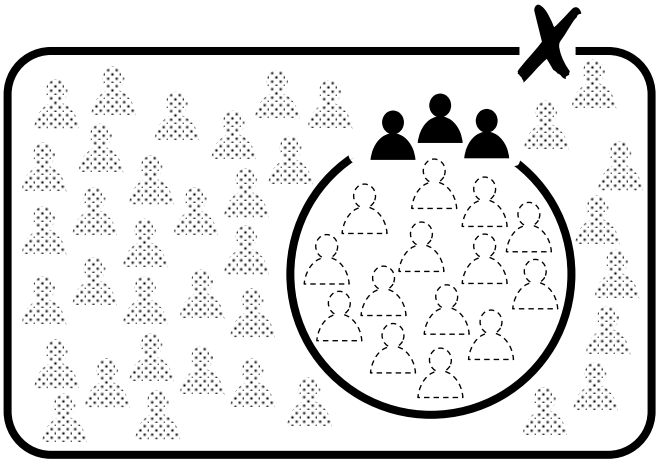
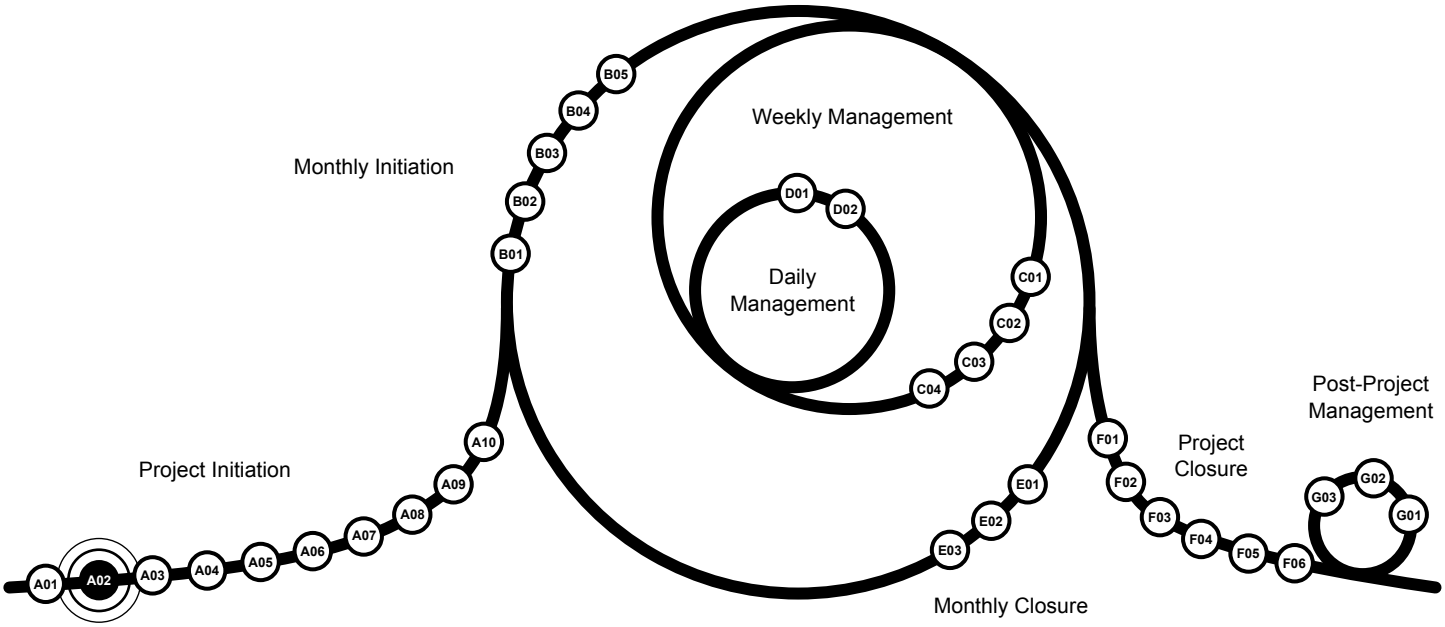
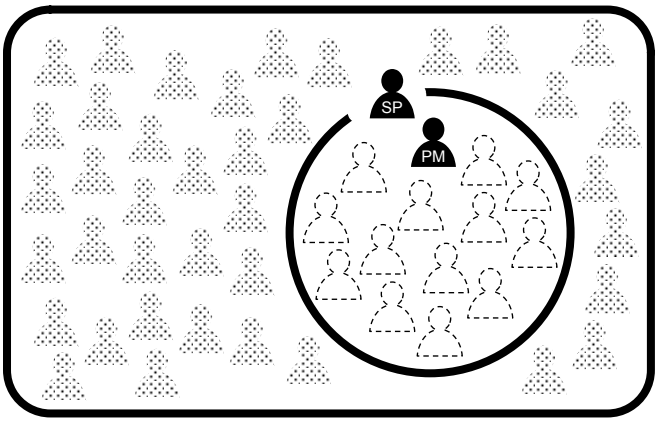







# A02 - Appoint the project manager



# A02 - Appoint the project manager

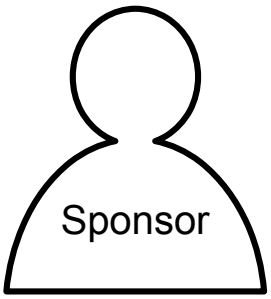
Organizational power

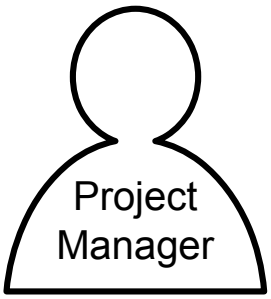
Time needed for the project

Strategic mindset

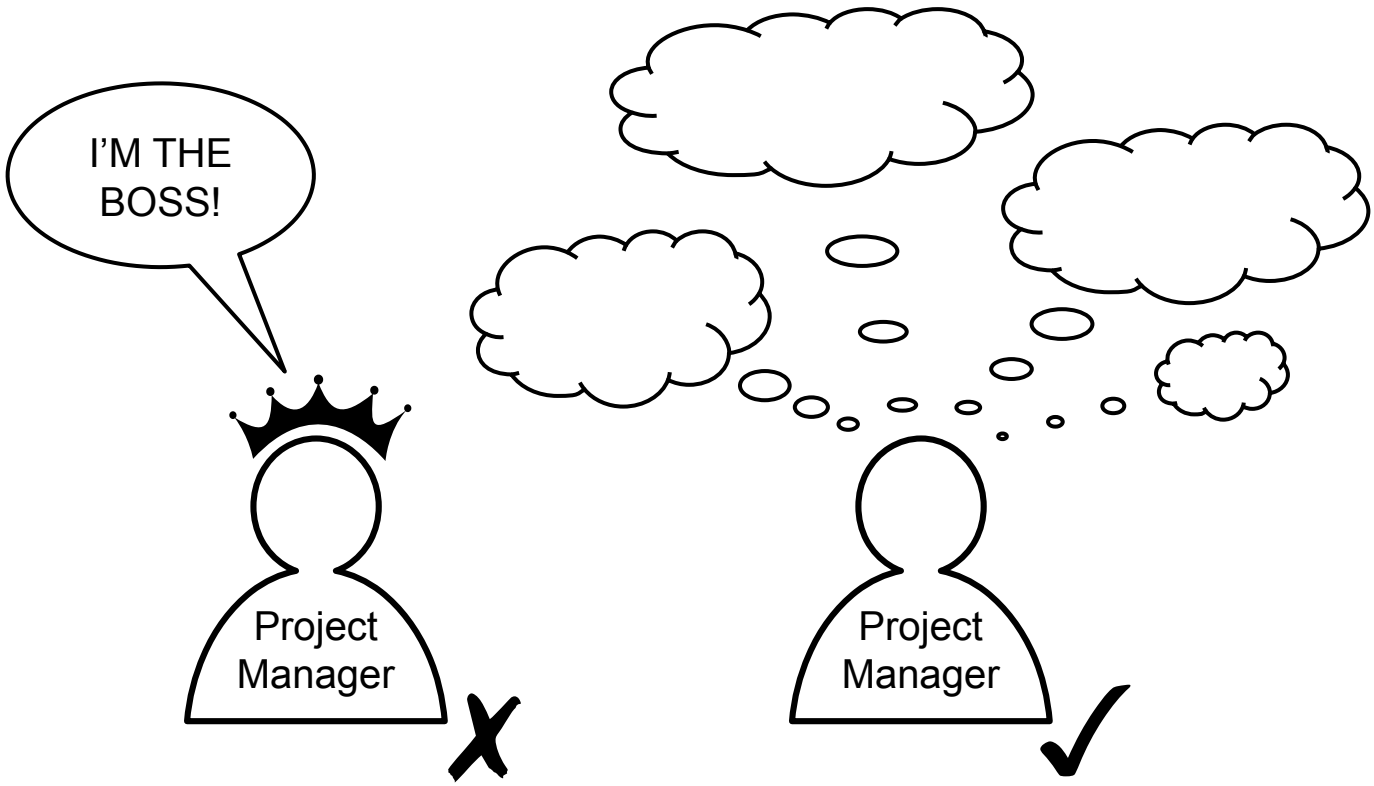
Soft skills

Micro-management



# A02 - Appoint the project manager



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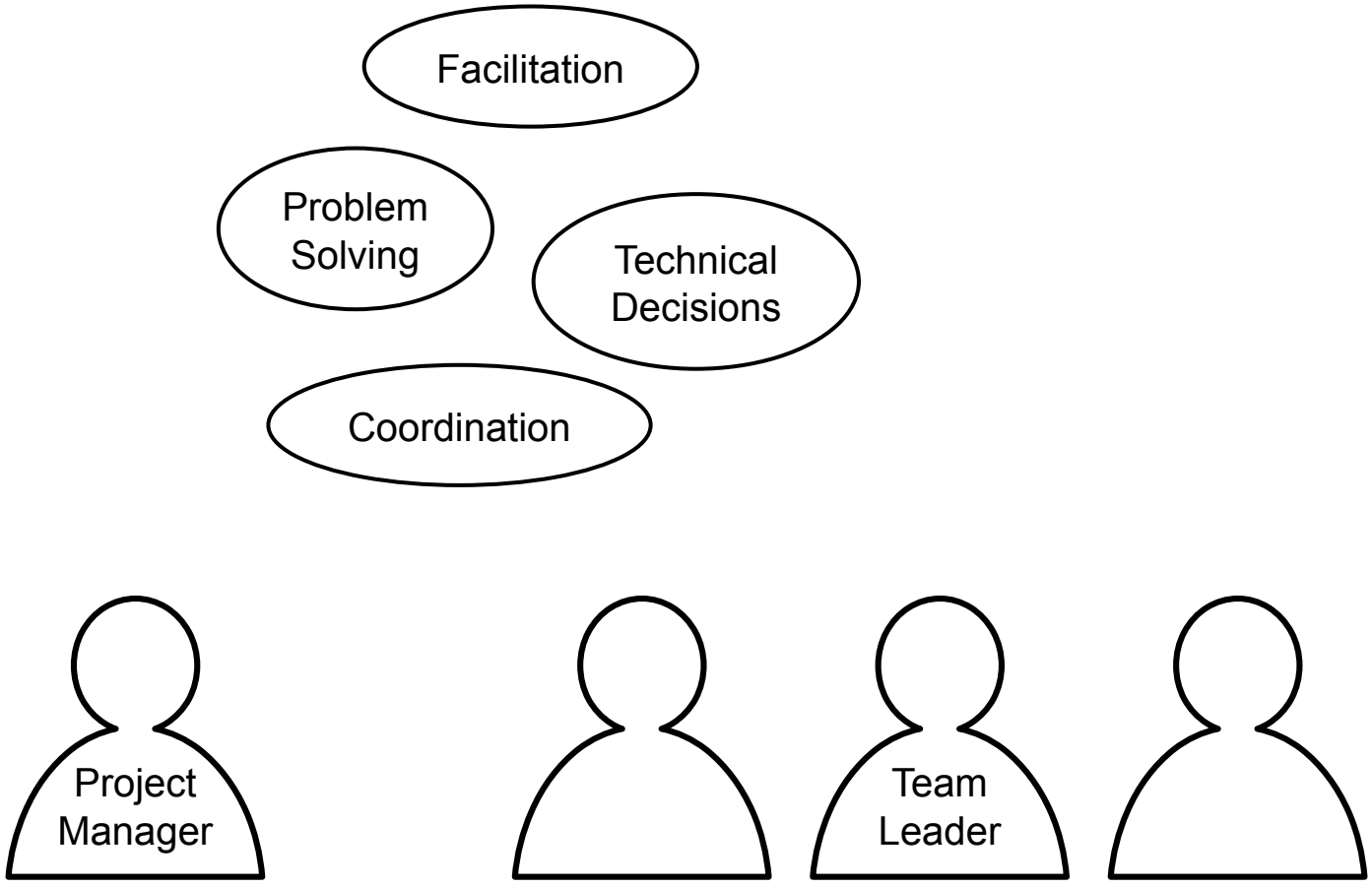
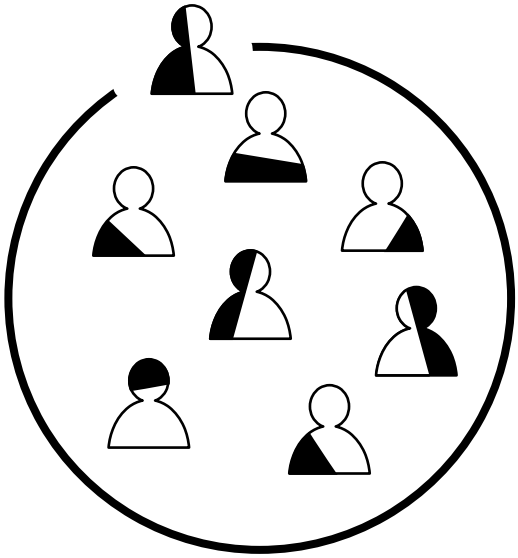
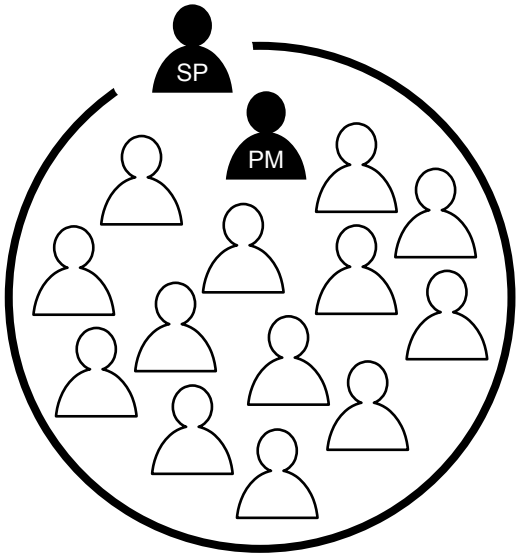



Senior technical experts in the team

## Does the project manager need to be technical?

# A02 - Appoint the project manager





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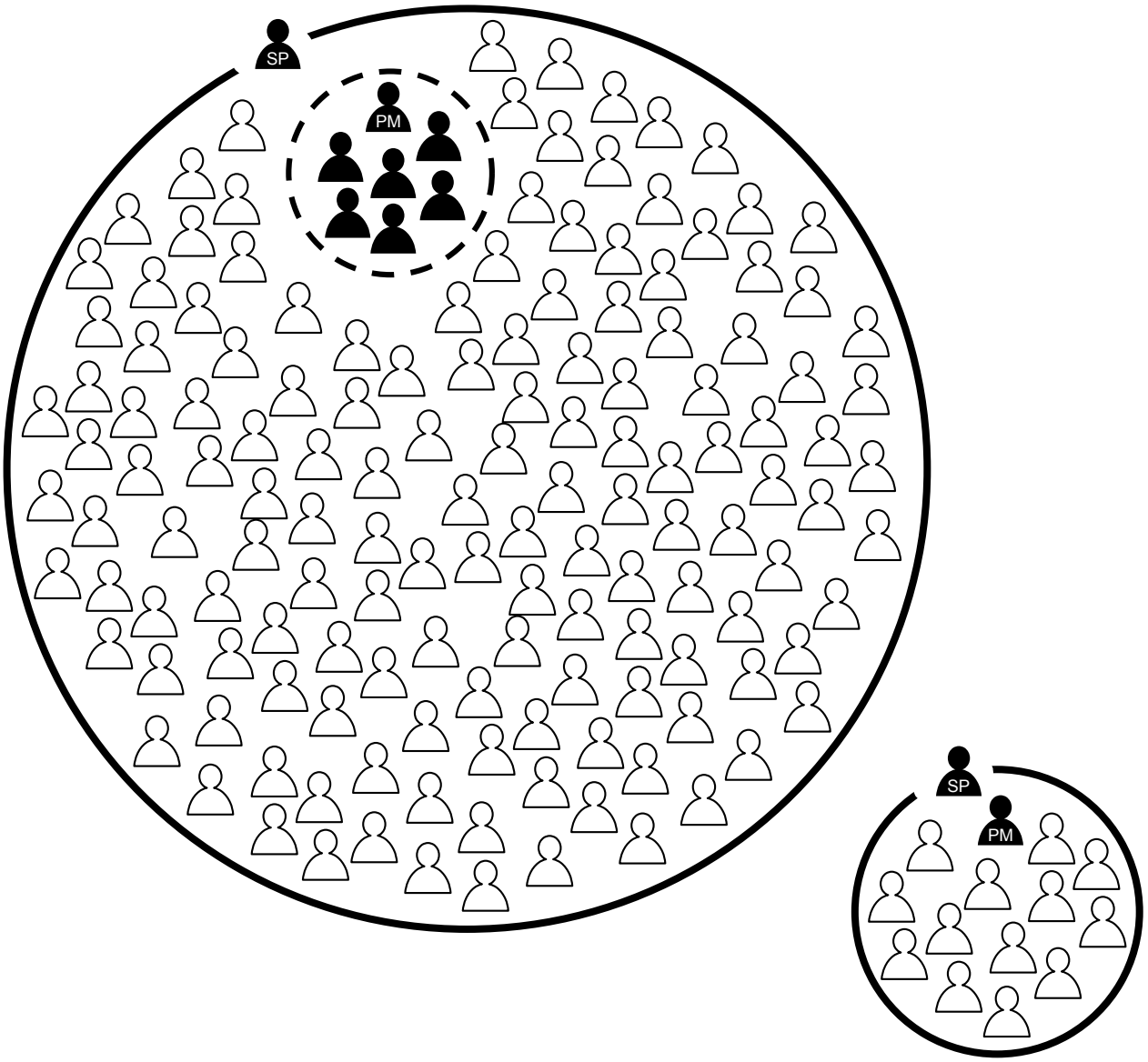
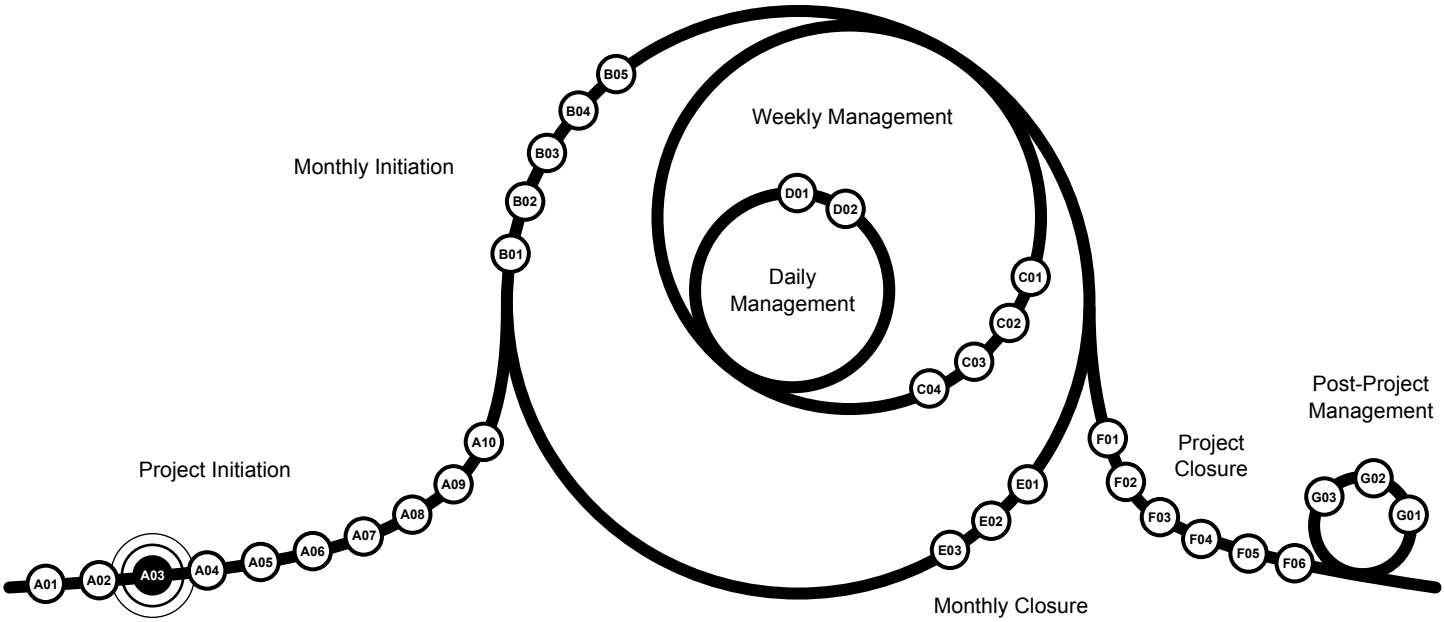
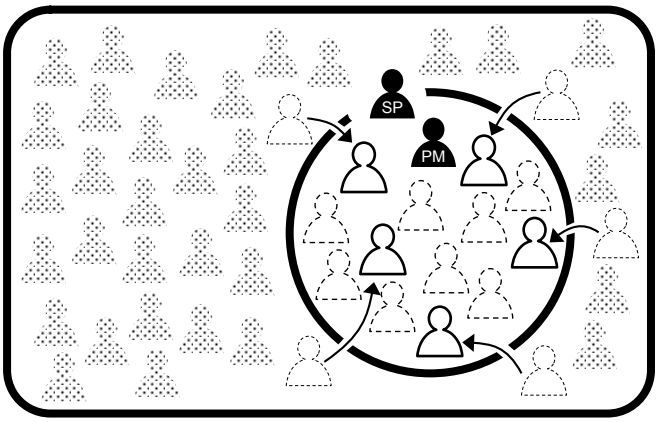





# A03 - Appoint the key team members



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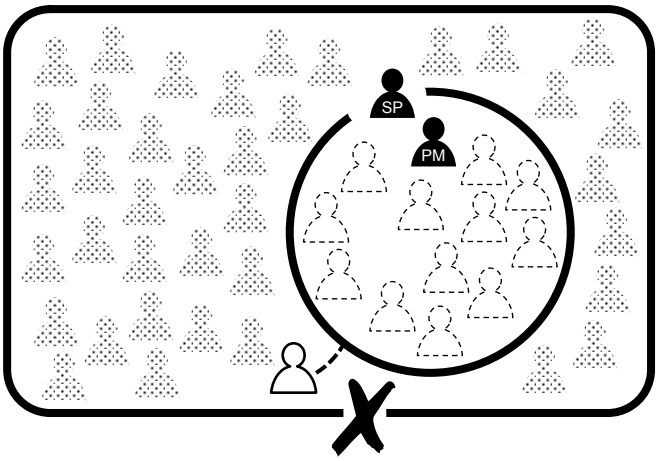
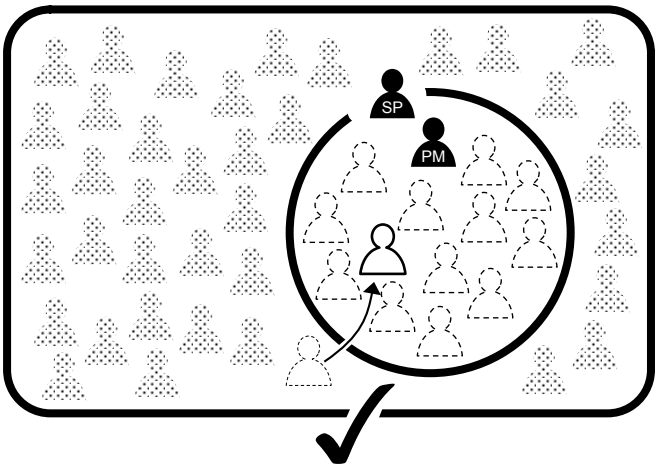
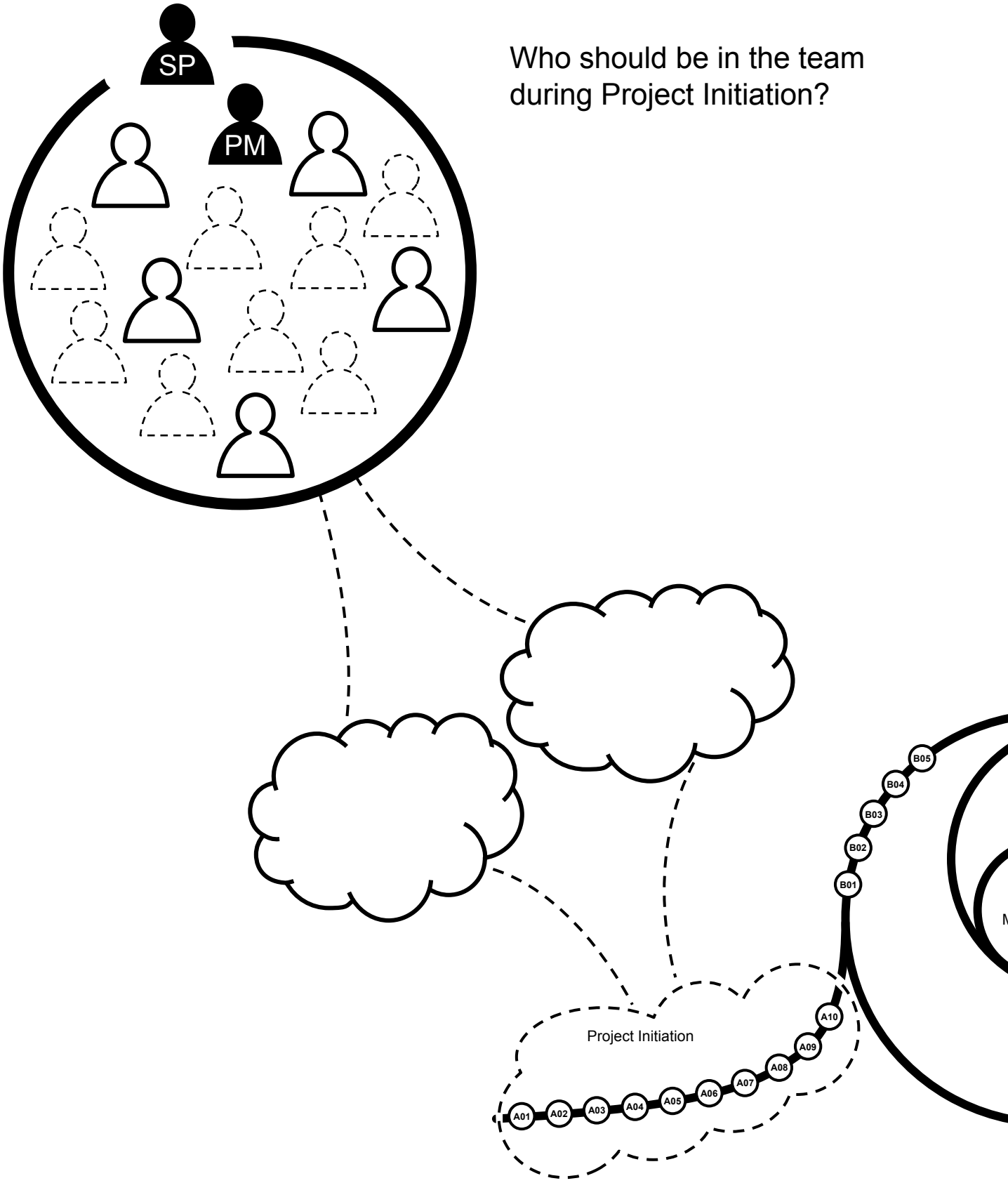


# A03 - Appoint the key team members



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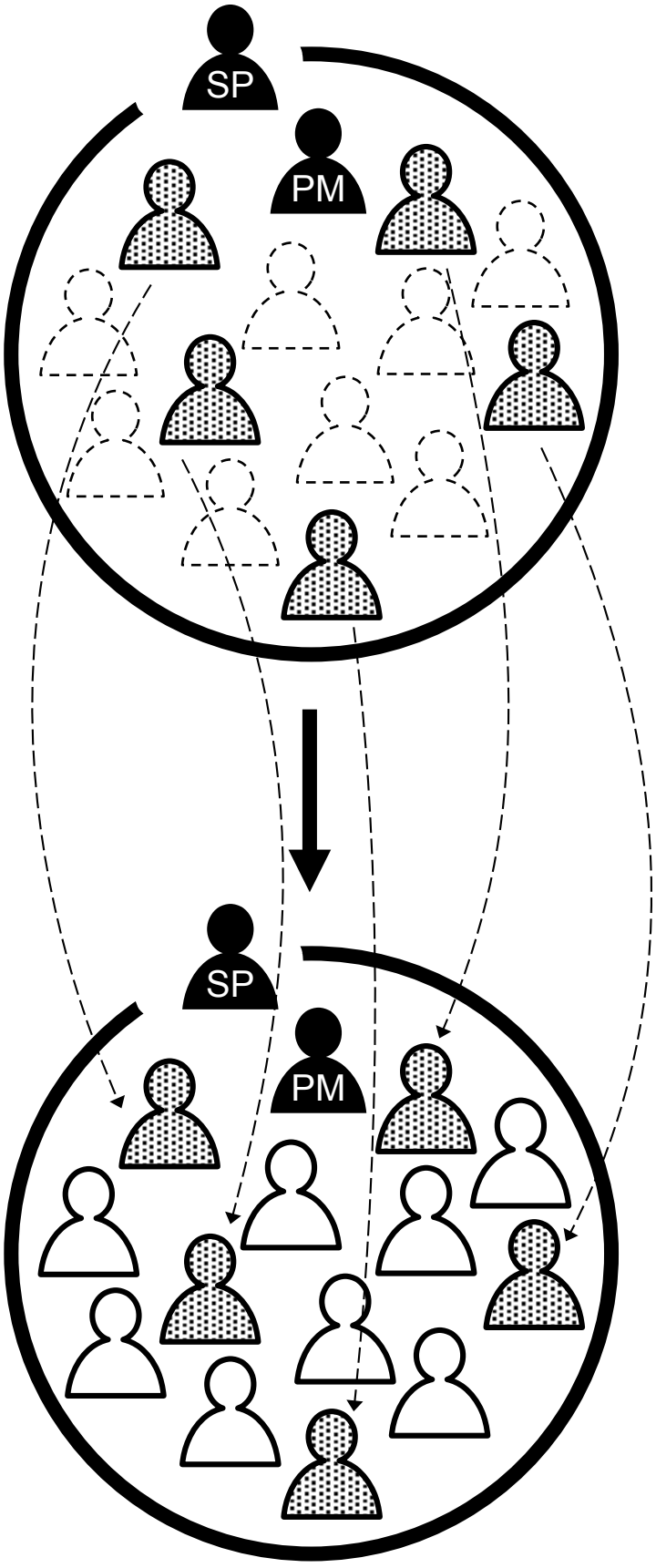
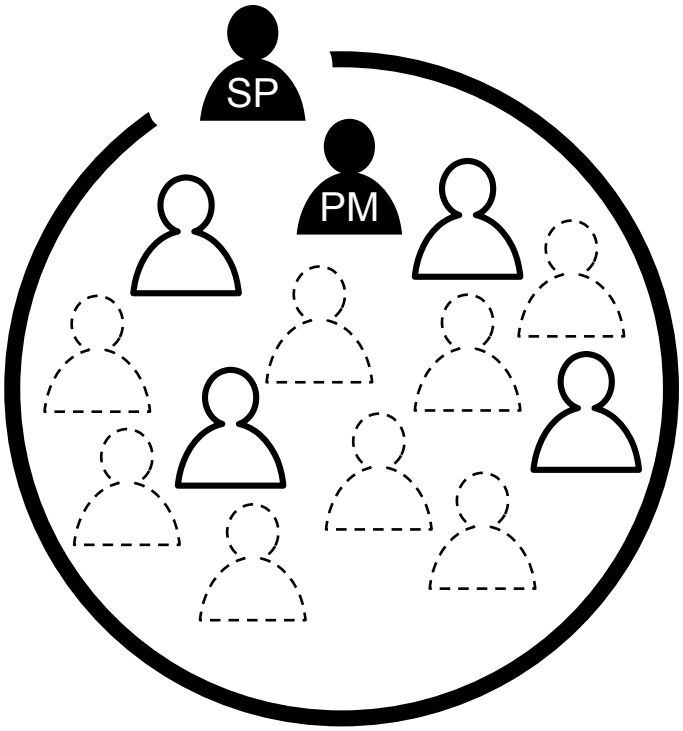
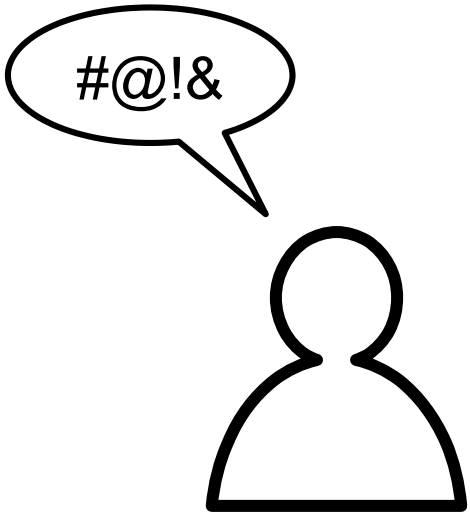



Project Initiation

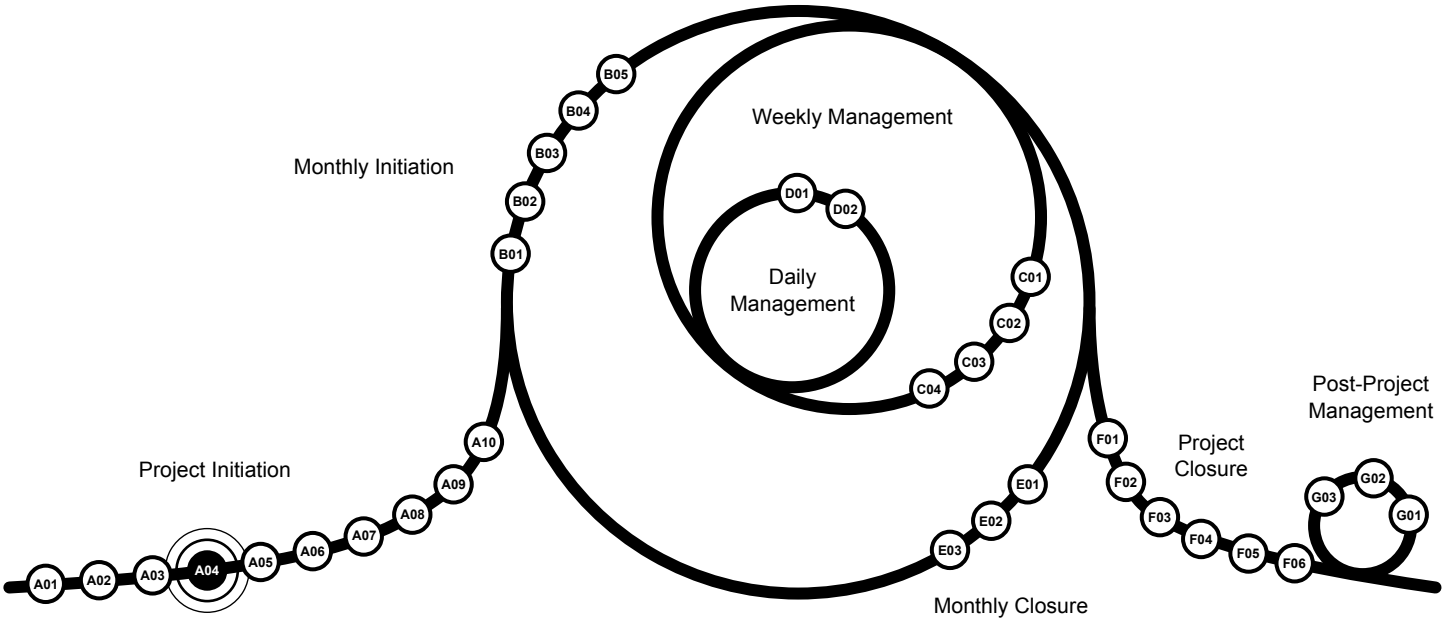
Monthly cycles

# A03 - Appoint the key team members

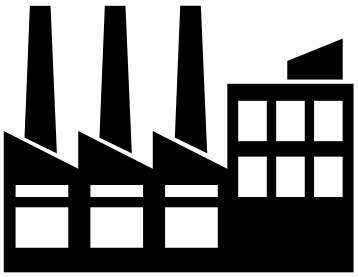



Head of the
contract management department




# A04 - Describe the project



1. .....
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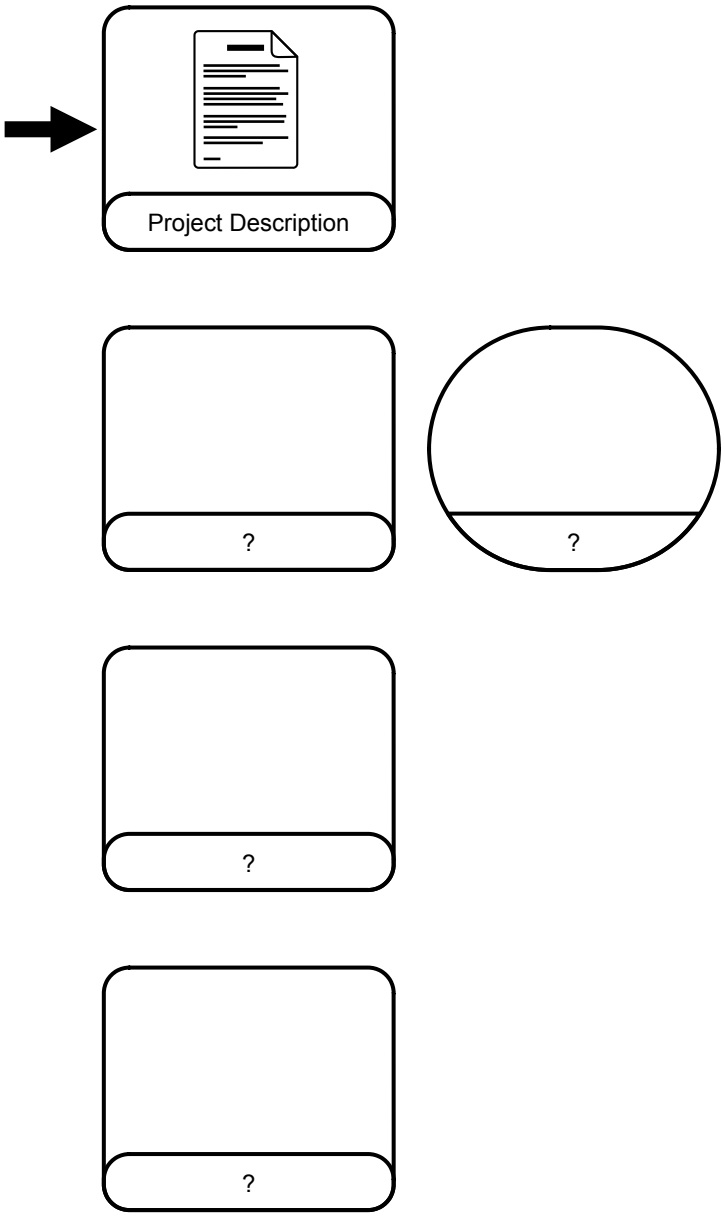
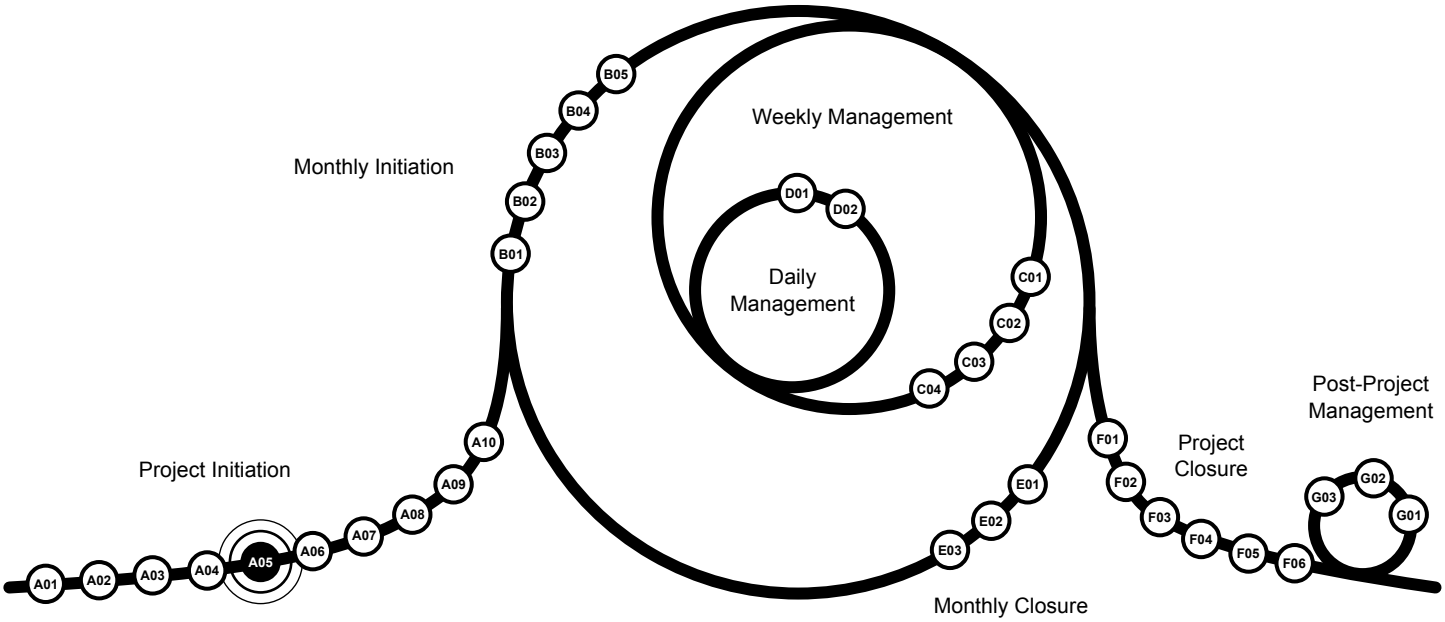
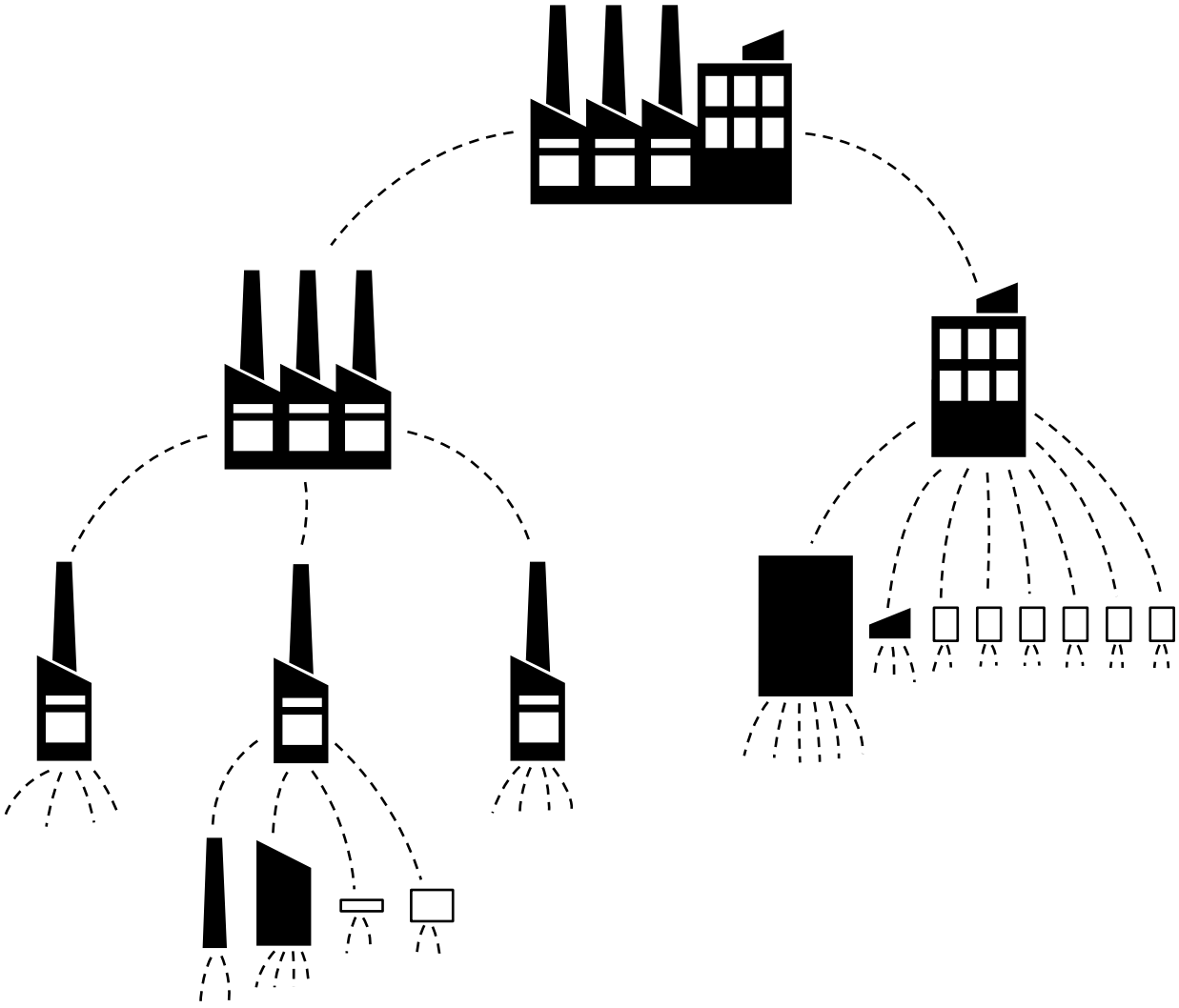
# A04 - Describe the project






# A05 - Identify and plan the deliverables



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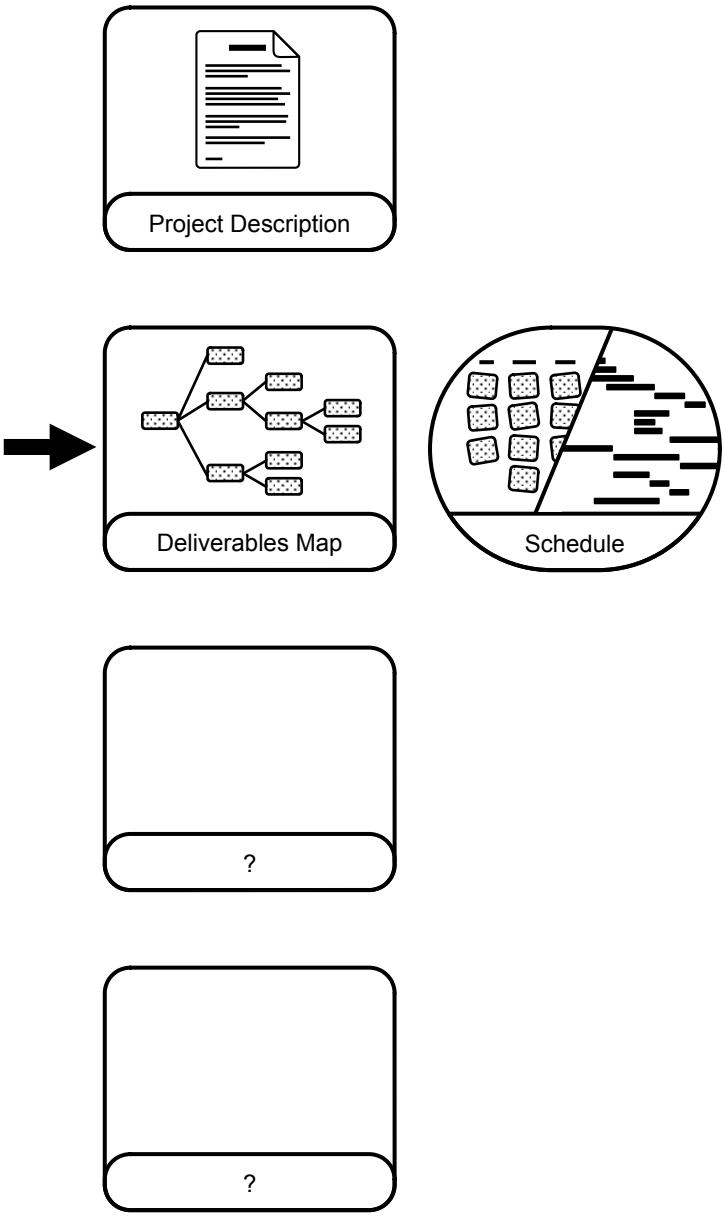

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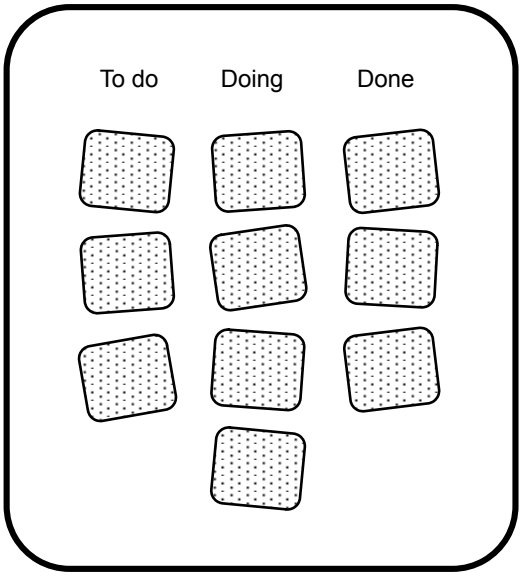
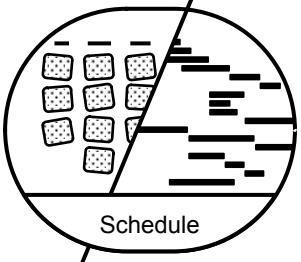
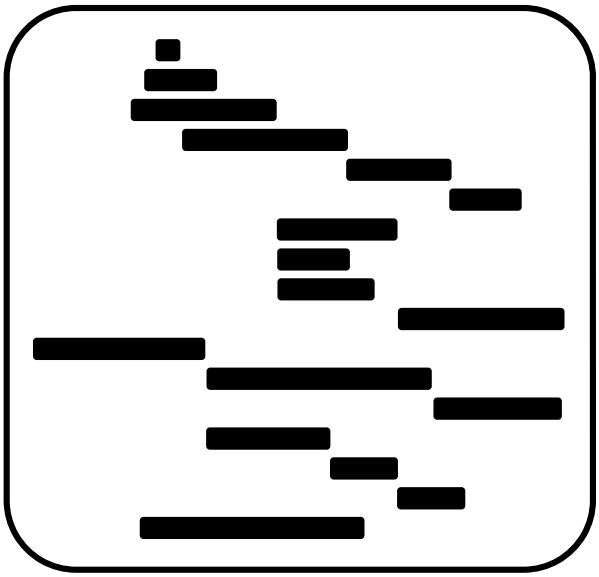
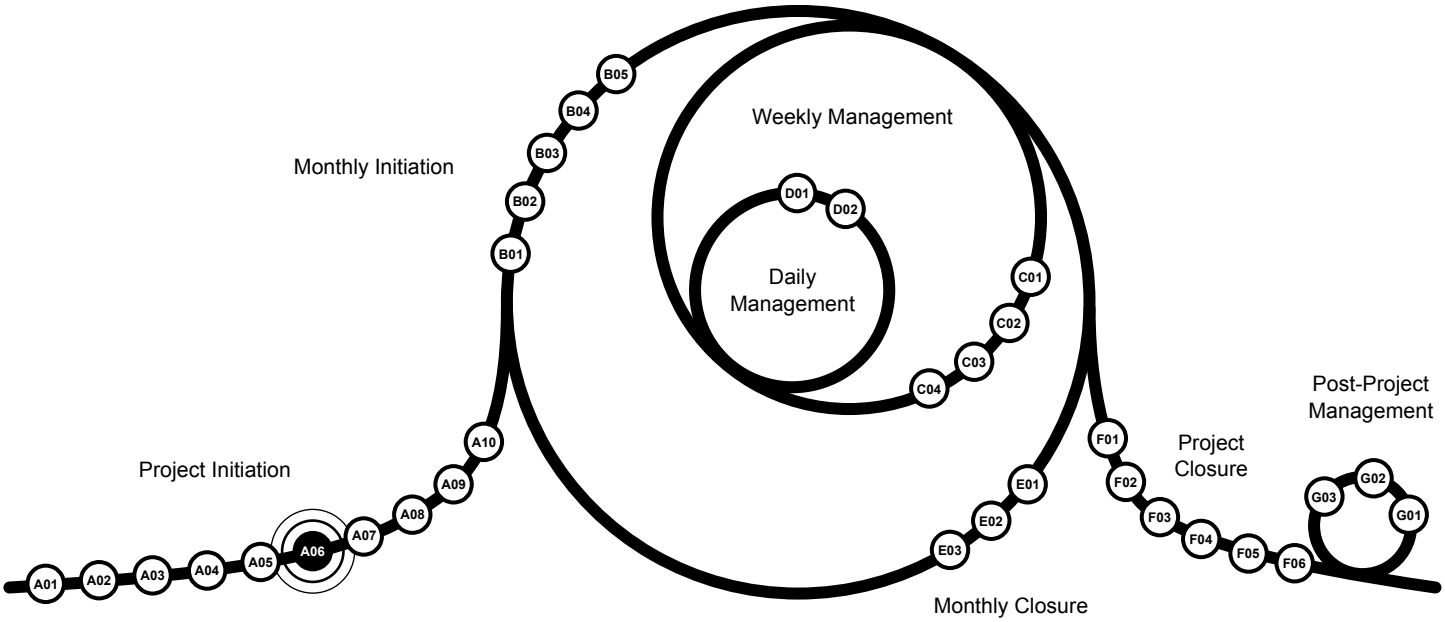
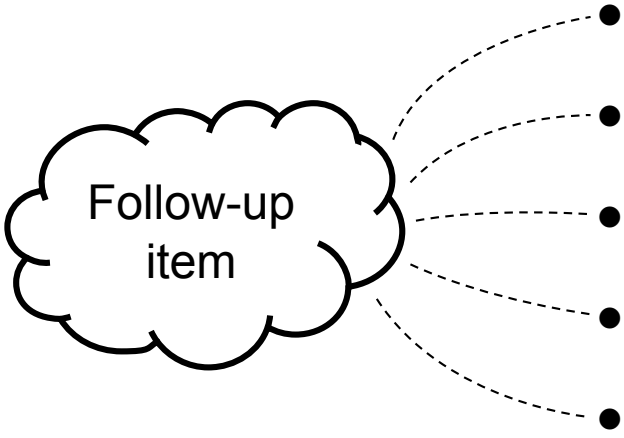





# A06 - Identify risks and plan responses



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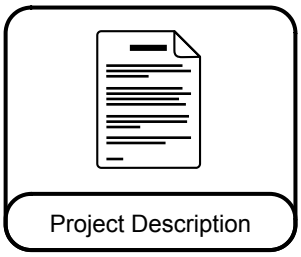
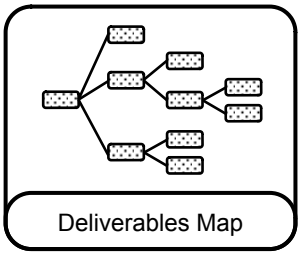
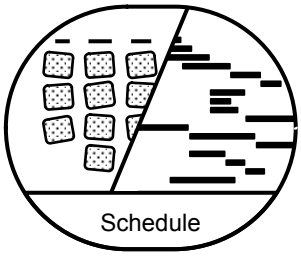
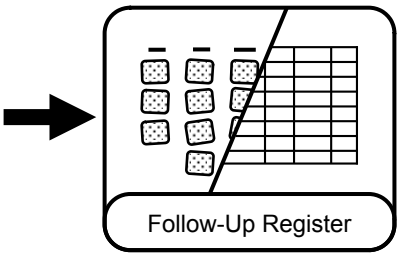
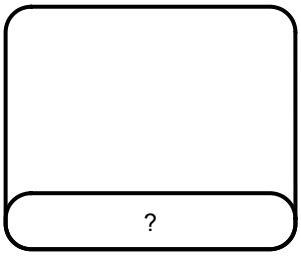
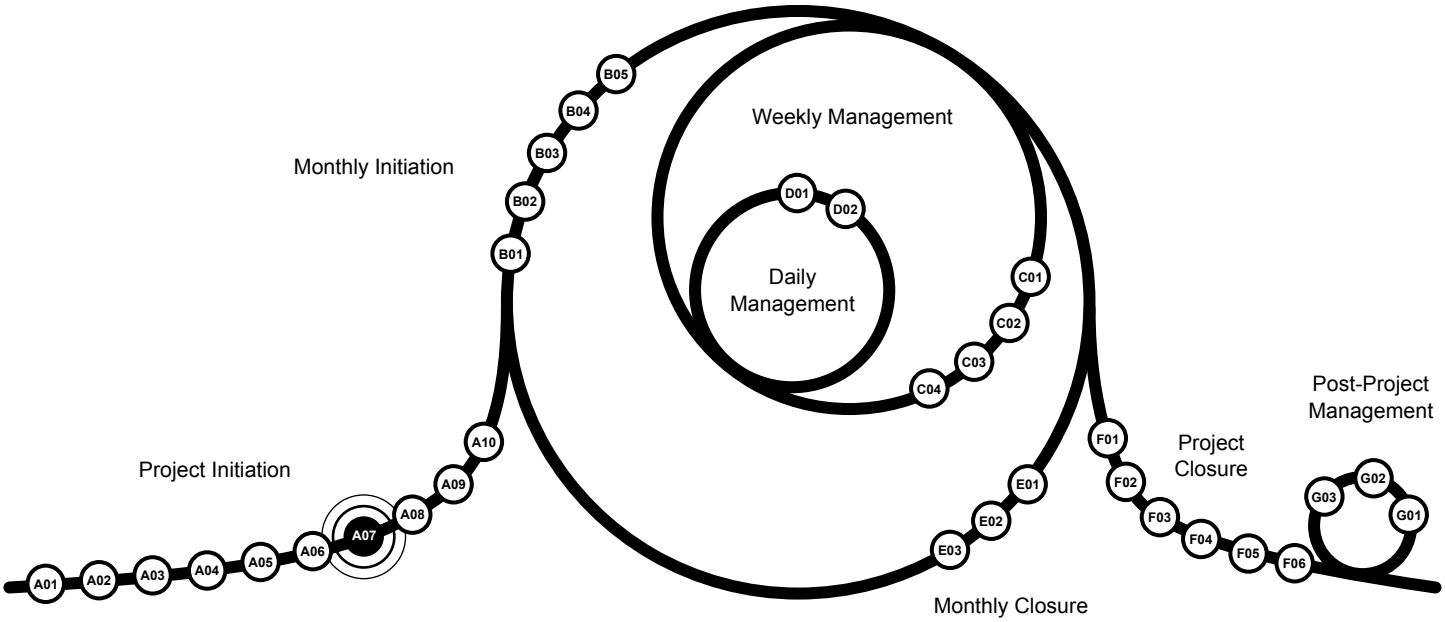


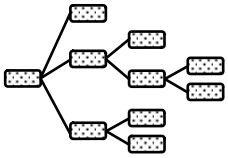



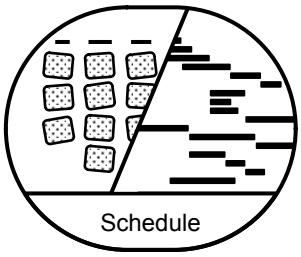



# A07 - Have project initiation peer-reviewed

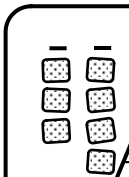
Project Description



Deliverables Map



Schedule



Follow-Up Register

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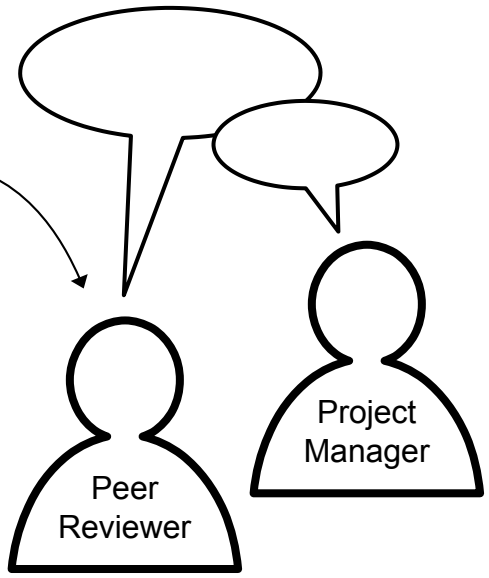
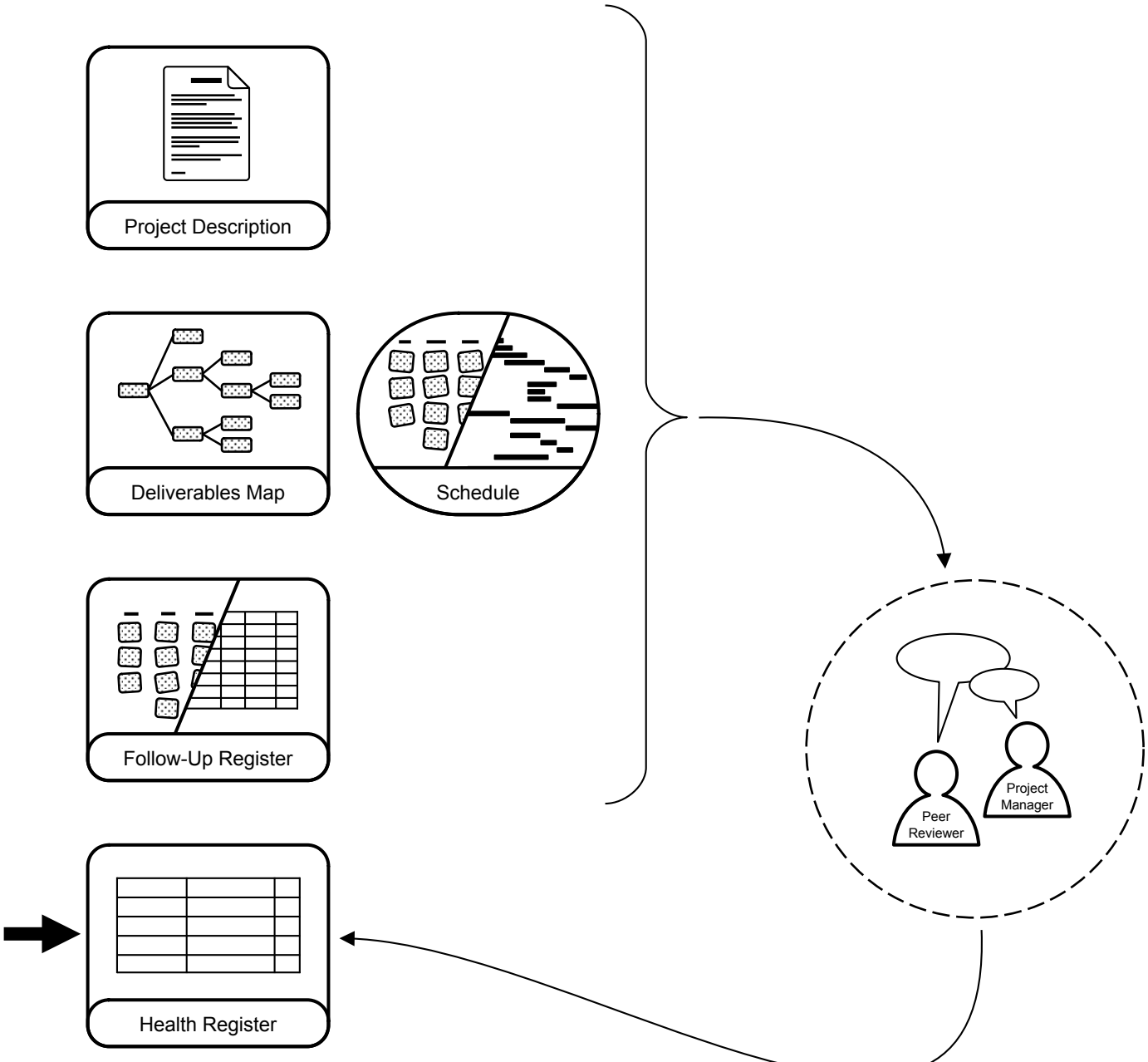
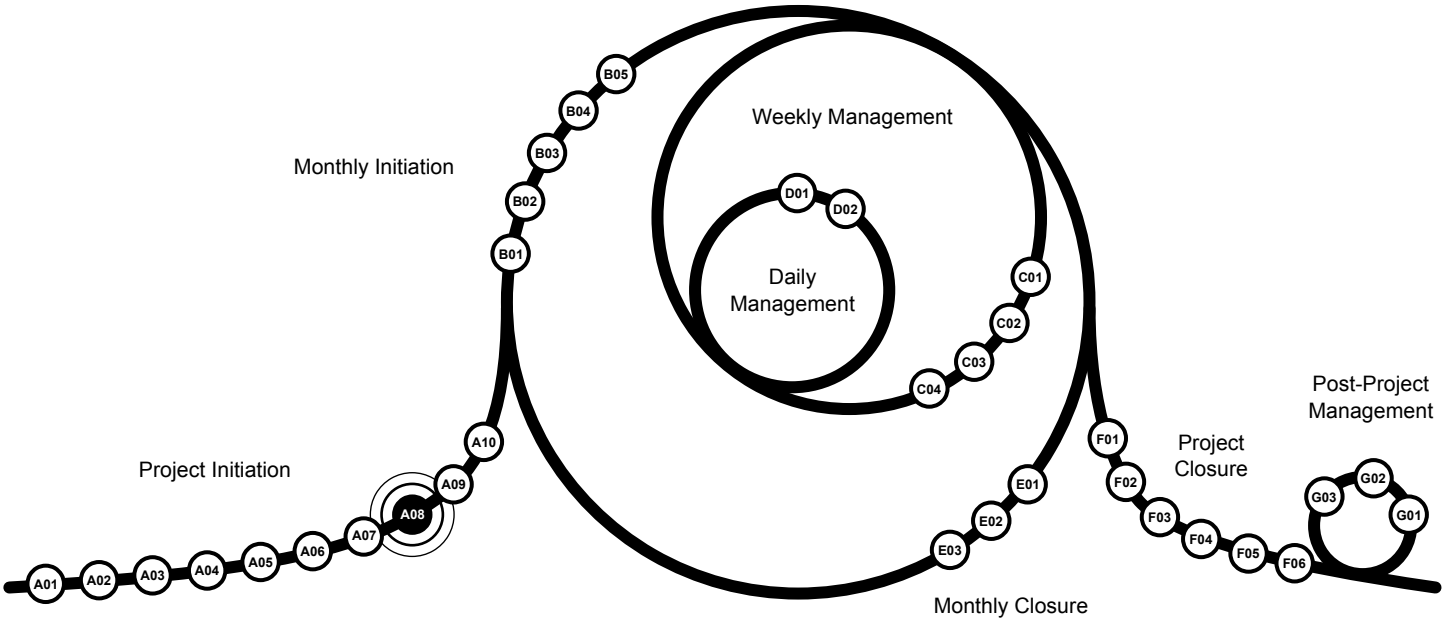
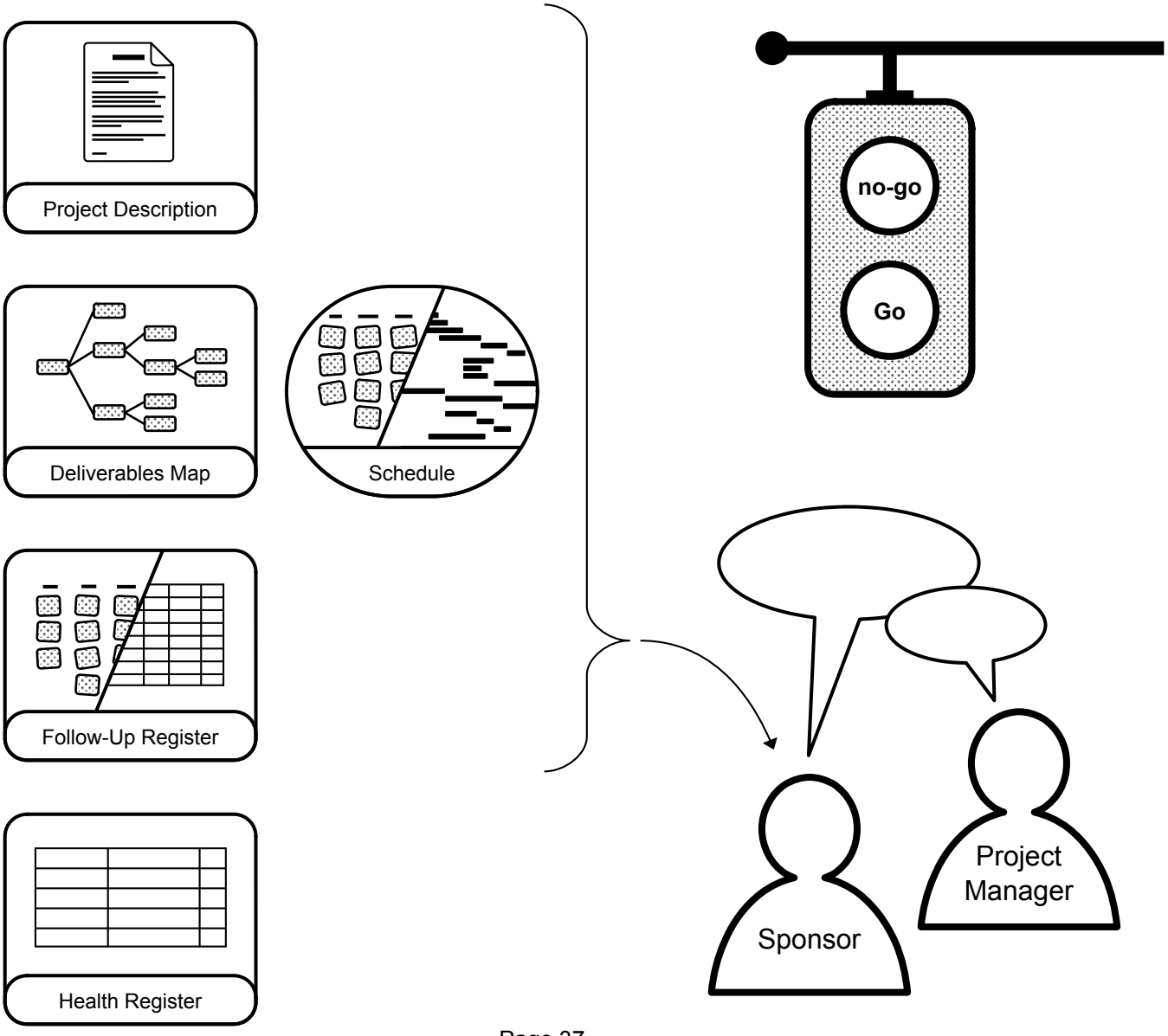


# A07 - Have project initiation peer-reviewed

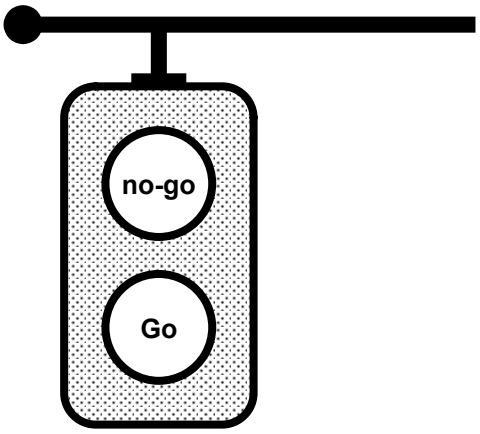


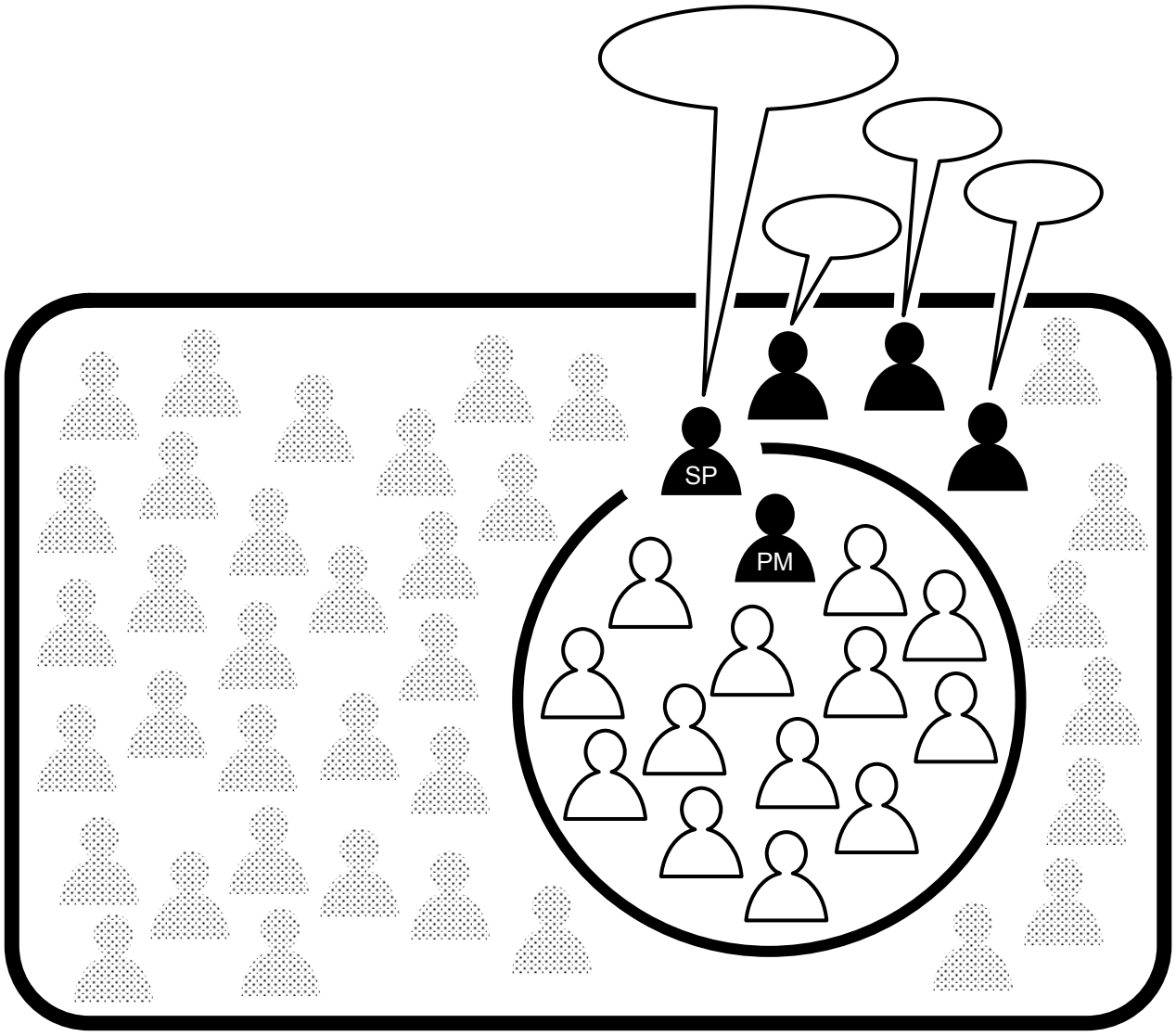



# A08 - Make a go/no-go decision

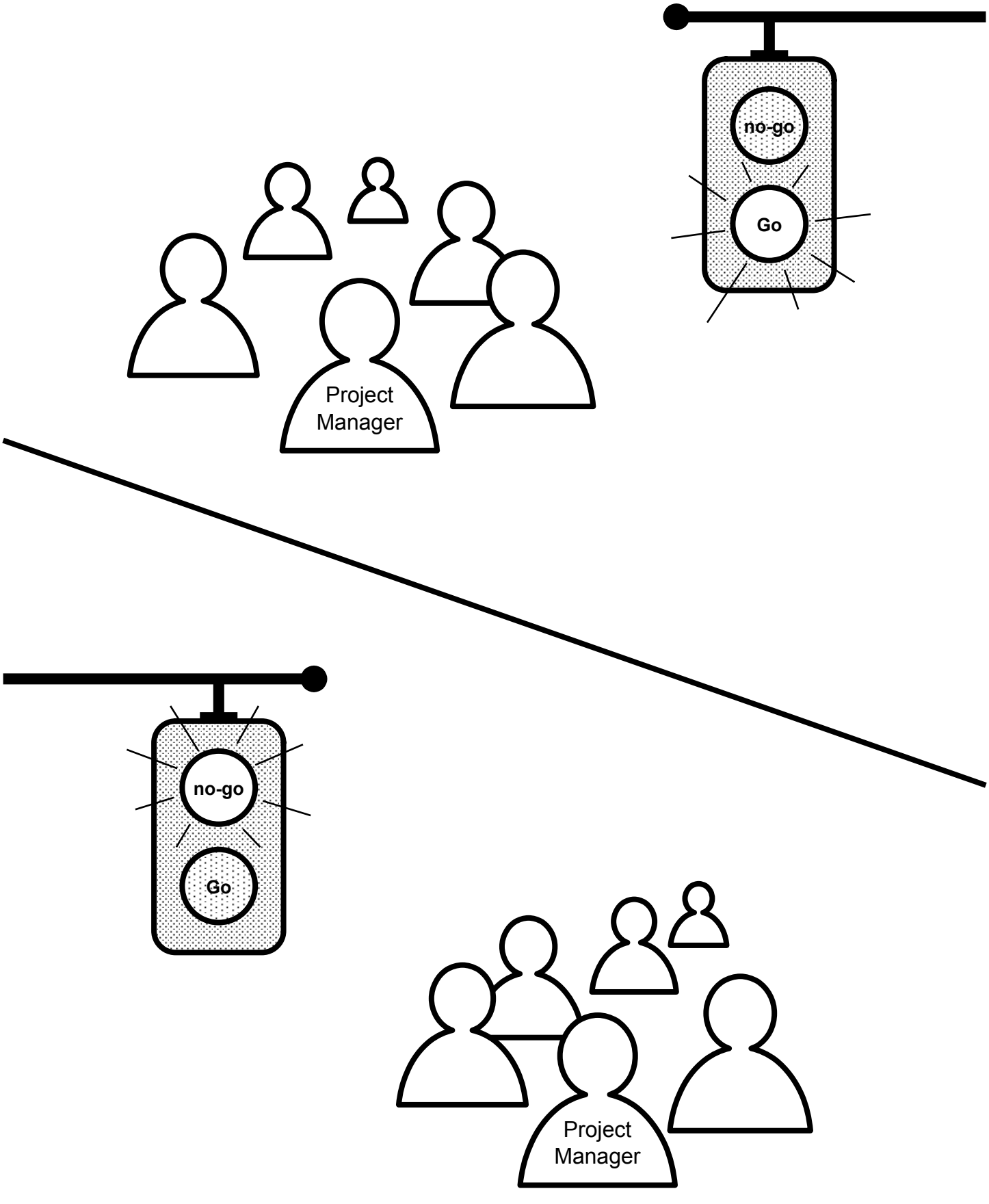


# A08 - Make a go/no-go decision

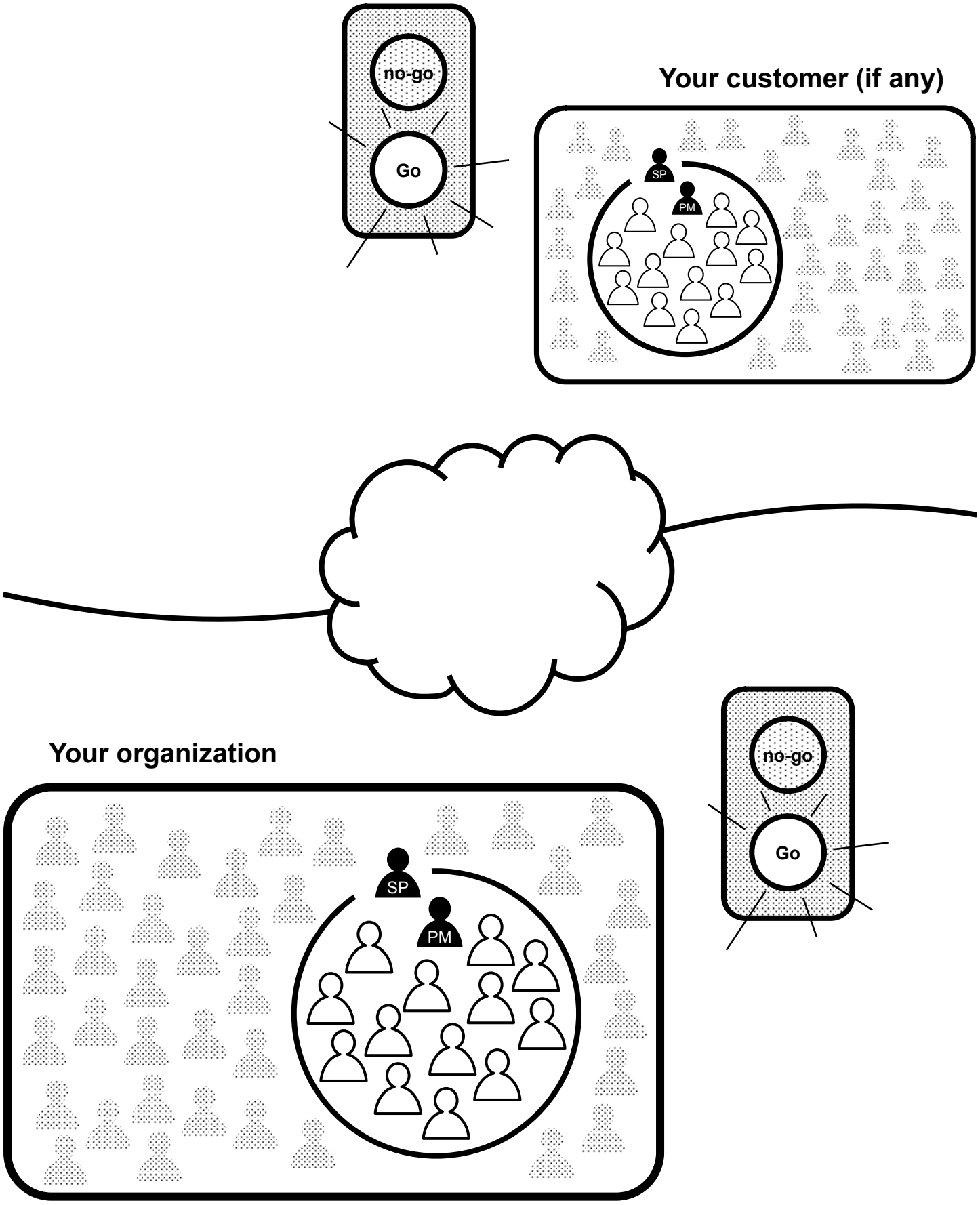


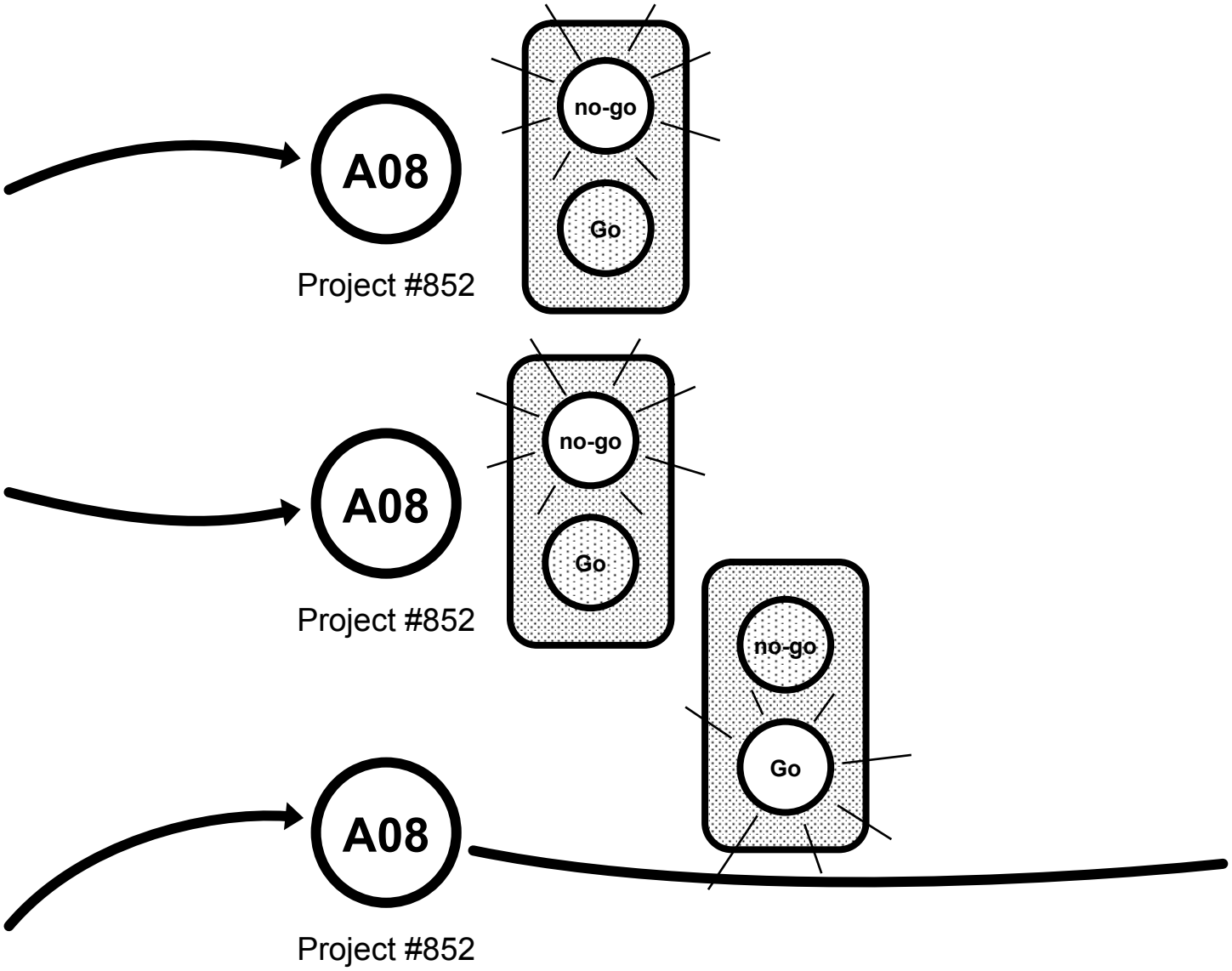
# A08 - Make a go/no-go decision

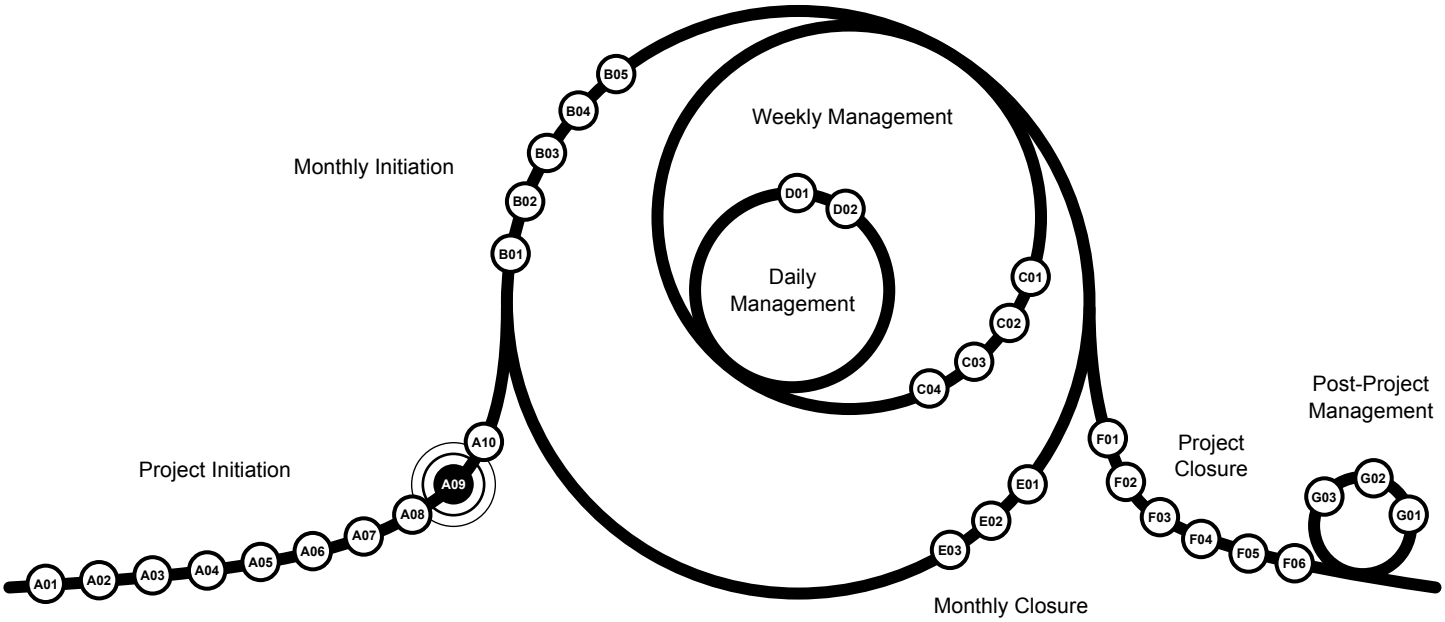


# A08 - Make a go/no-go decision

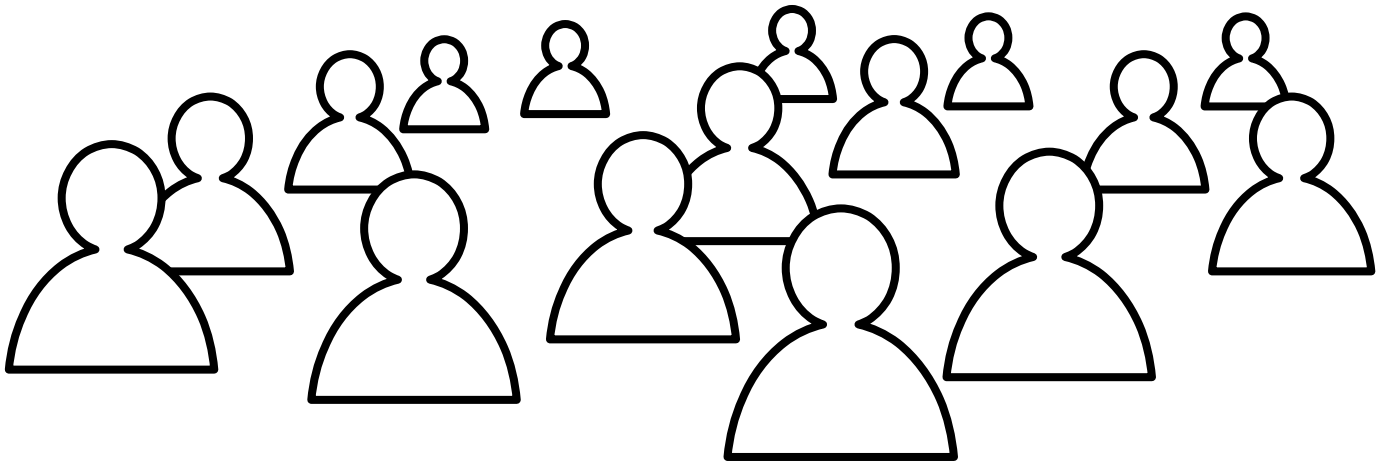


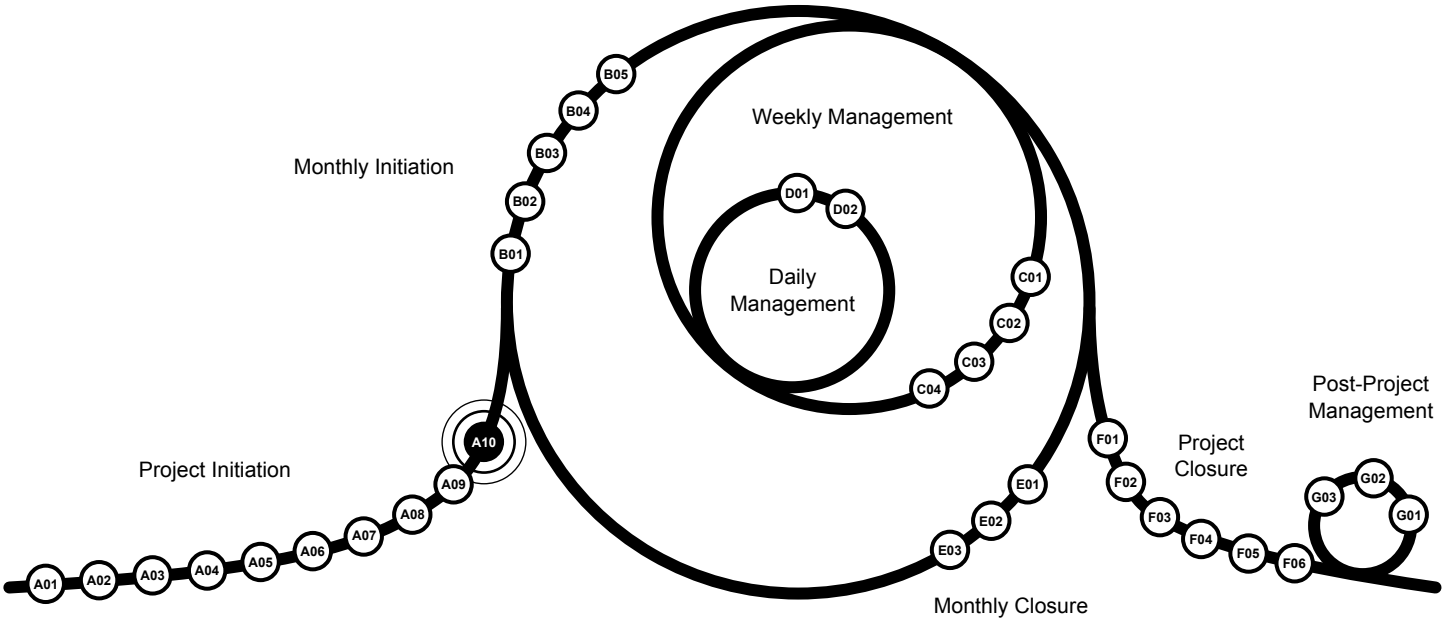
# A08 - Make a go/no-go decision





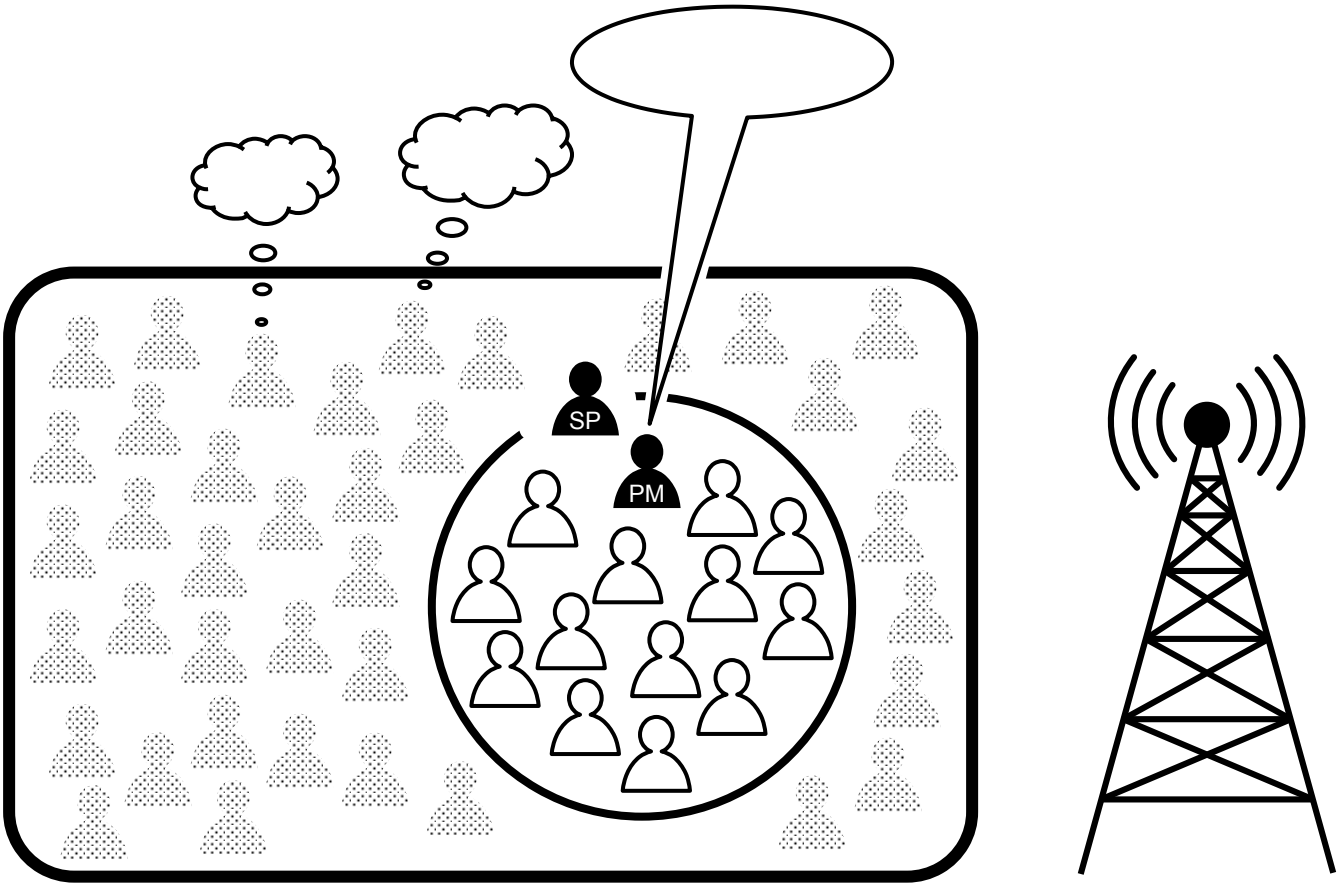

# A09 - Kick off the project



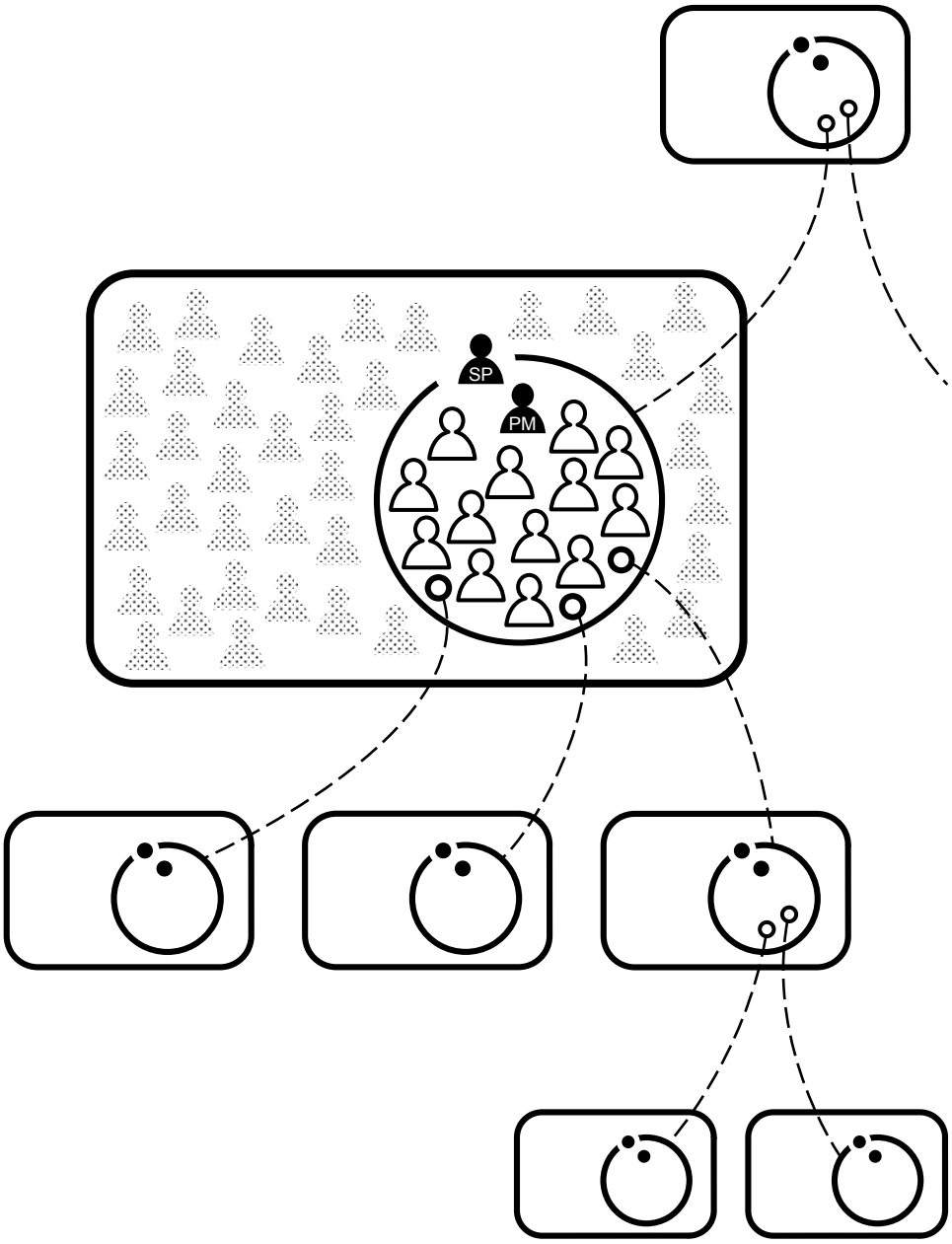


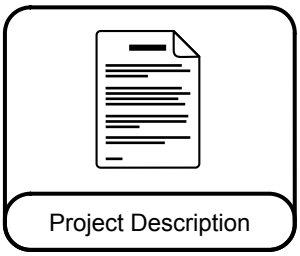

# A10 - Conduct a focused communication

- Message: ----------
- Audience: ----------

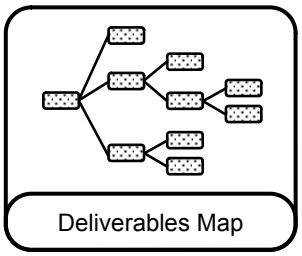


# *The multi-perspective structure of P3.express*

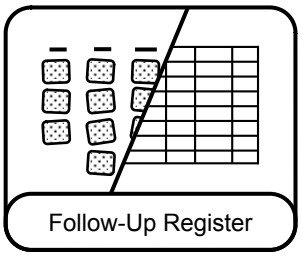


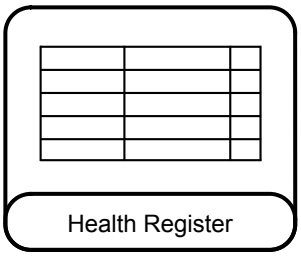
Project Description



Deliverables Map



Follow-Up Register



Health Register

Part 2

# *Full review*

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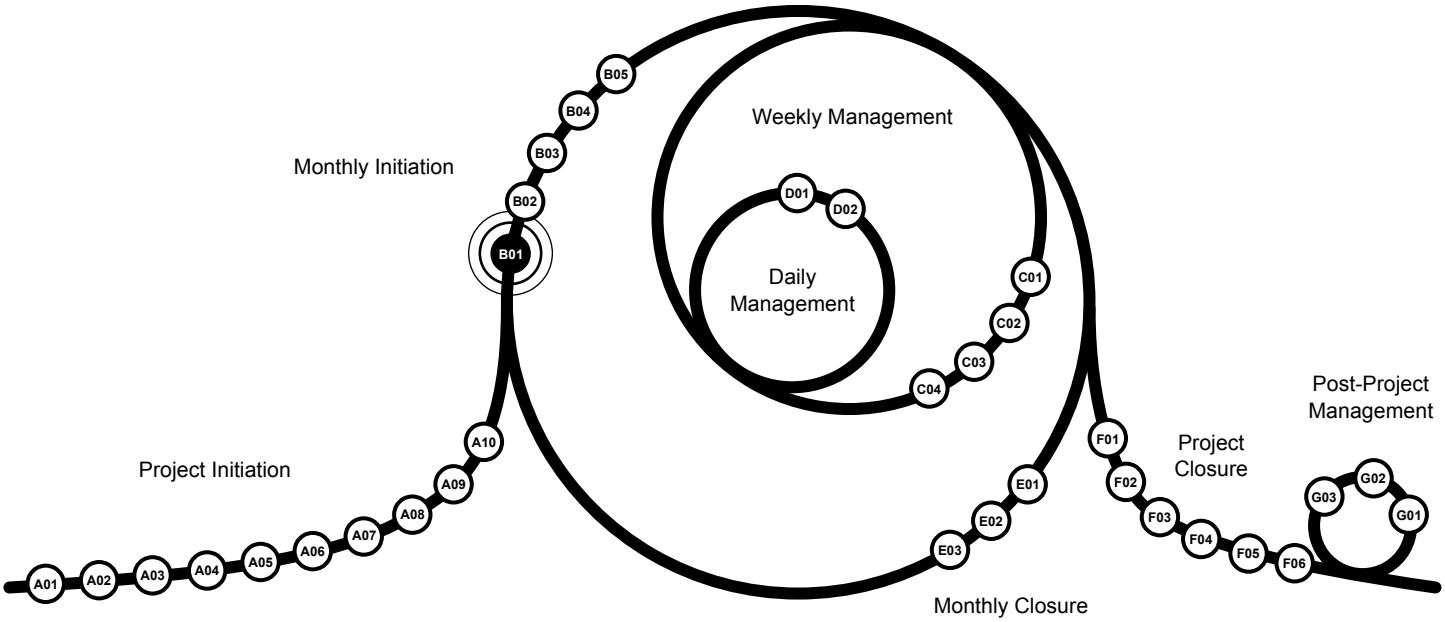
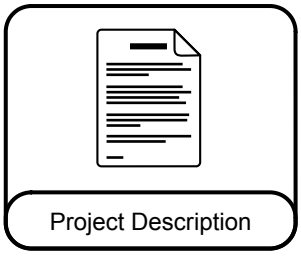
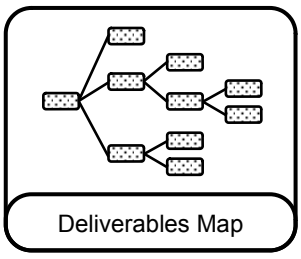
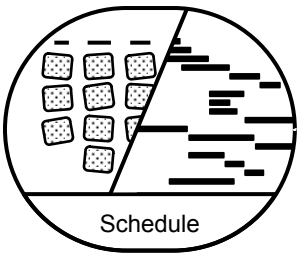
Monthly Initiation

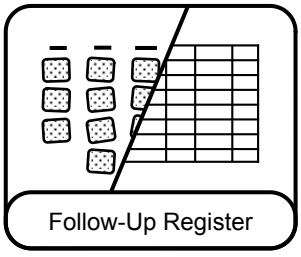


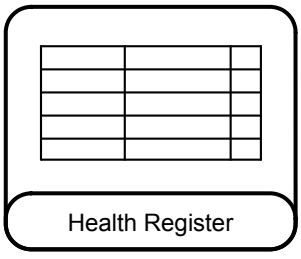

# B01 - Revise and refine the plans

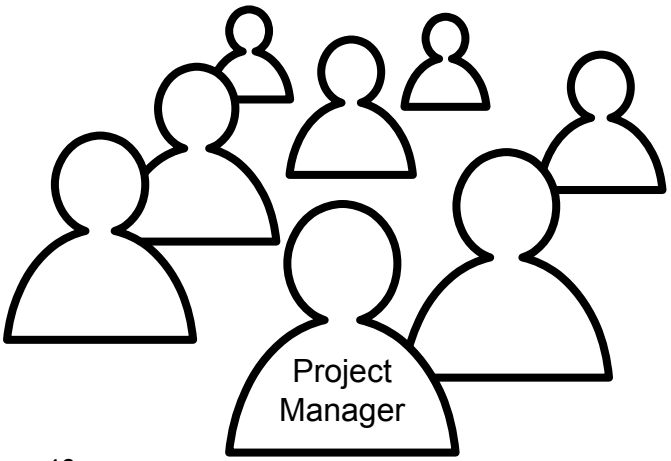


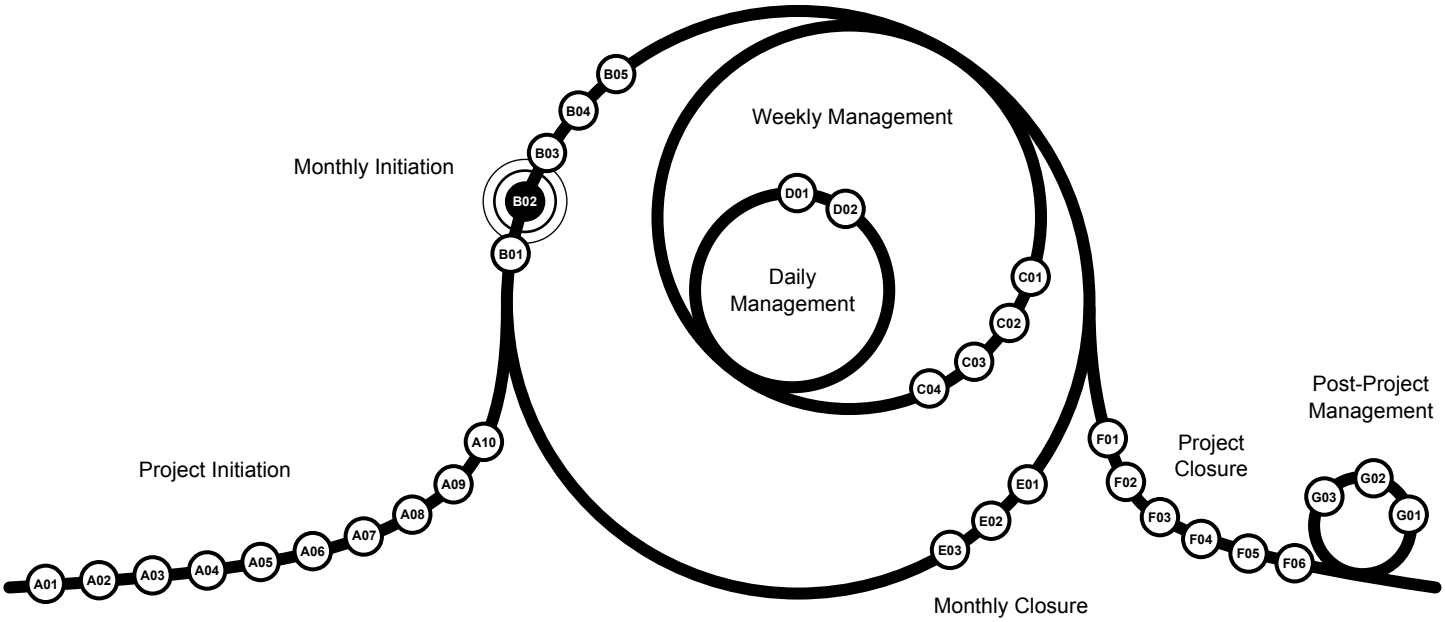



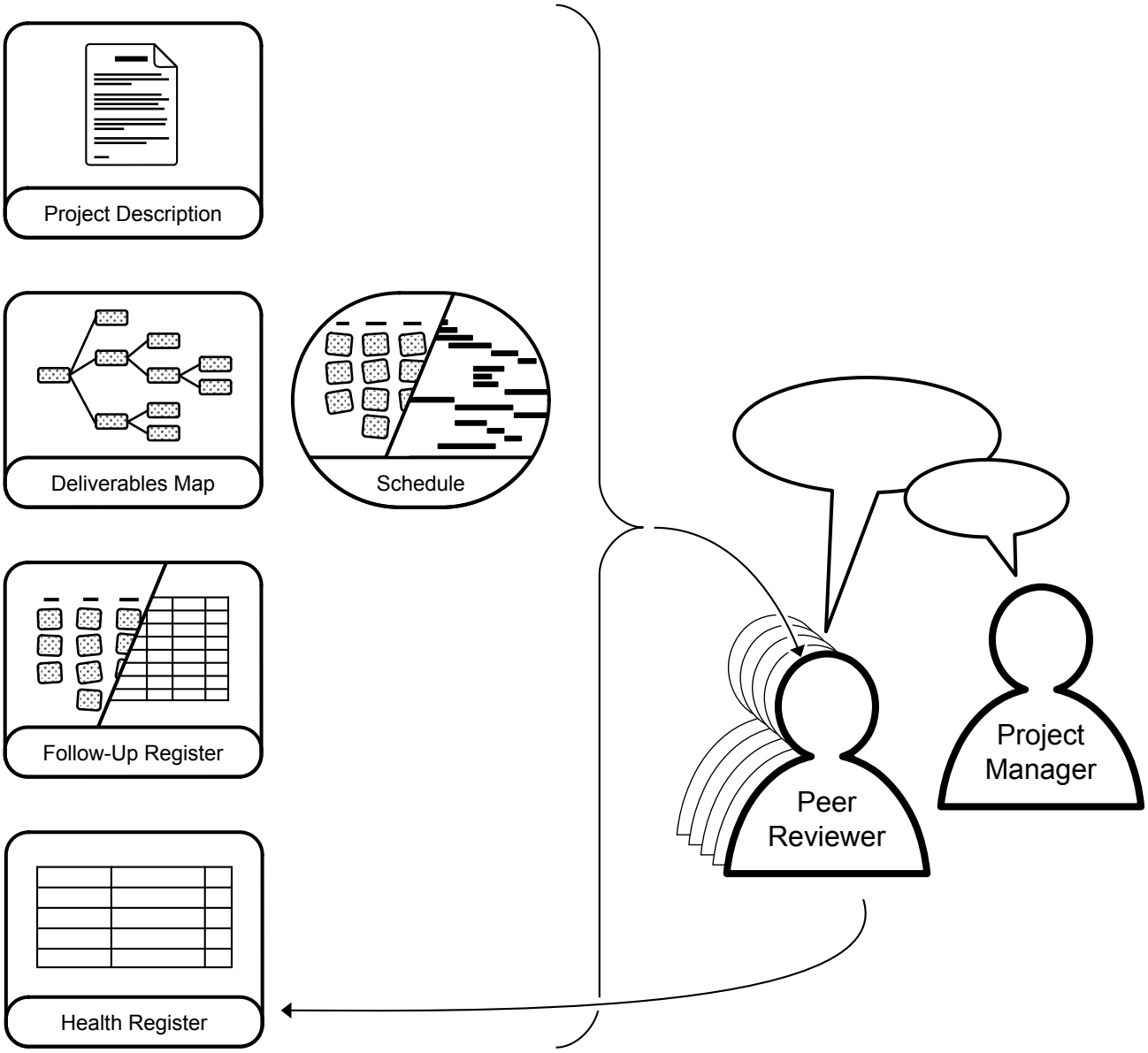



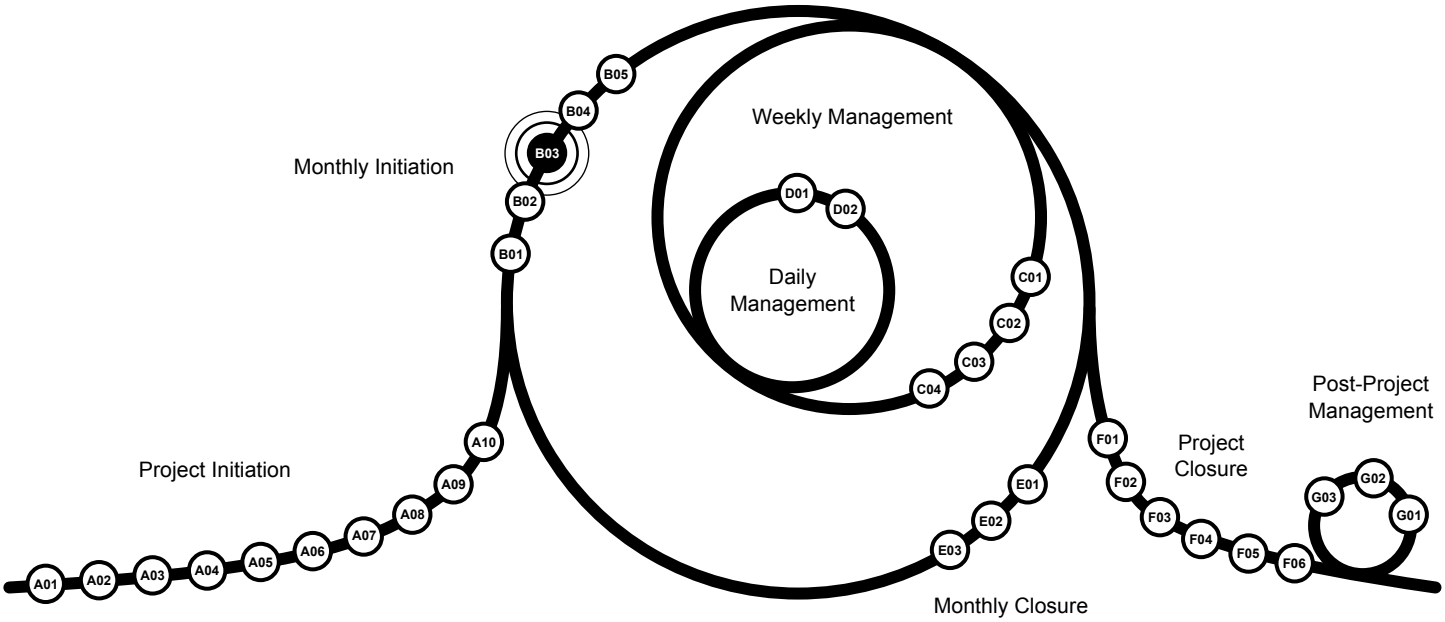



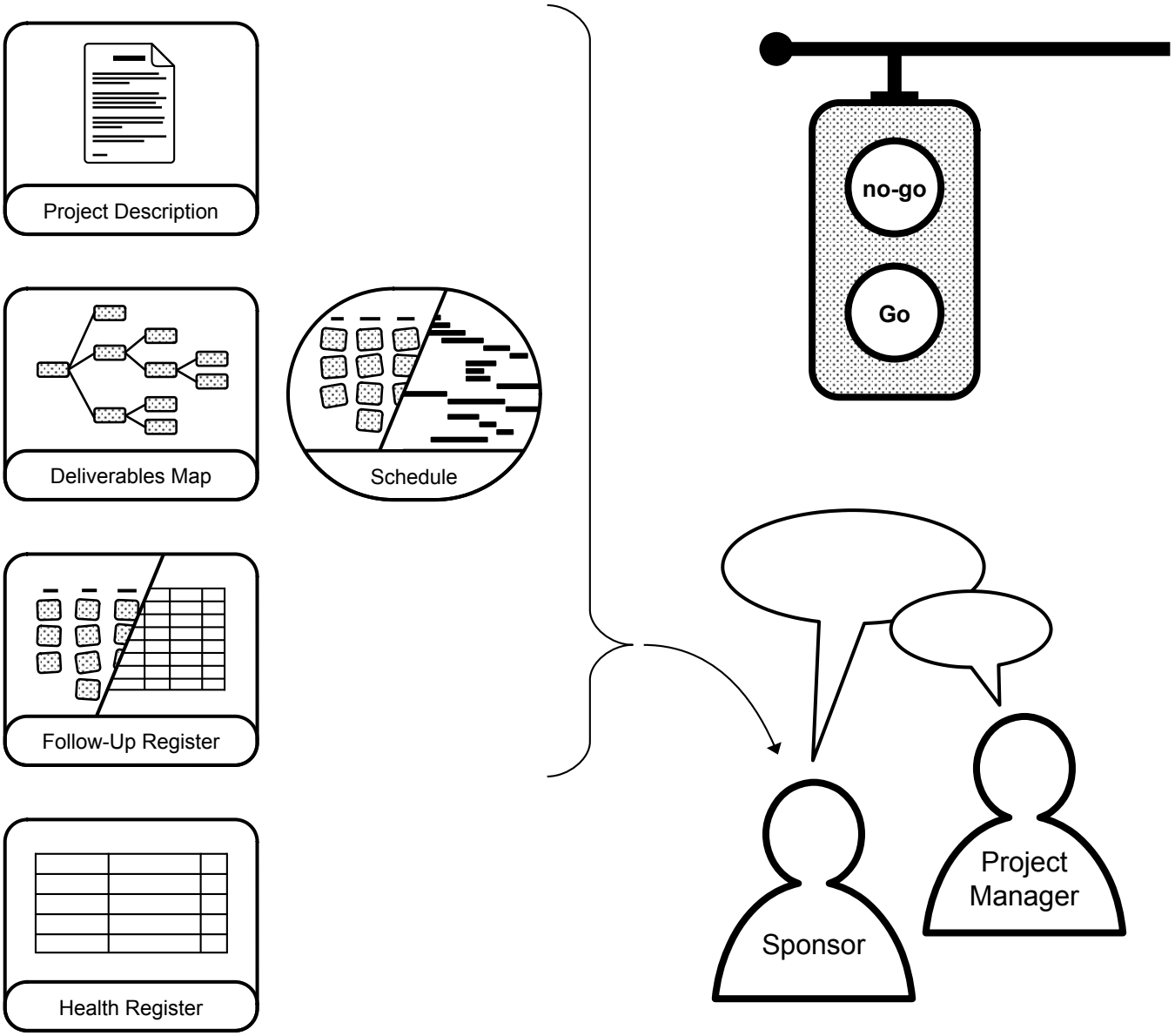



# B02 - Have the monthly cycle peer-reviewed

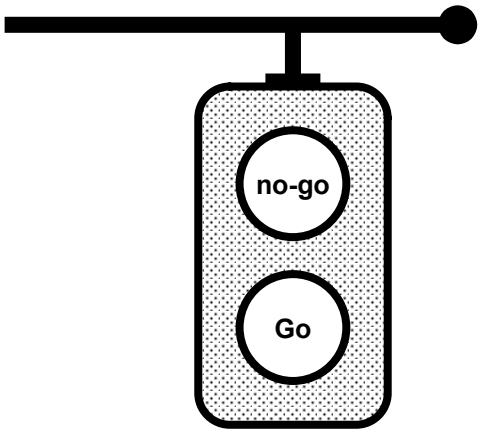


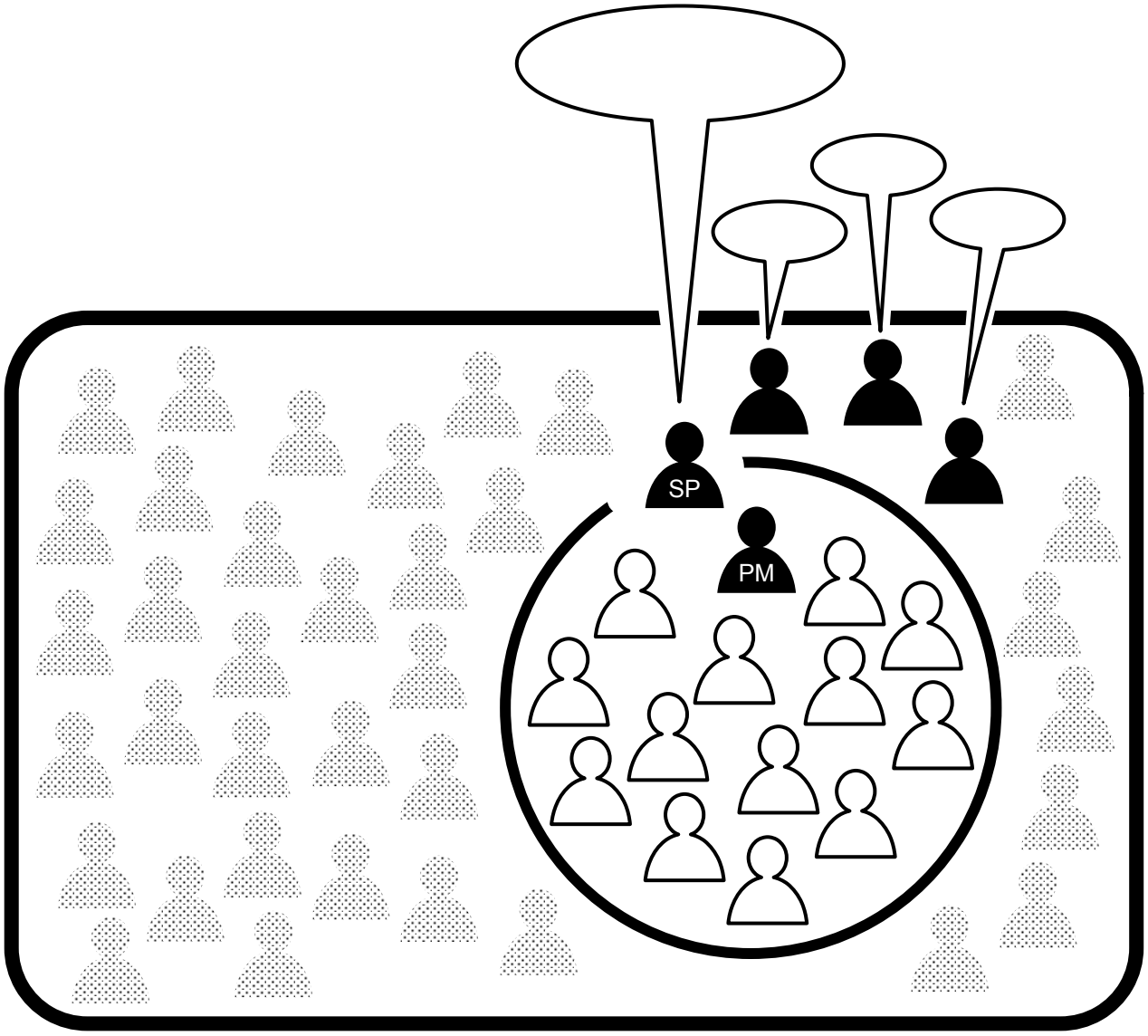



# B03 - Make a go/no-go decision

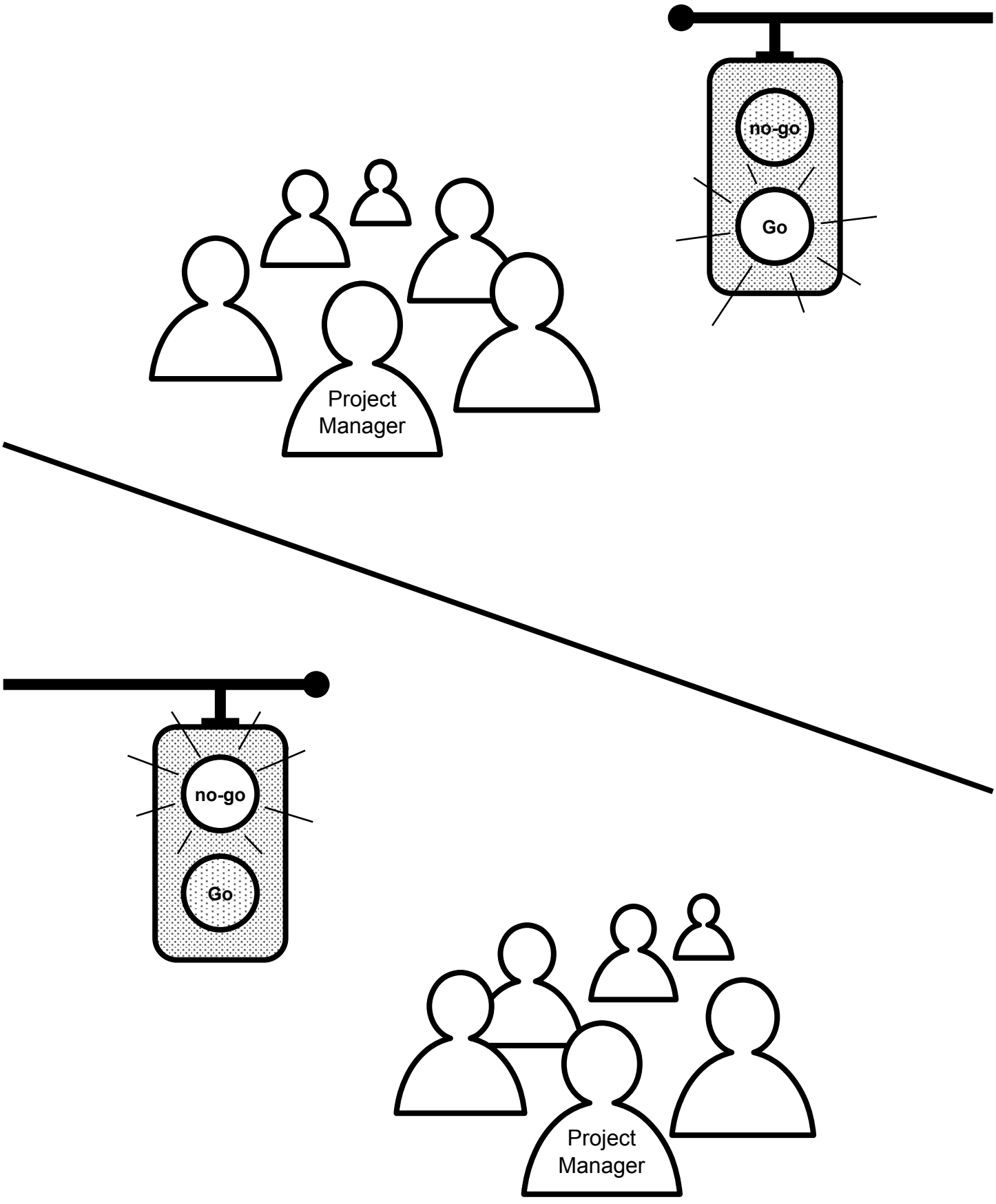


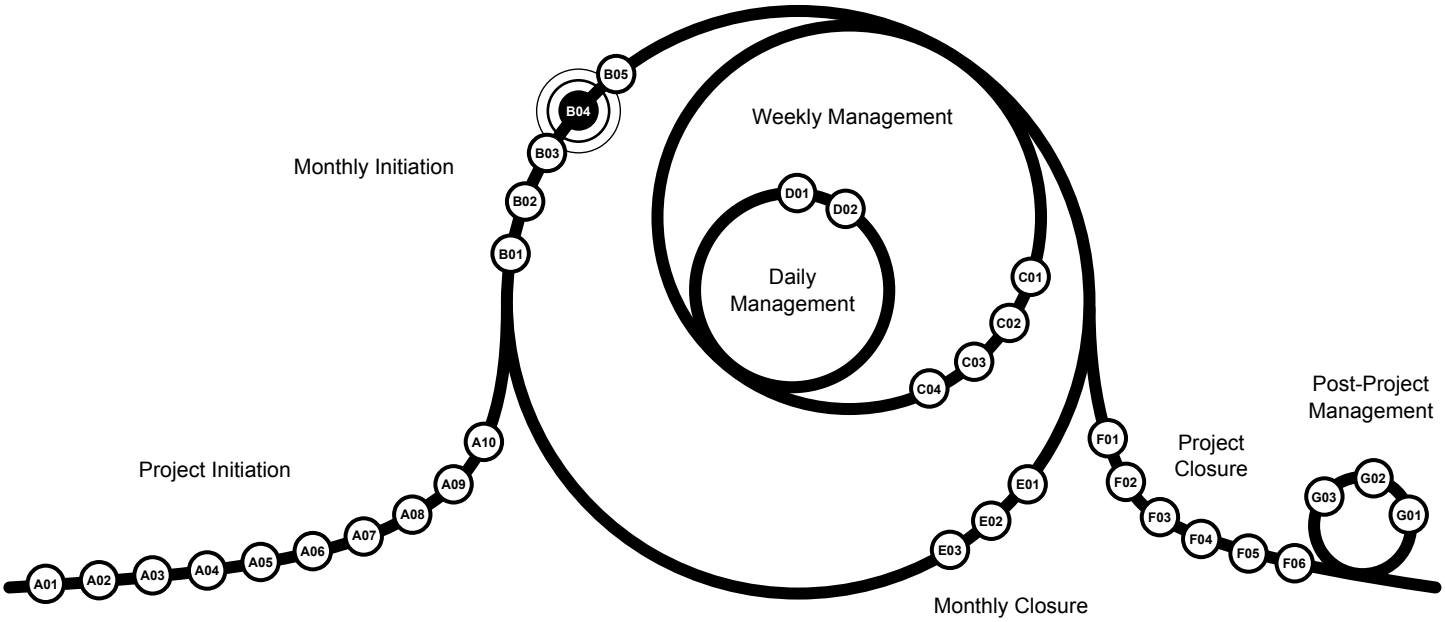
# B03 - Make a go/no-go decision



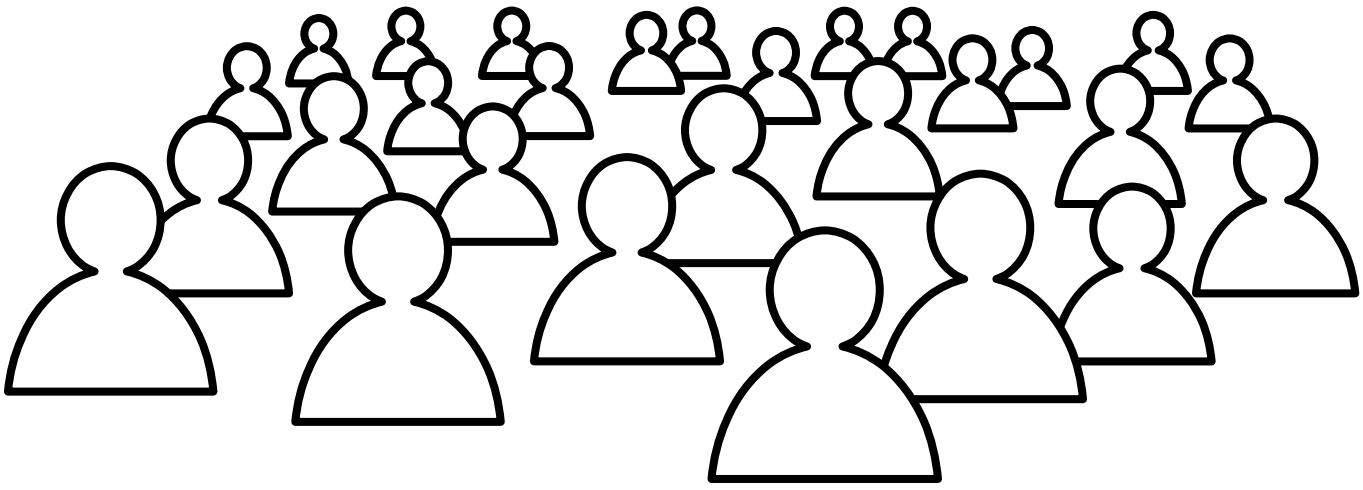


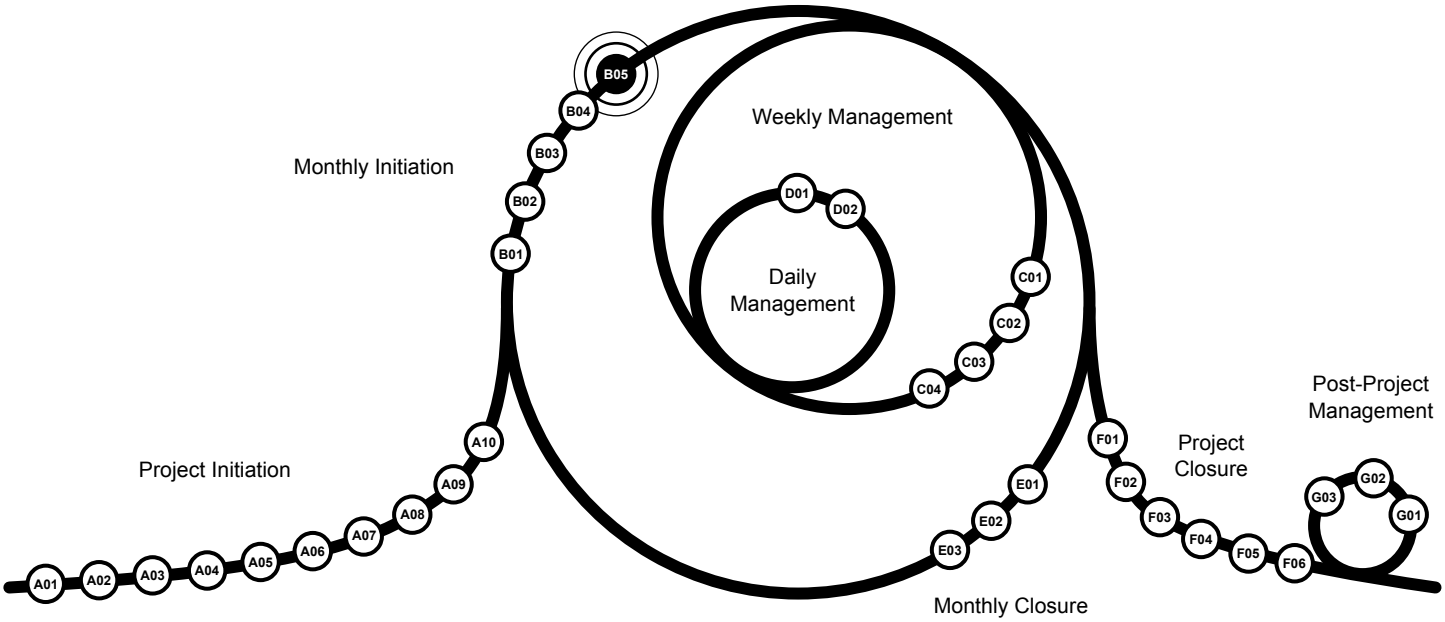
# B03 - Make a go/no-go decision





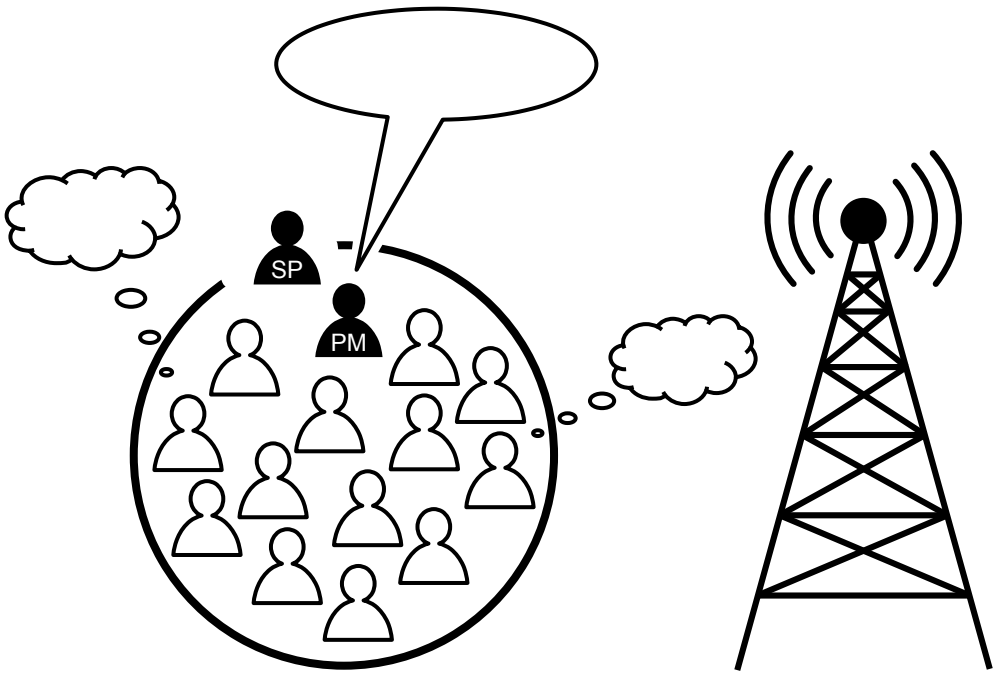

# B04 - Kick off the monthly cycle






# B05 - Conduct a focused communication

- Message: ----------
- Audience: ----------



Part 2

# *Full review*

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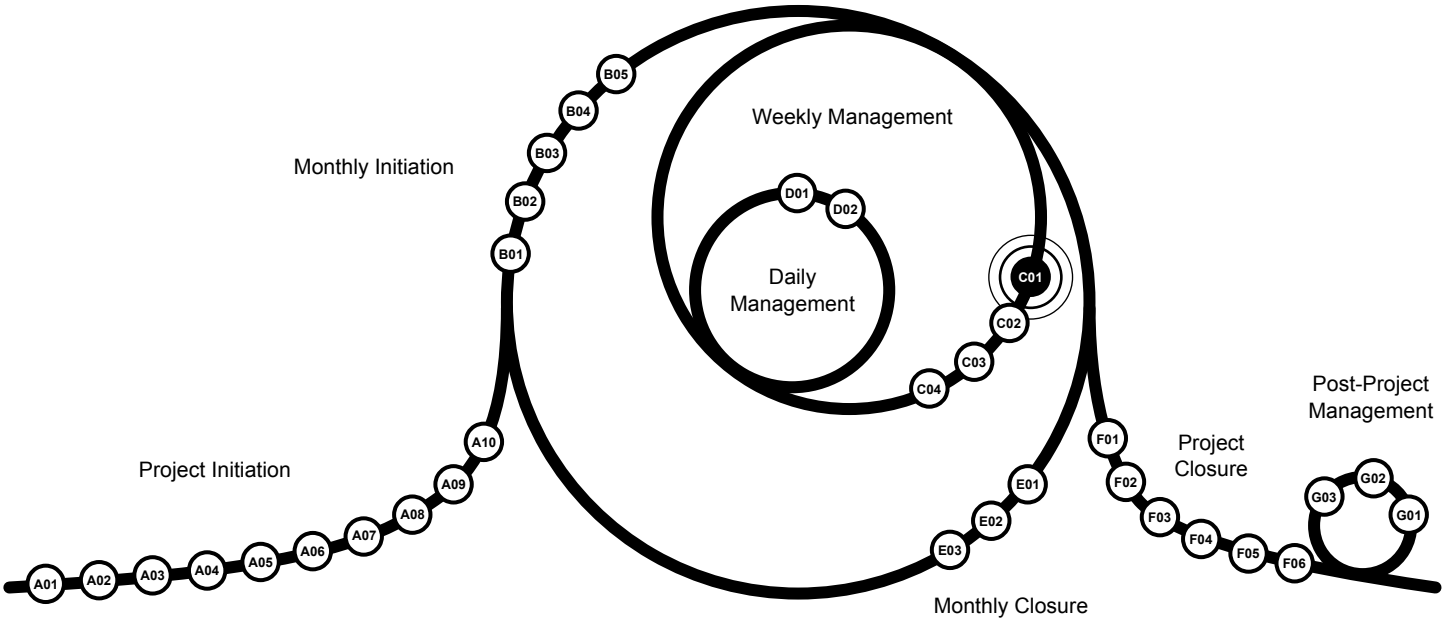
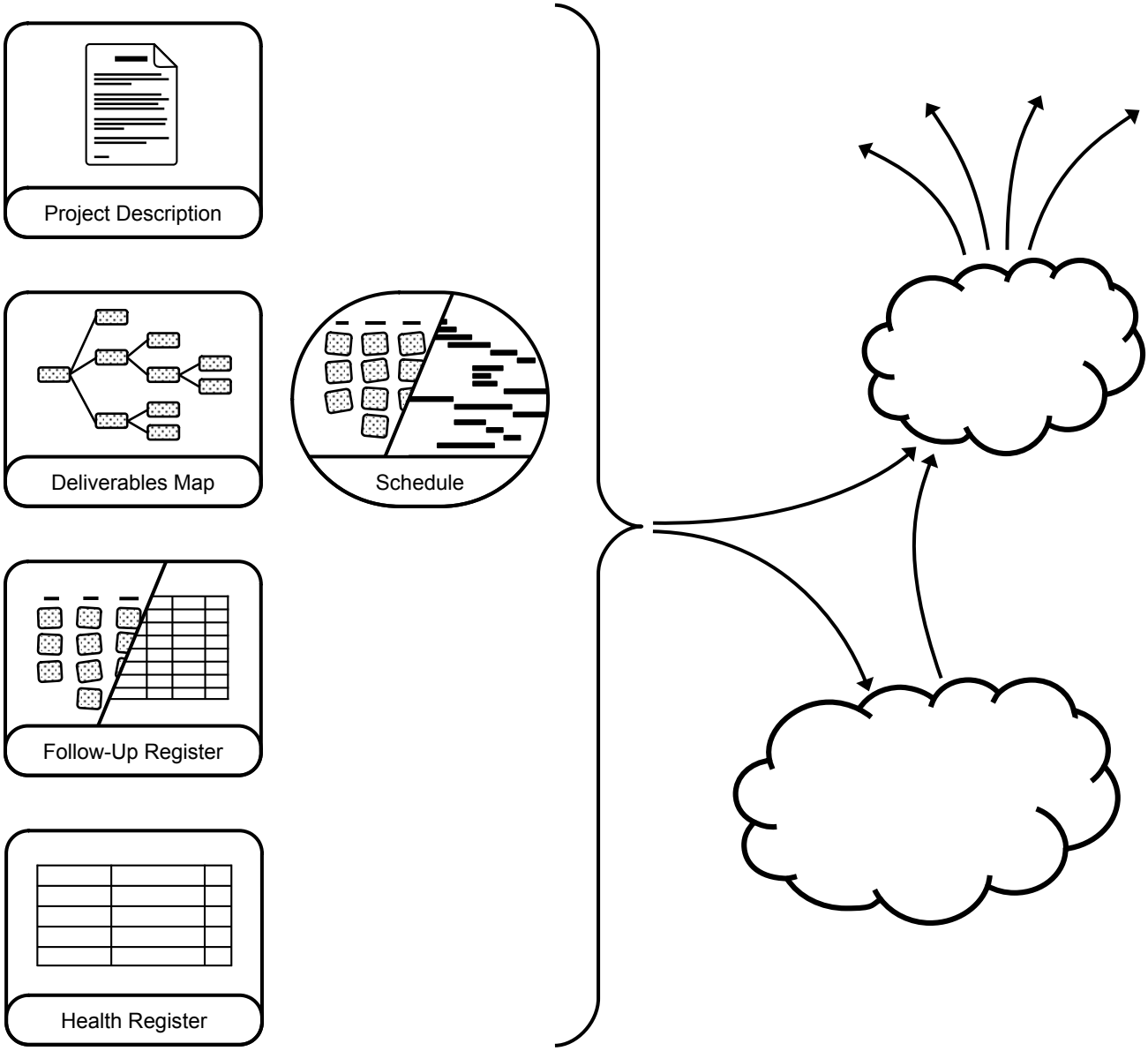
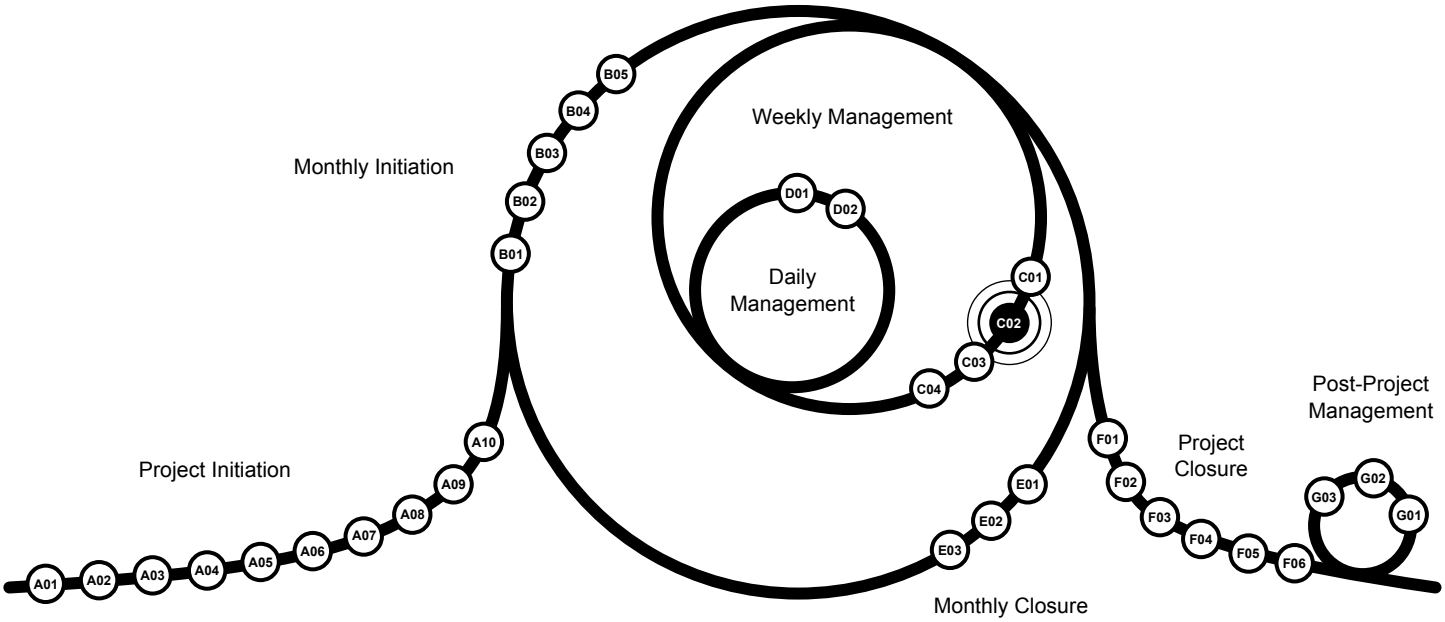
Weekly Management

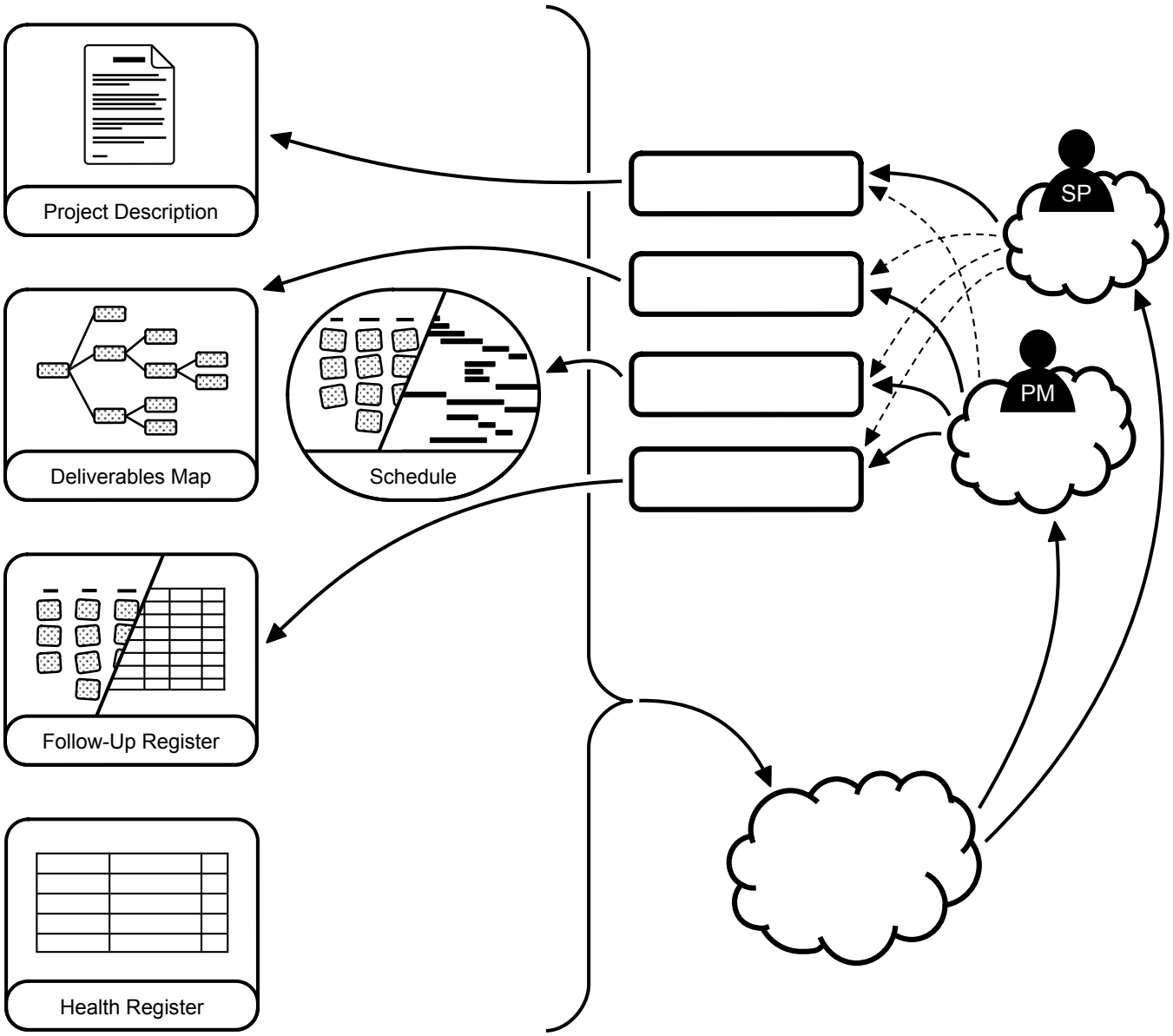



# C01 - Measure and report performance

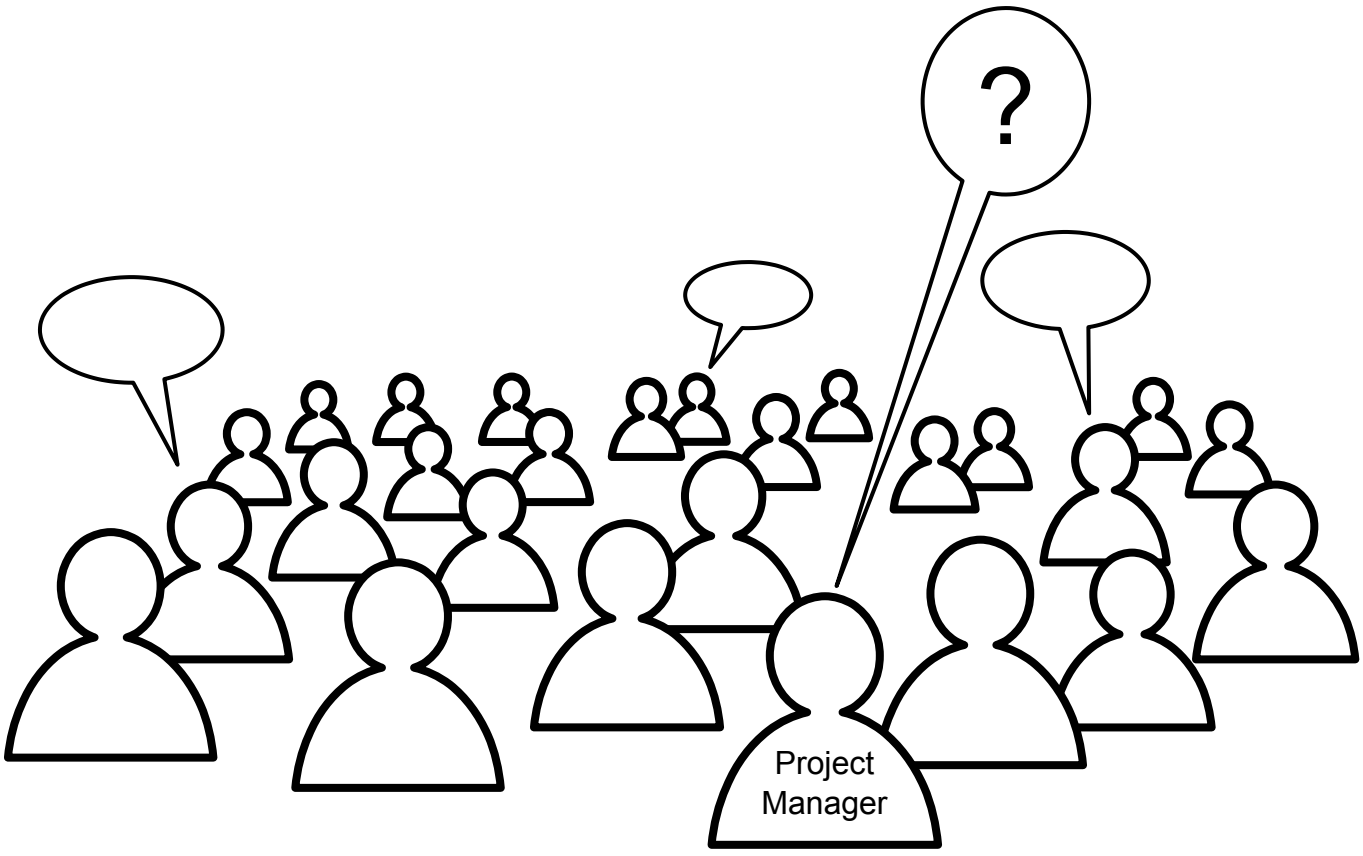


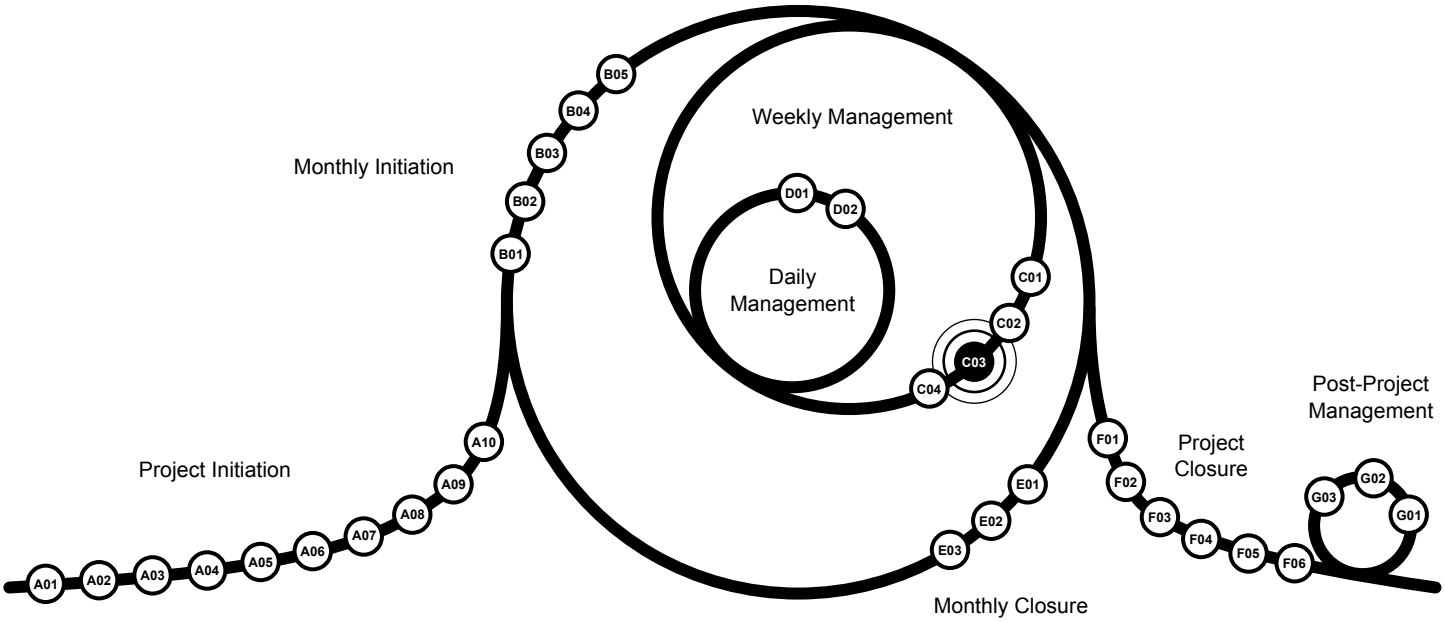



# C02 - Plan responses for deviations

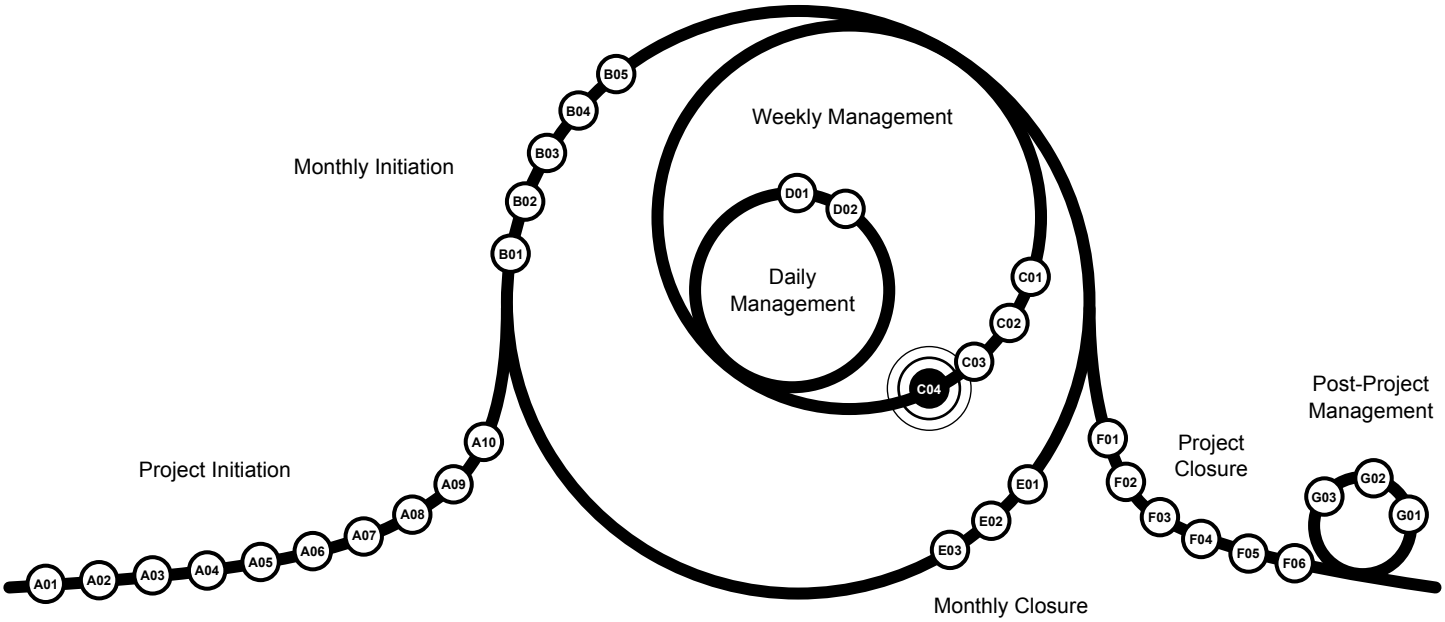


# C02 - Plan responses for deviations



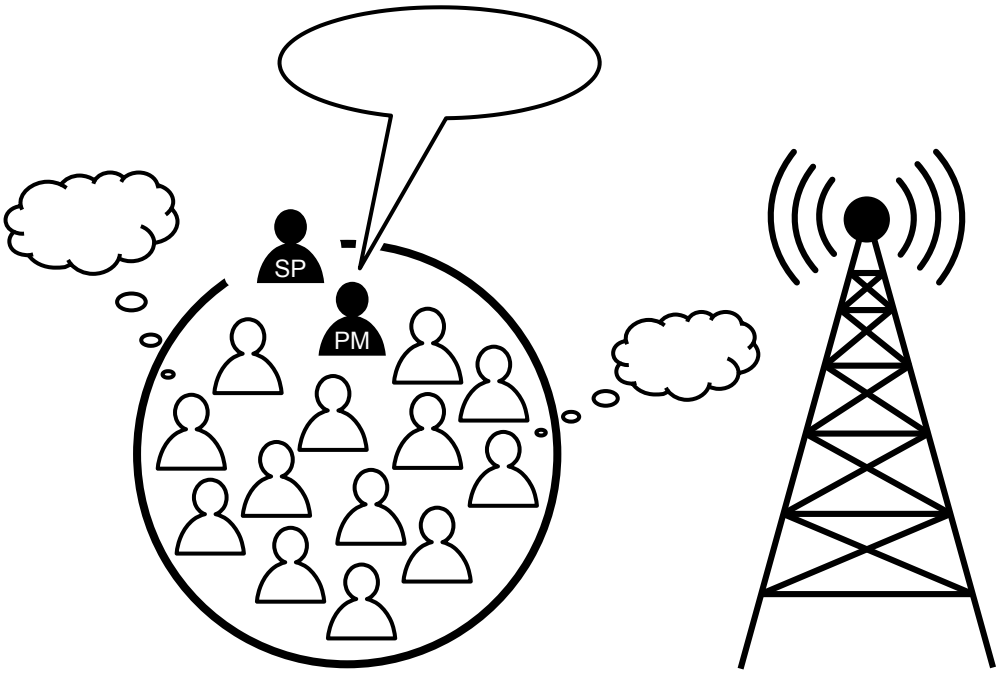



# C03 - Kick off the weekly cycle




# C04 - Conduct a focused communication

- Message: ----------
- Audience: ----------



Part 2

# *Full review*

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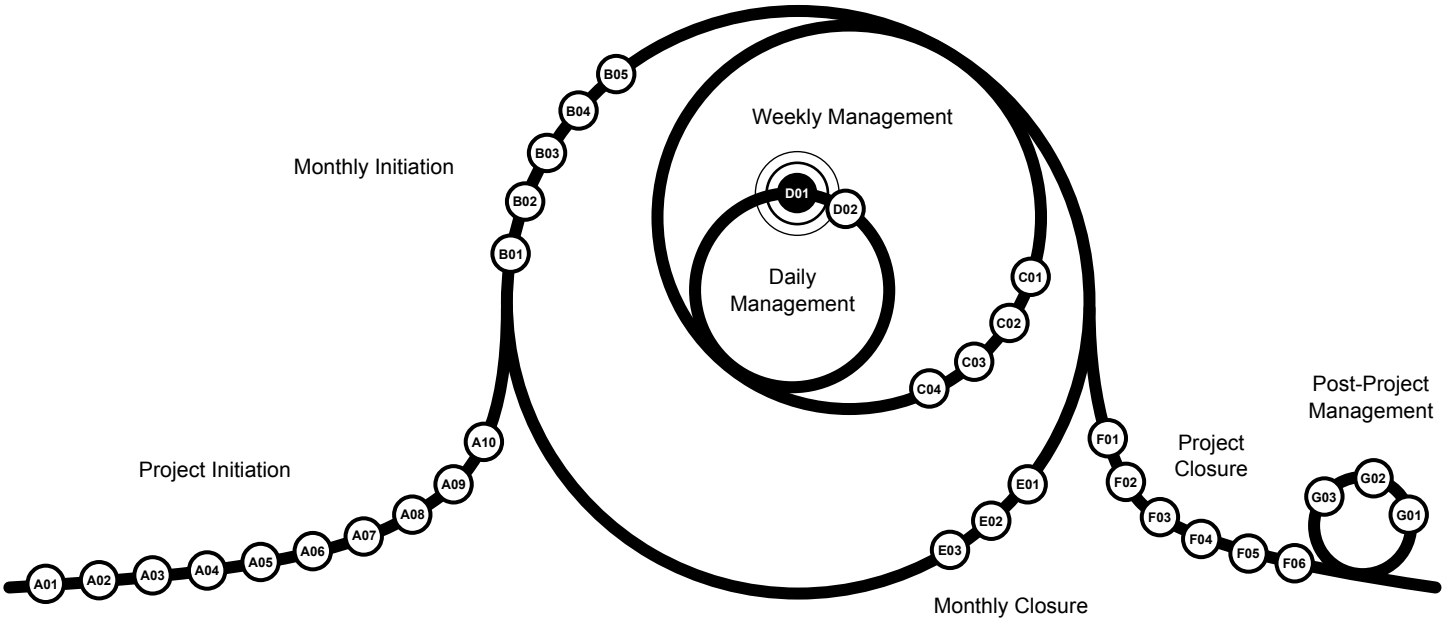
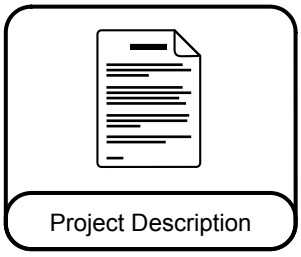
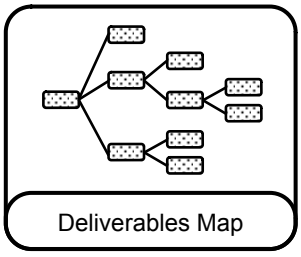
Daily Management



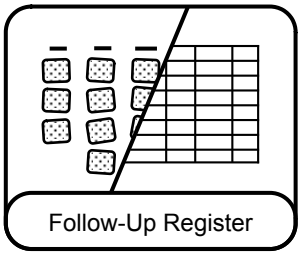

# D01 - Manage risks, issues, and change requests



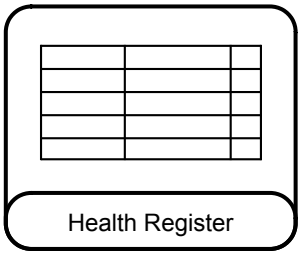
Project Description



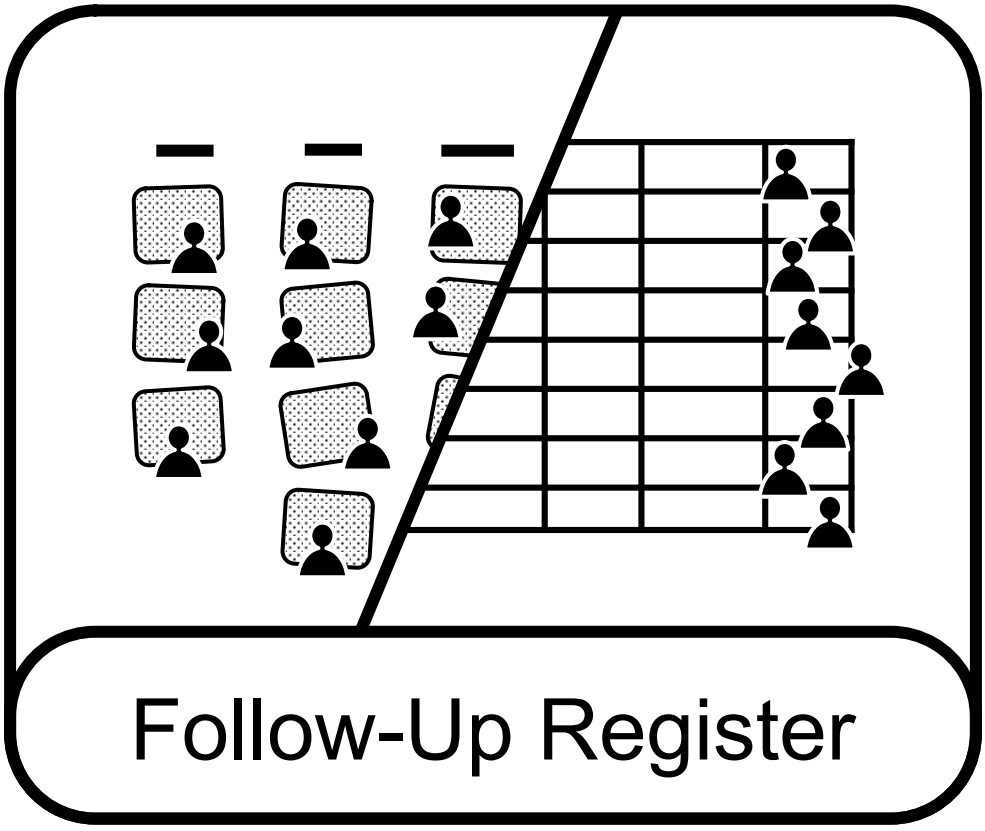
Deliverables Map



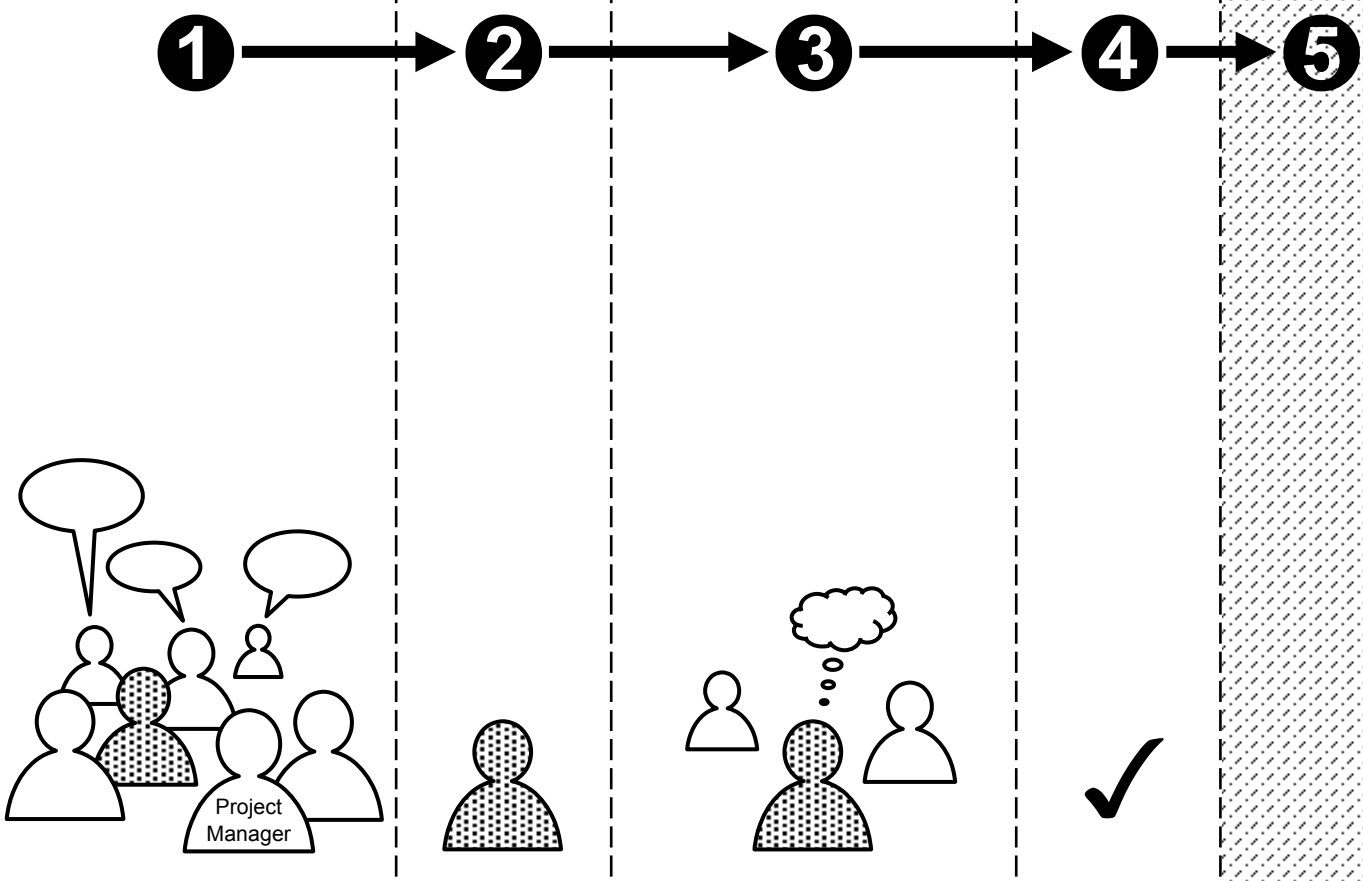
Follow-Up Register



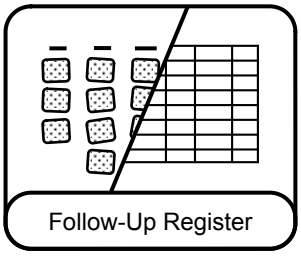
Health Register

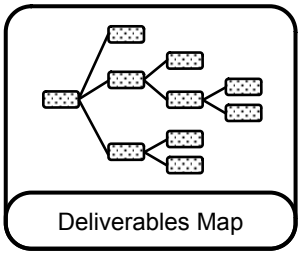

Follow-Up Register

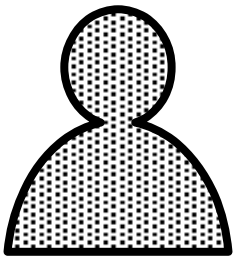
# D01 - Manage risks, issues, and change requests



# D01 - Manage risks, issues, and change requests



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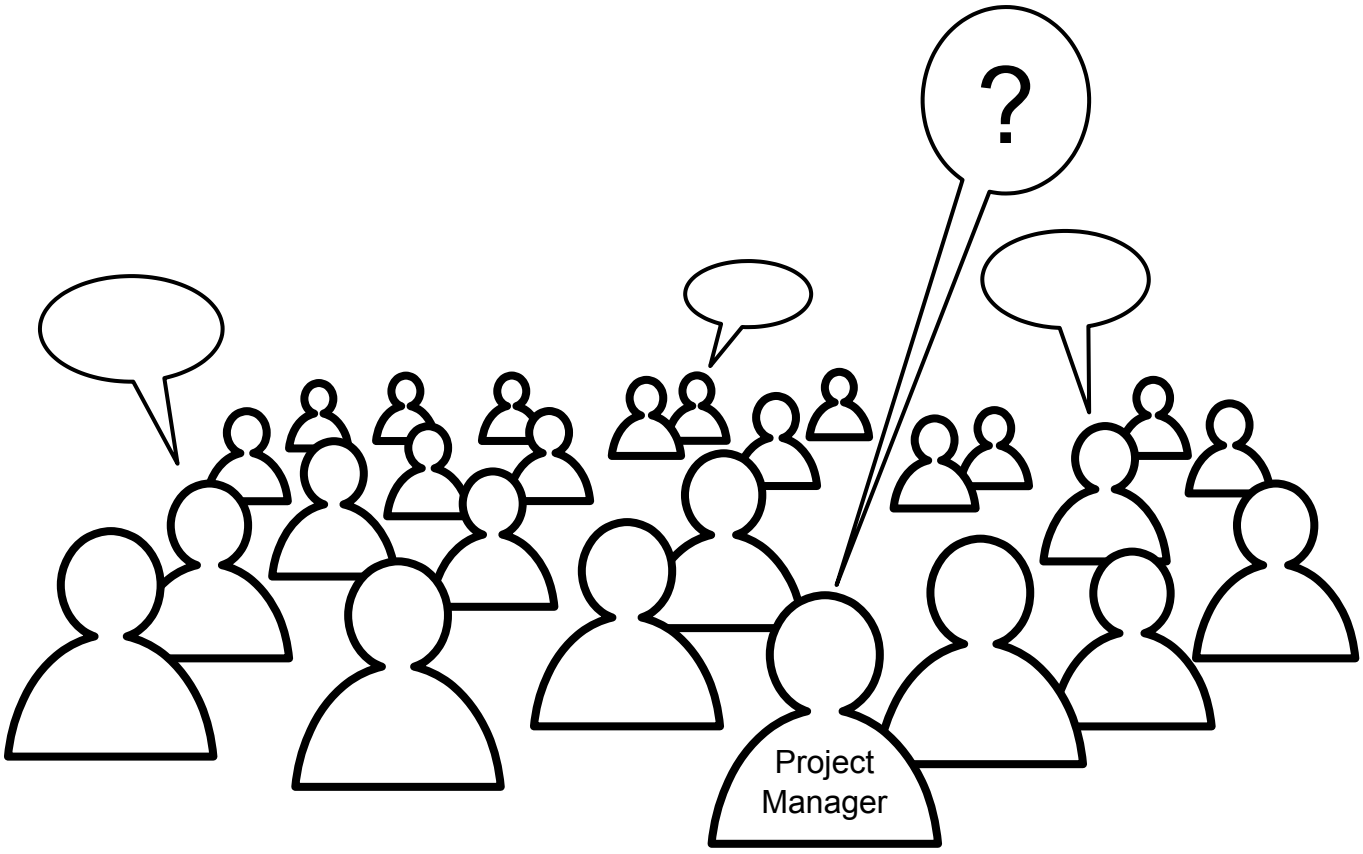
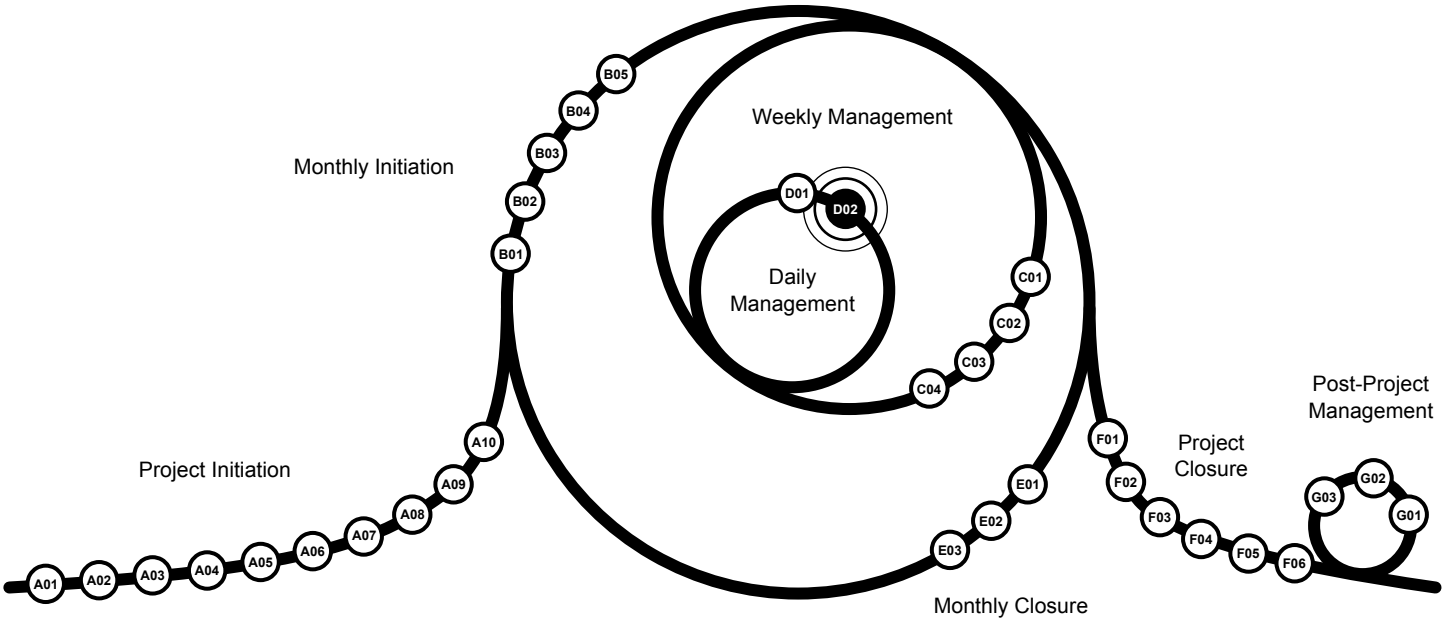
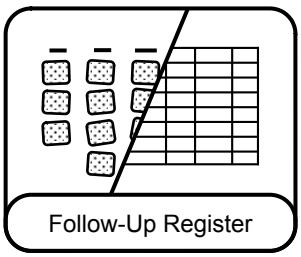
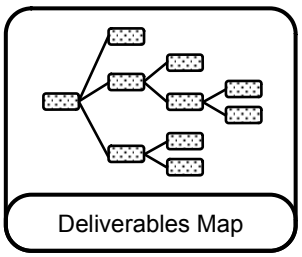
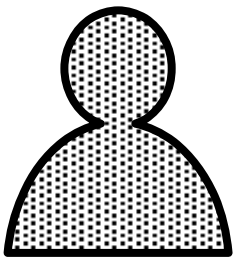





# D02 - Accept completed deliverables



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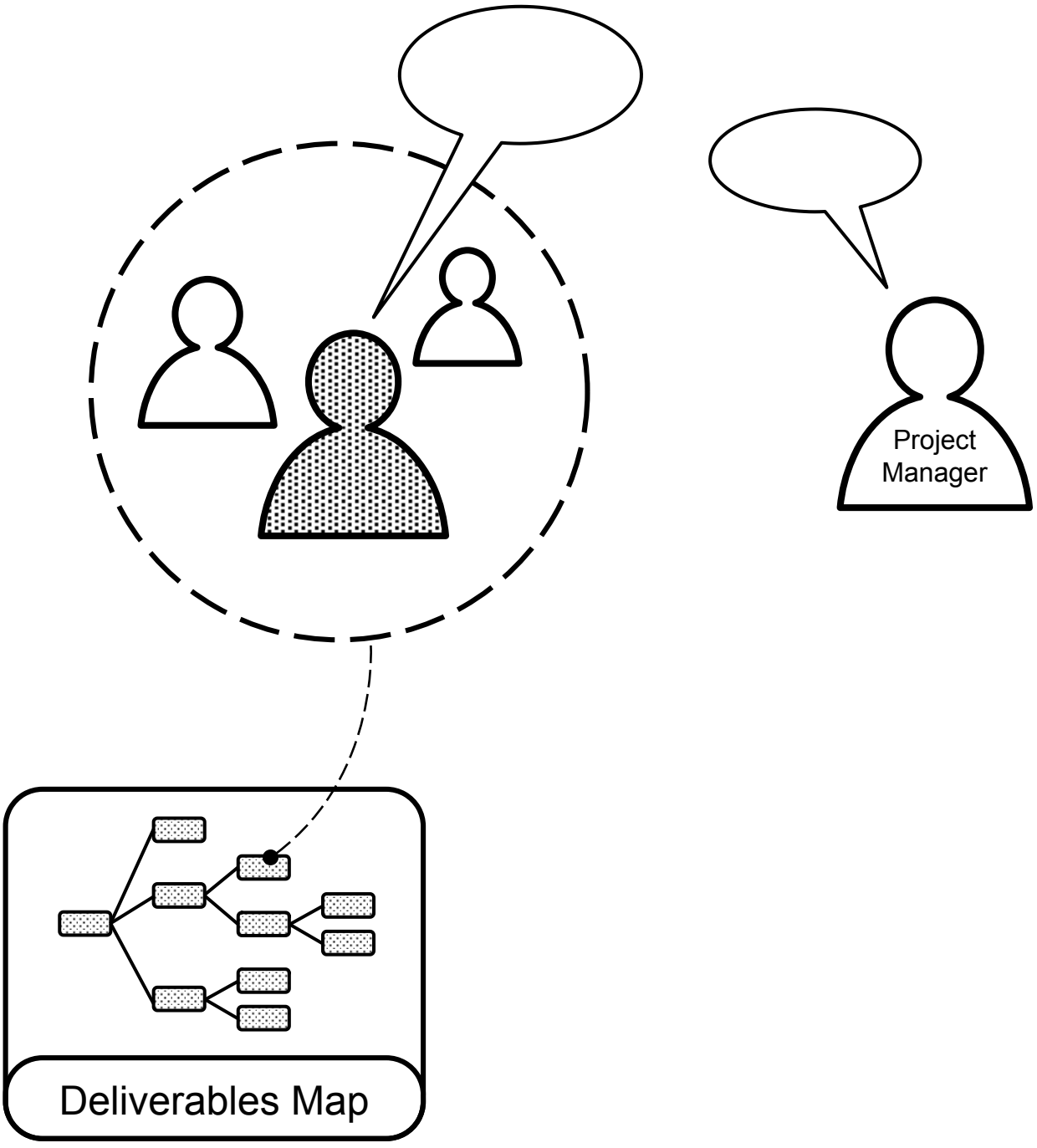

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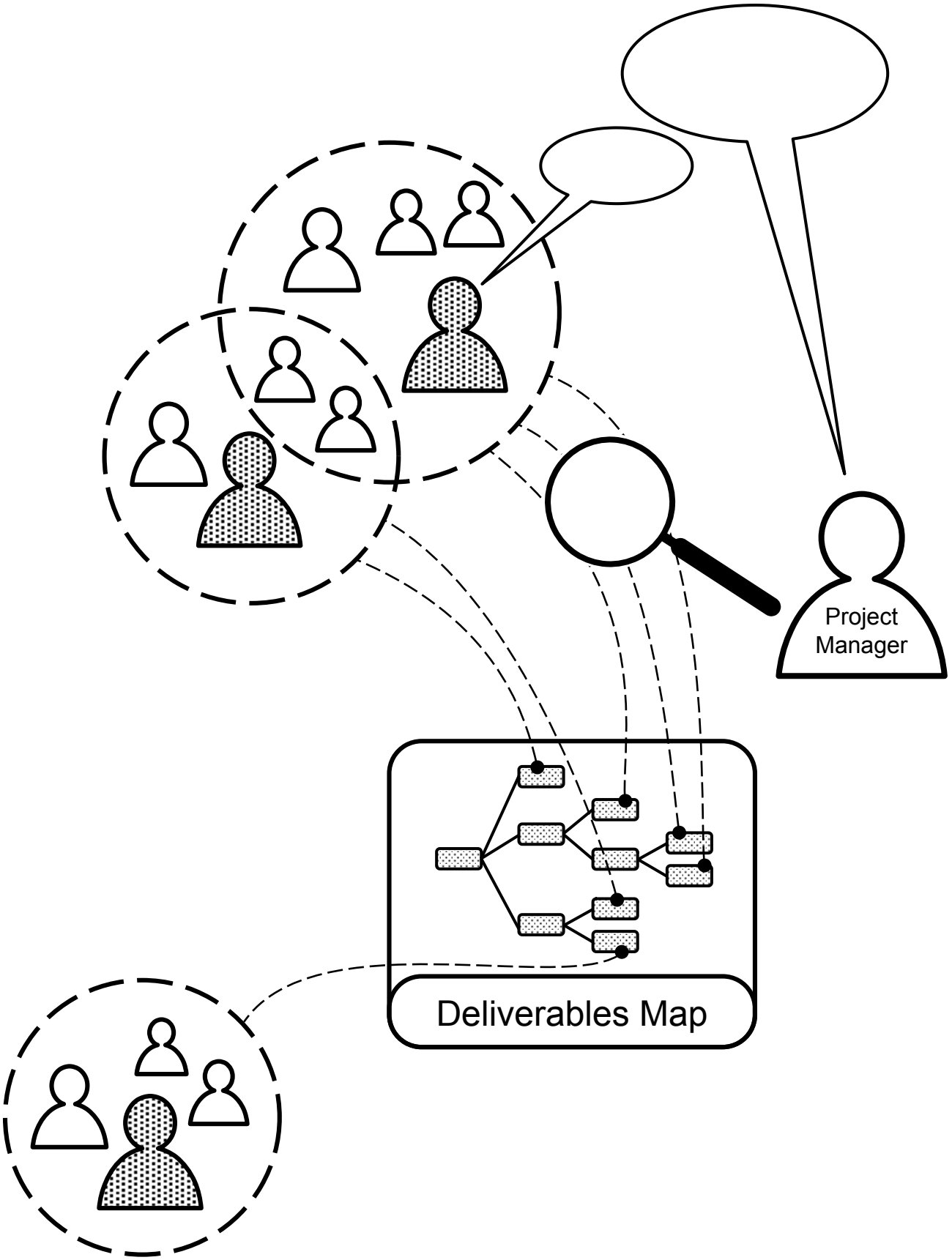
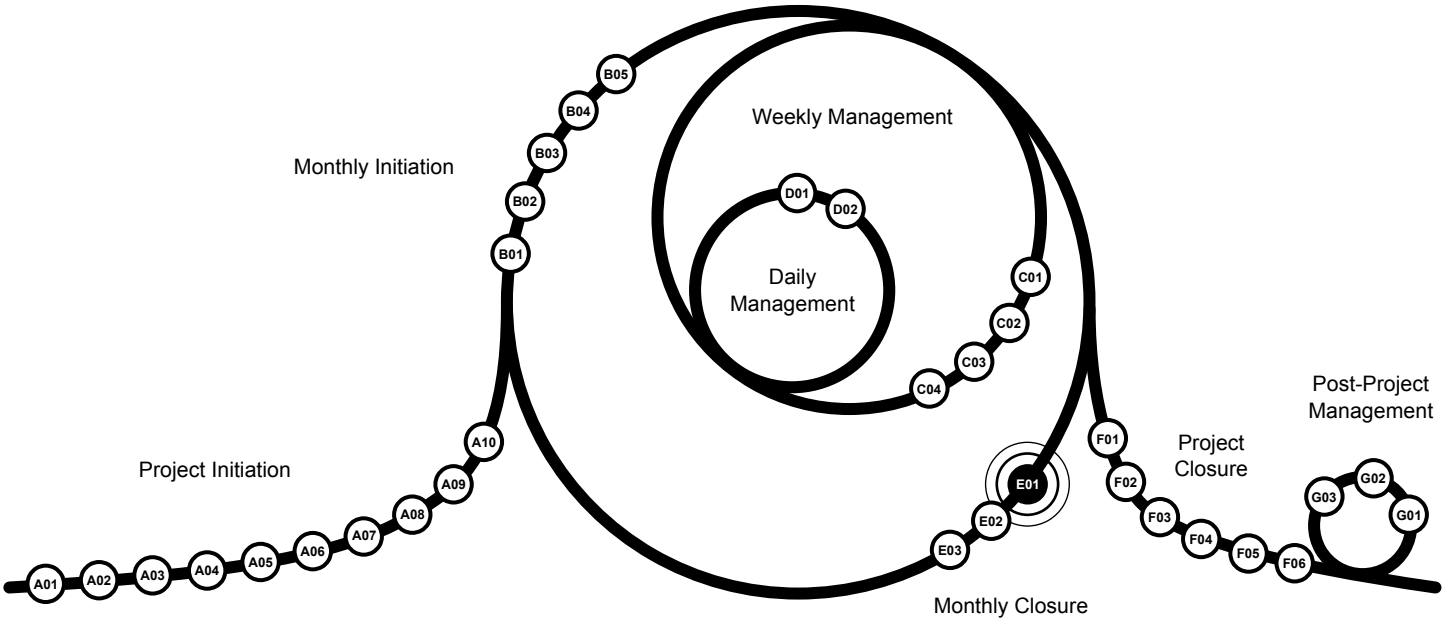


Part 2

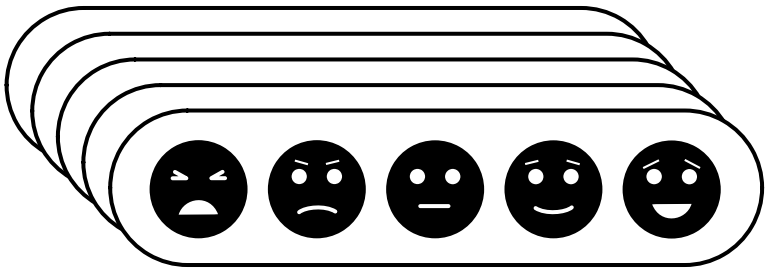
# *Full review*

Ⓔ

Monthly Closure




# E01 - Evaluate stakeholder satisfaction



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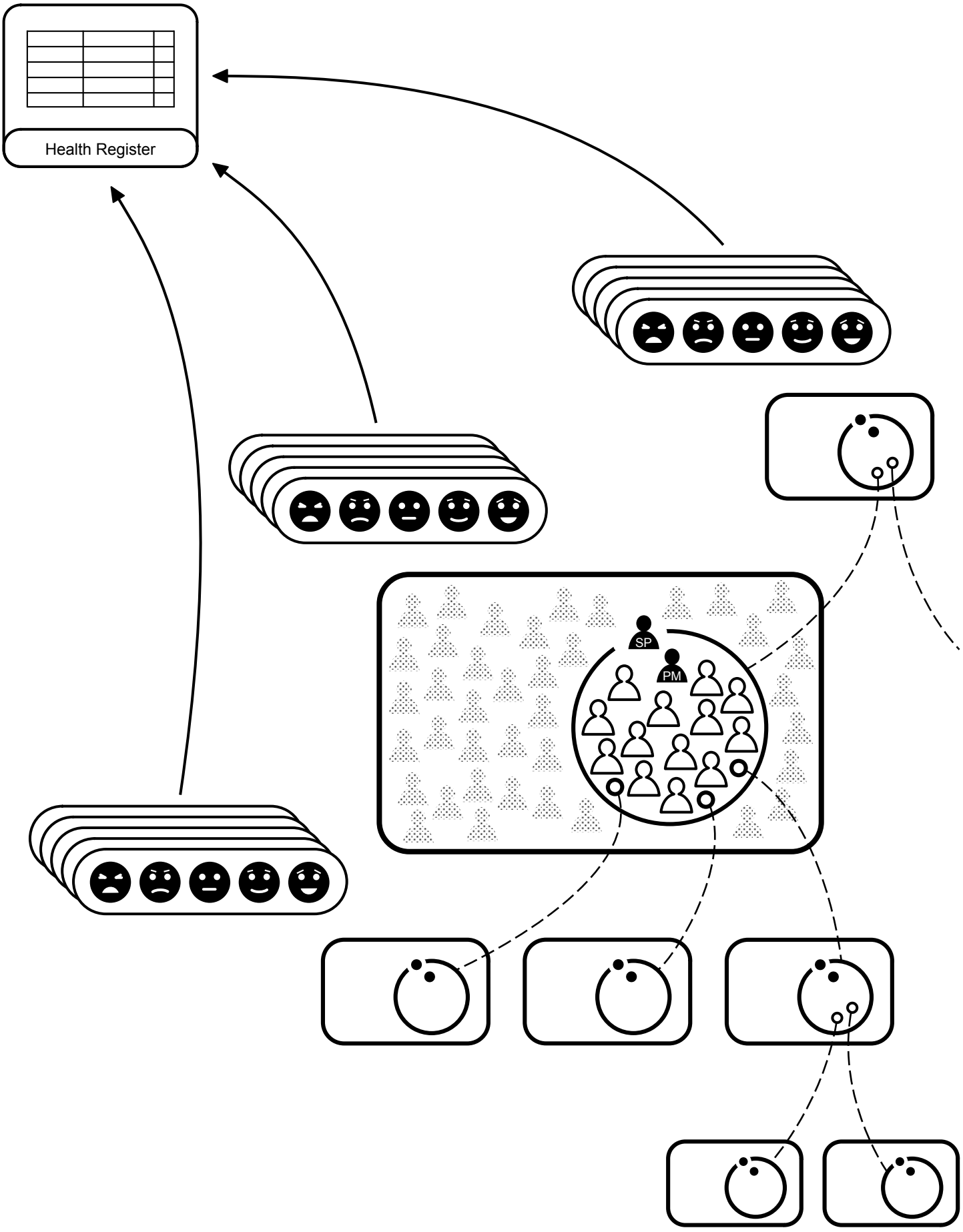

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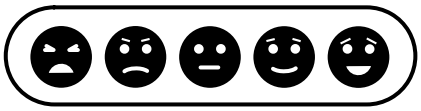
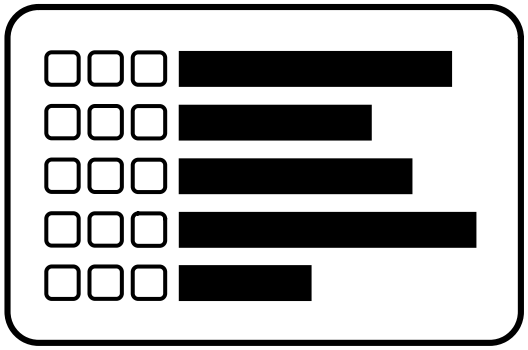
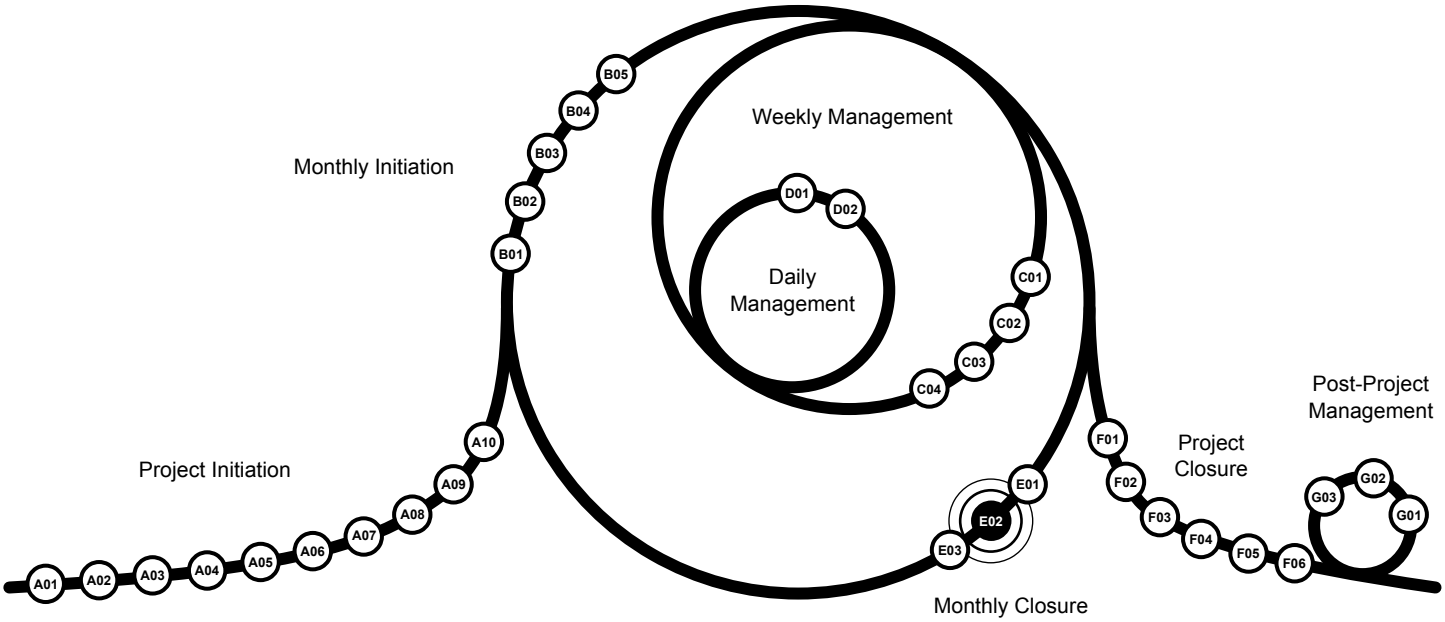
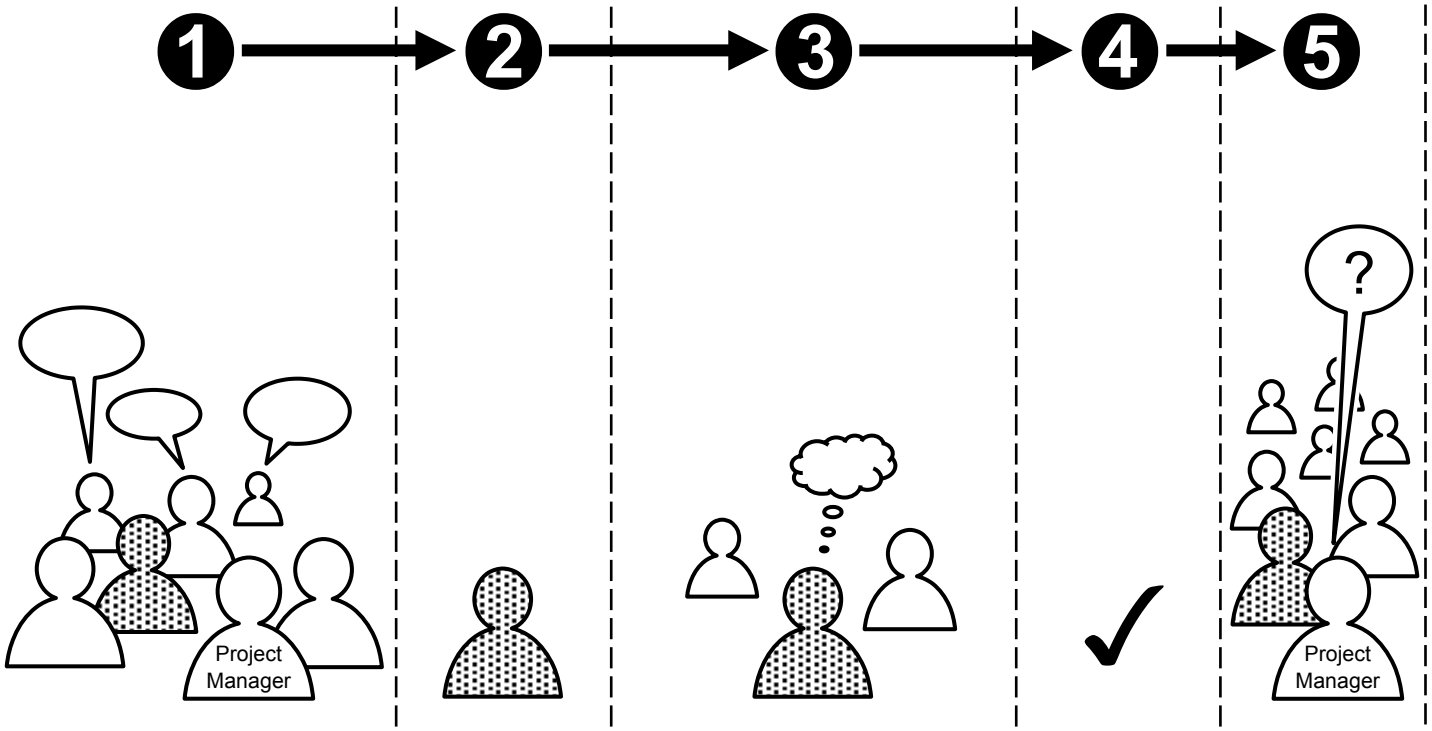







# E02 - Capture lessons and plan for improvements



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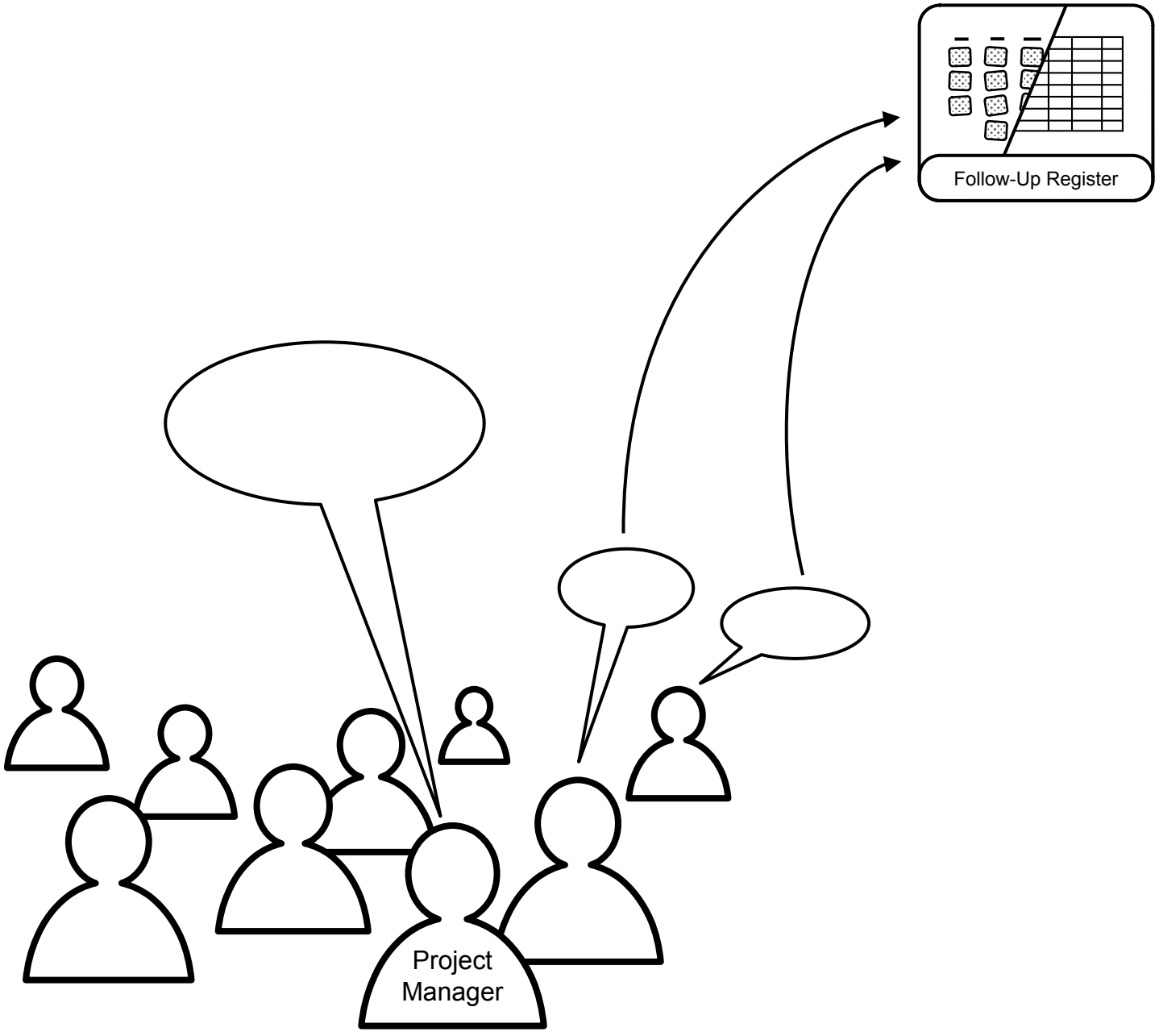
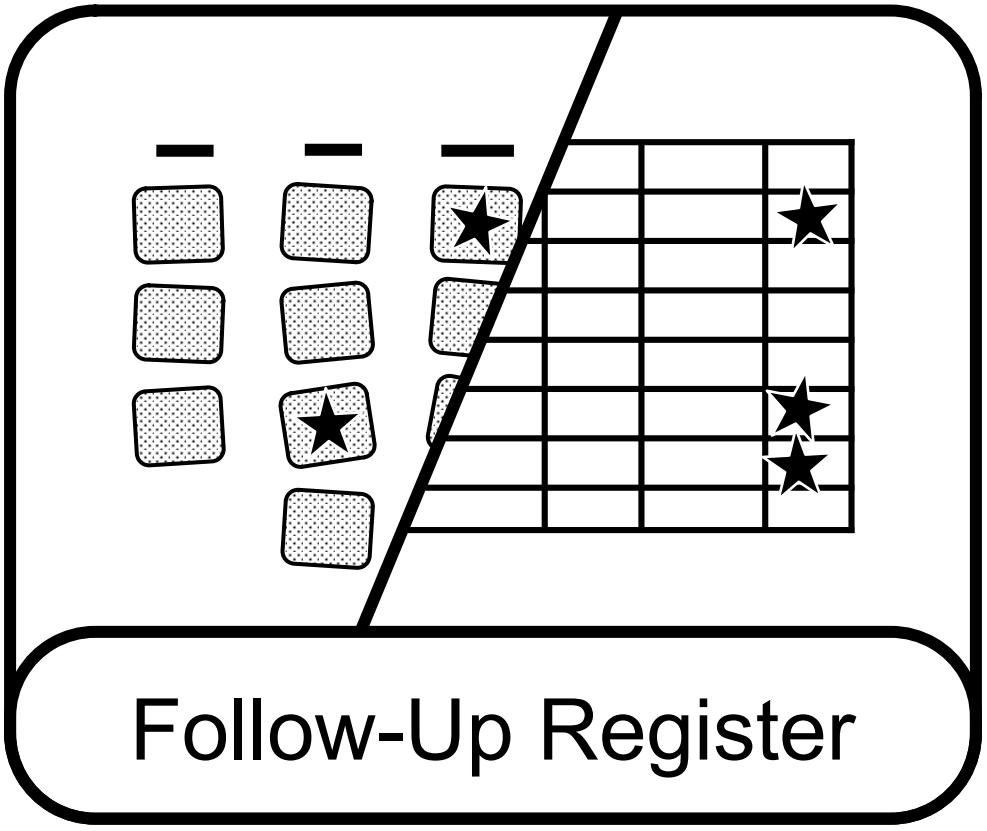
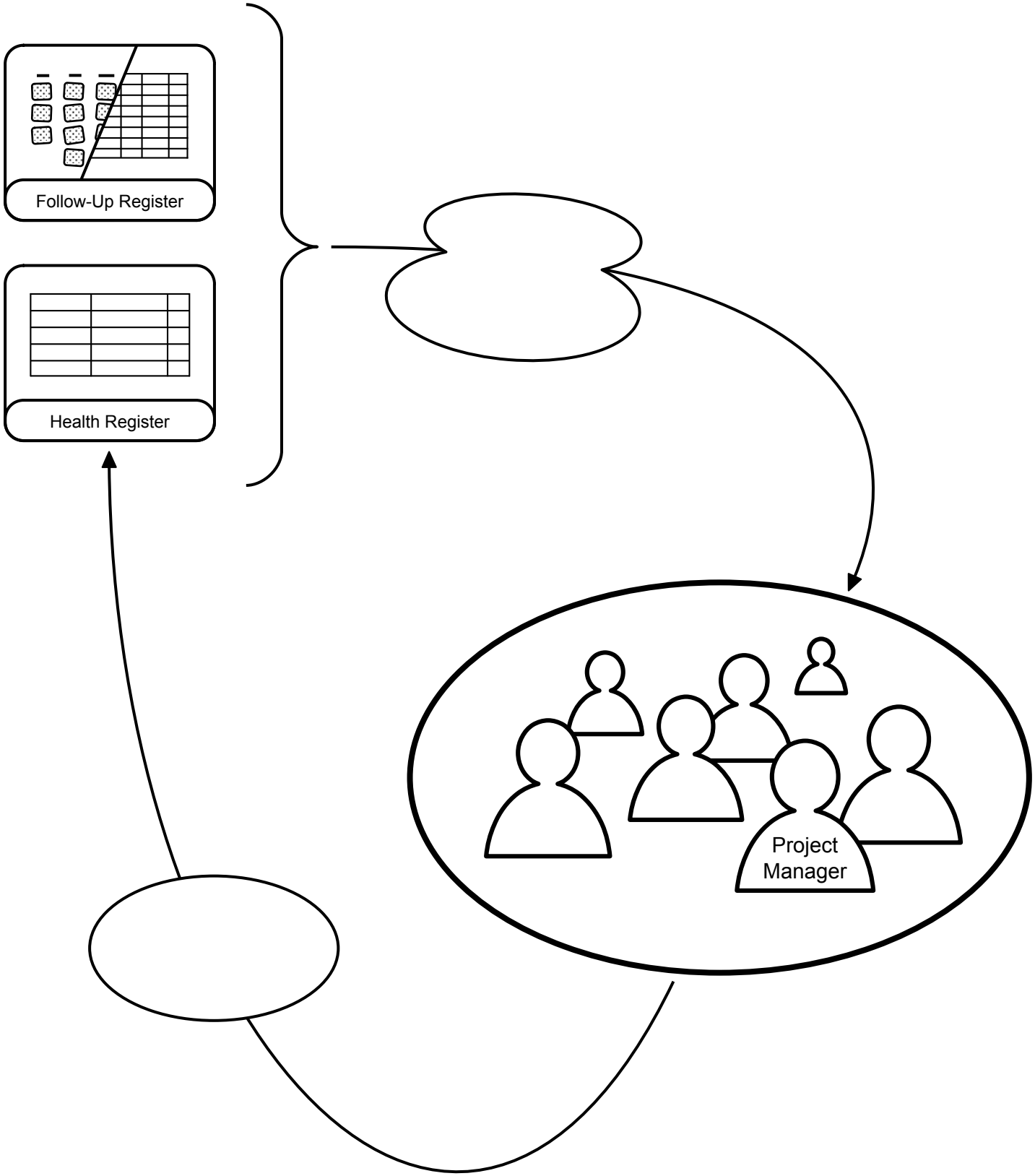
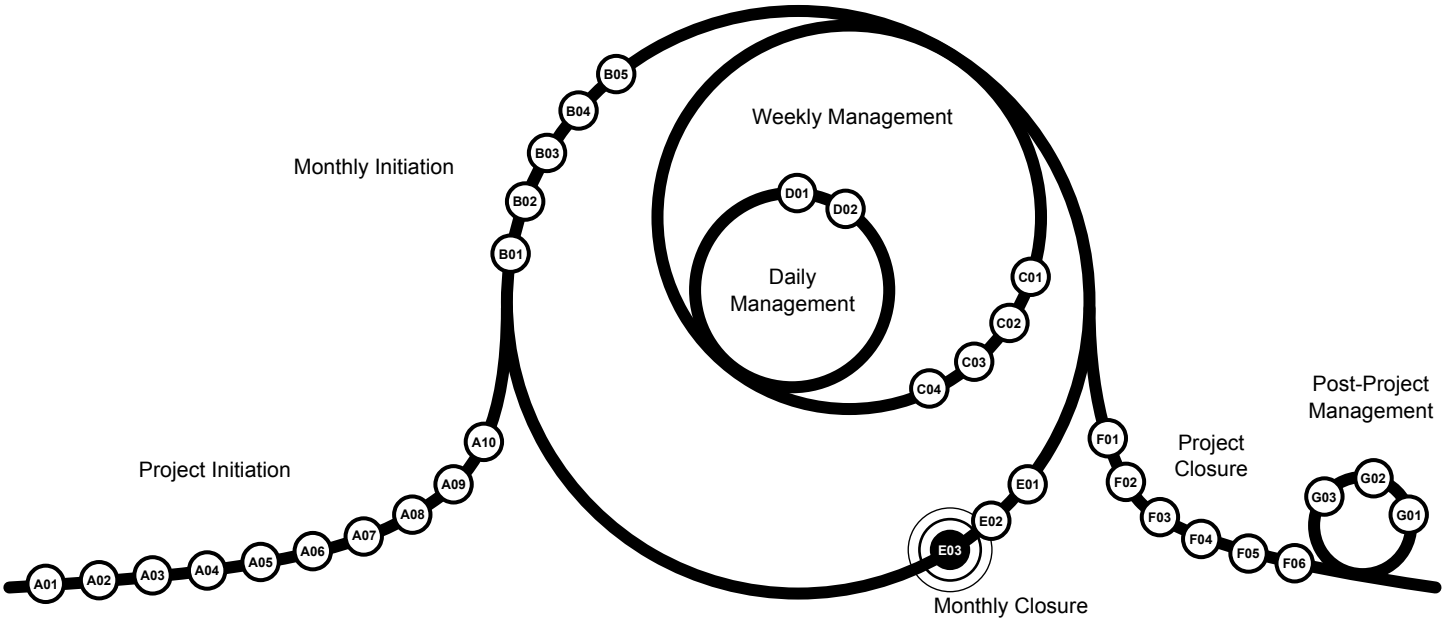



Follow-Up Register

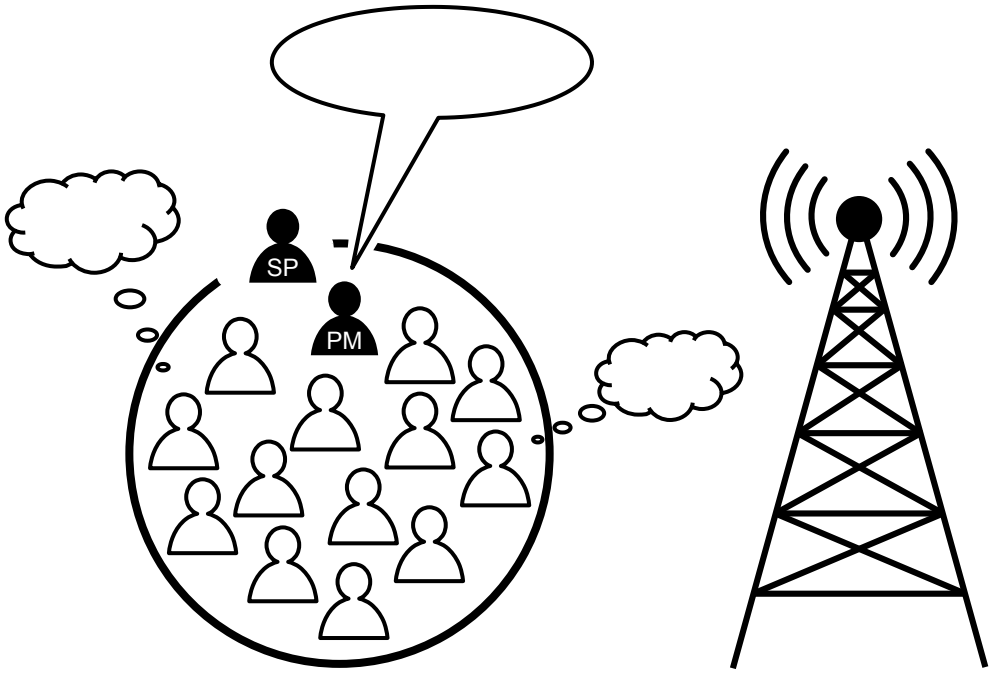
# E02 - Capture lessons and plan for improvements






# E03 - Conduct a focused communication

- Message: ----------
- Audience: ----------

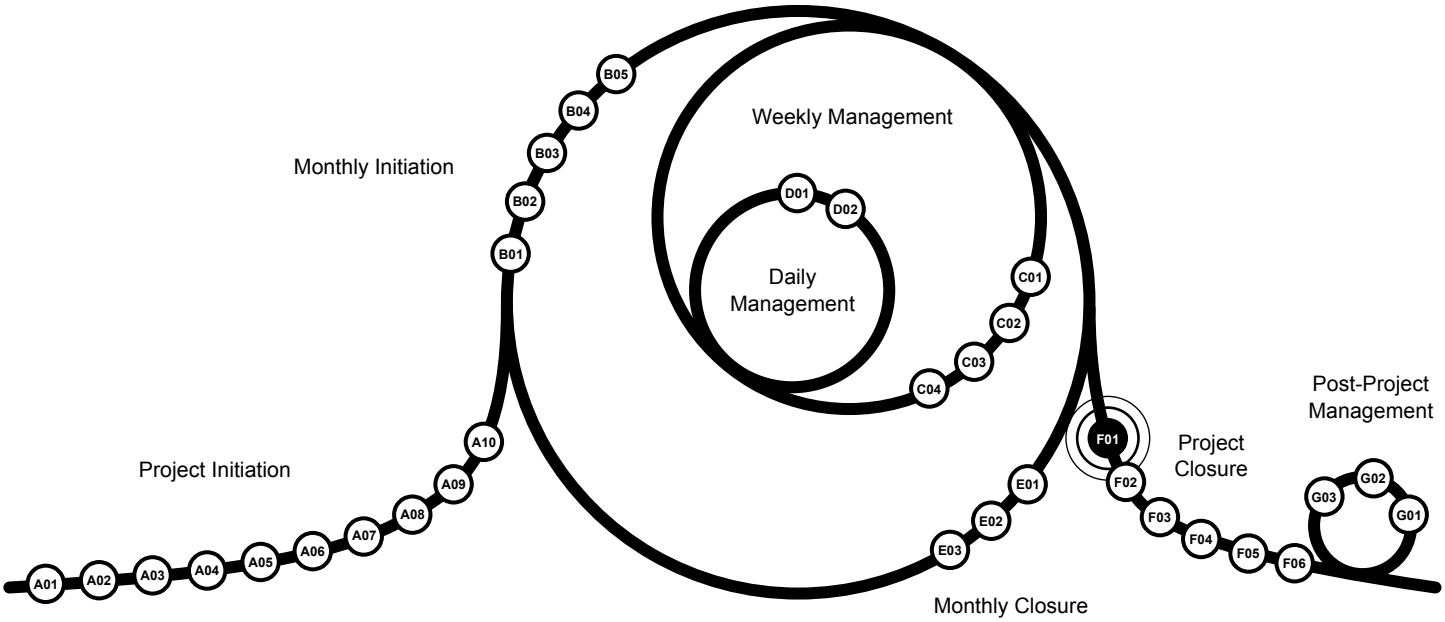


Part 2

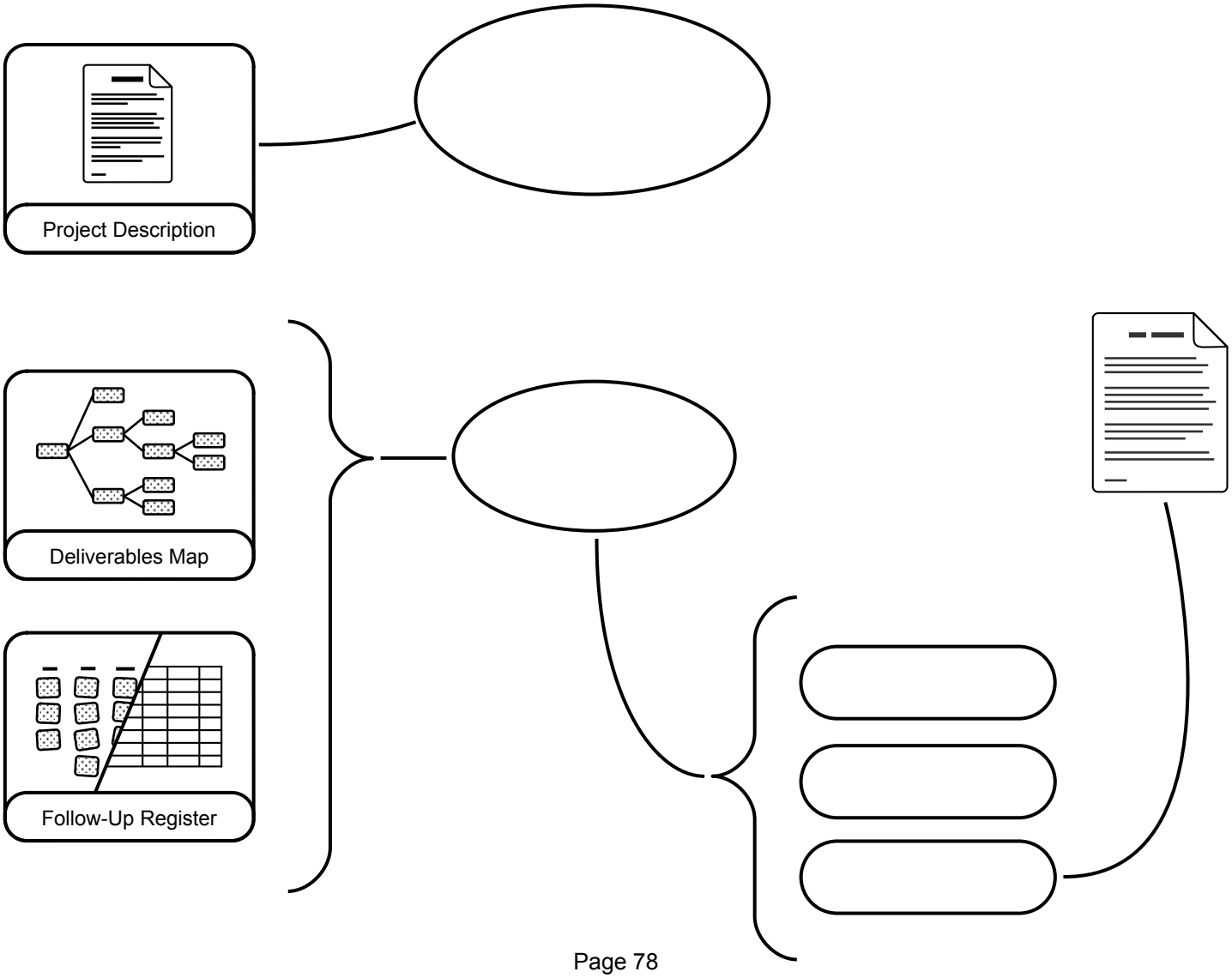
# *Full review*

Ⓕ

Project Closure




# F01 - Hand over the product



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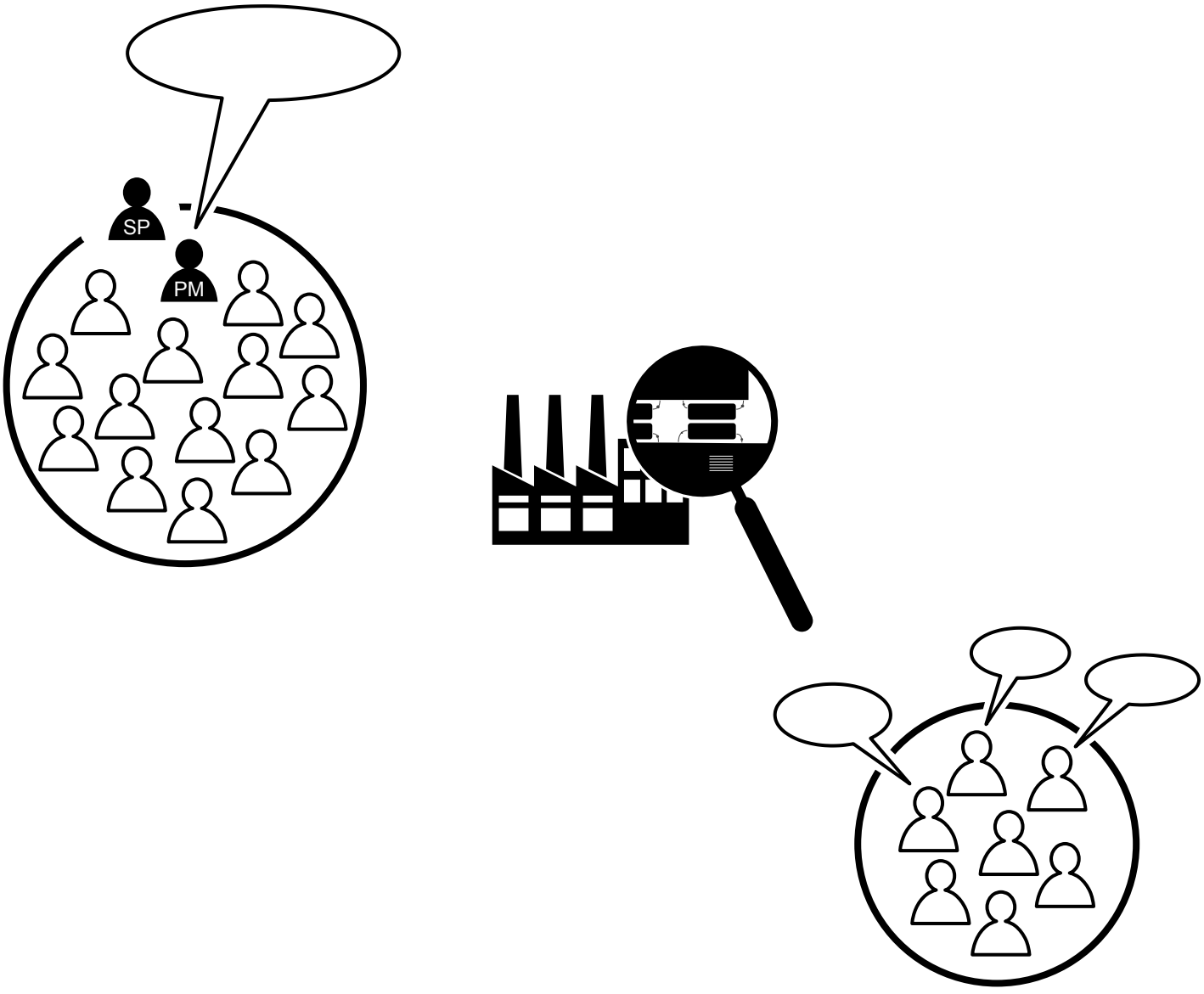
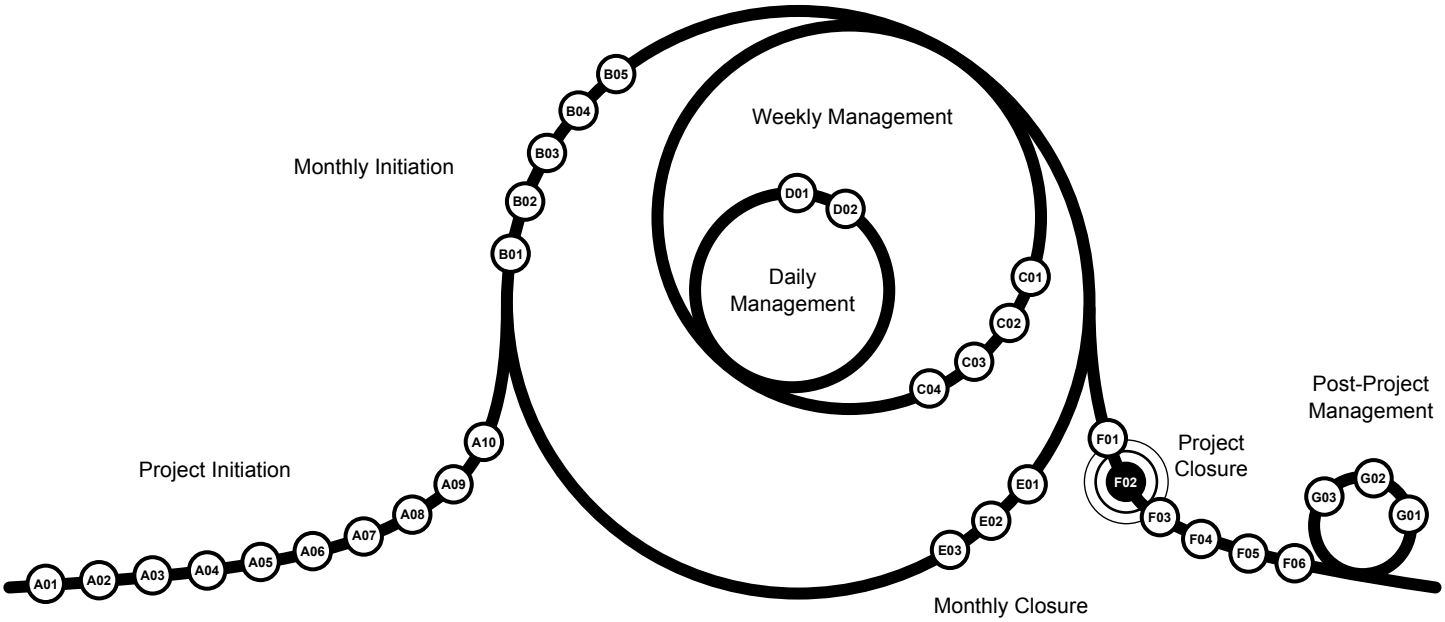
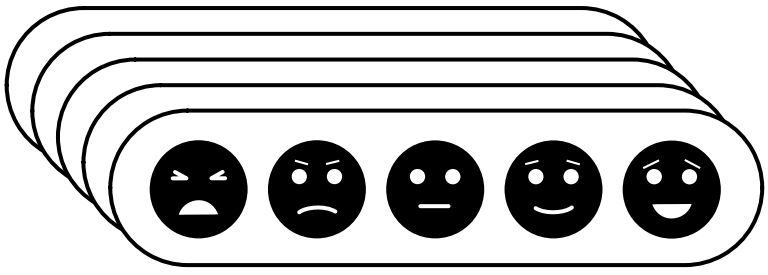
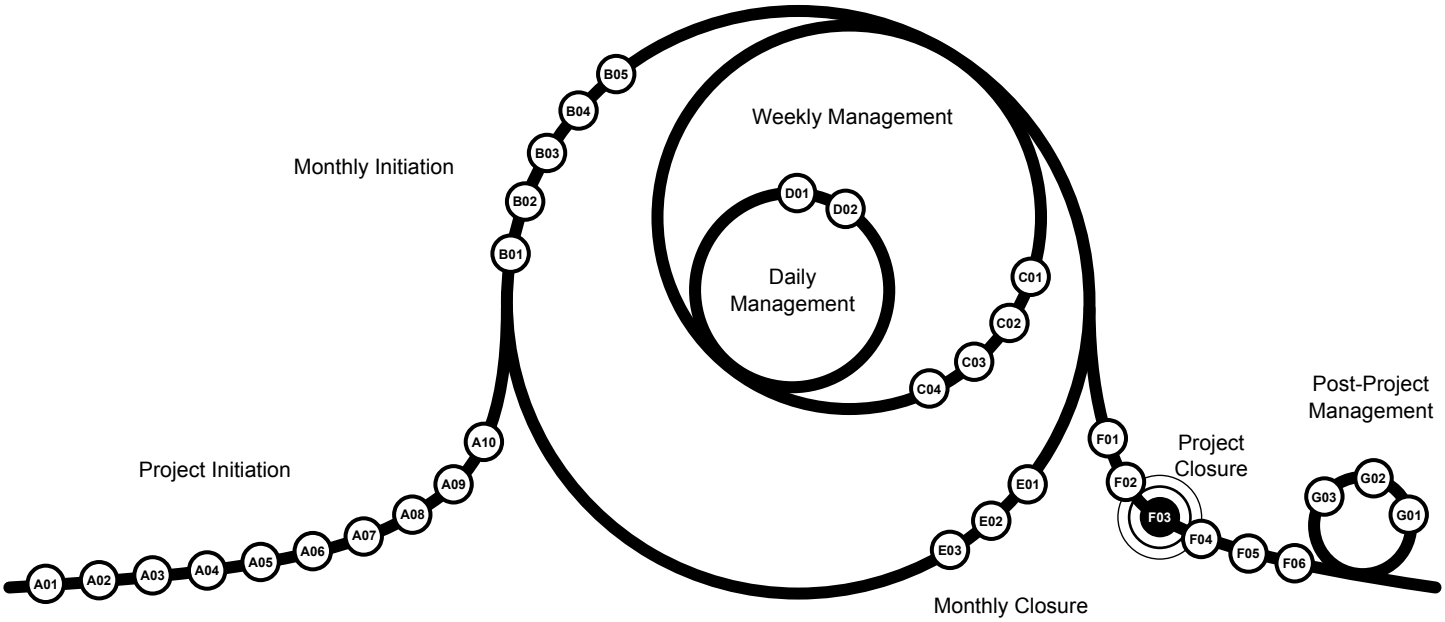


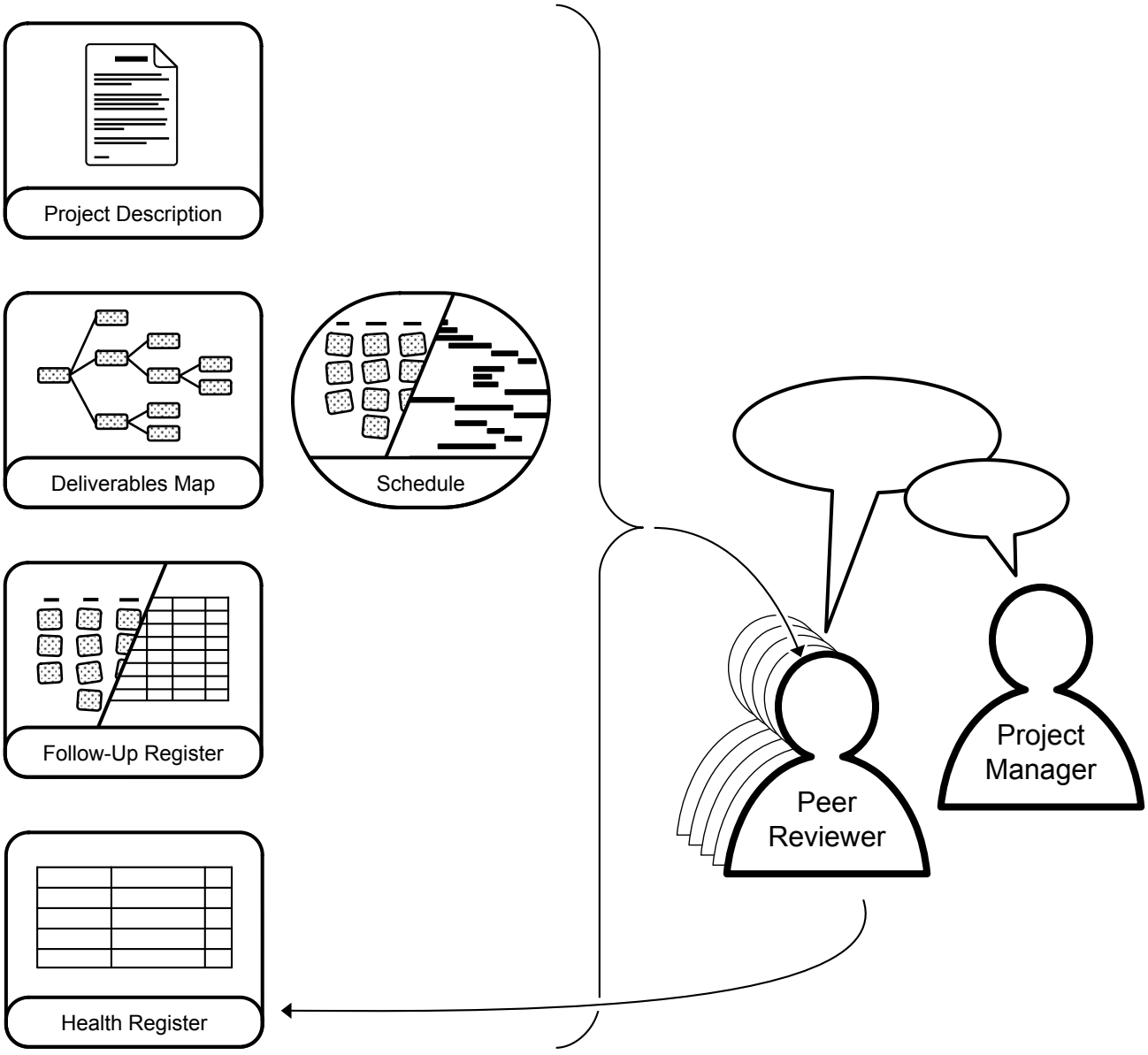


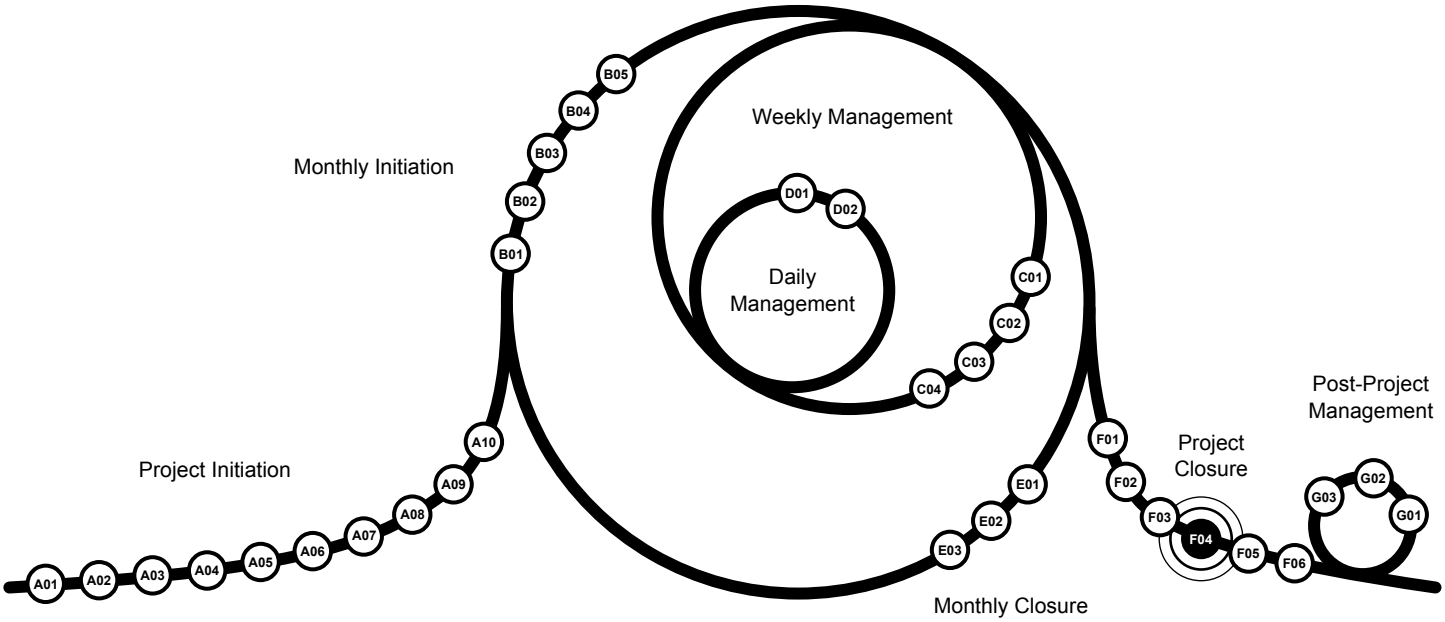

# F02 - Evaluate stakeholder satisfaction



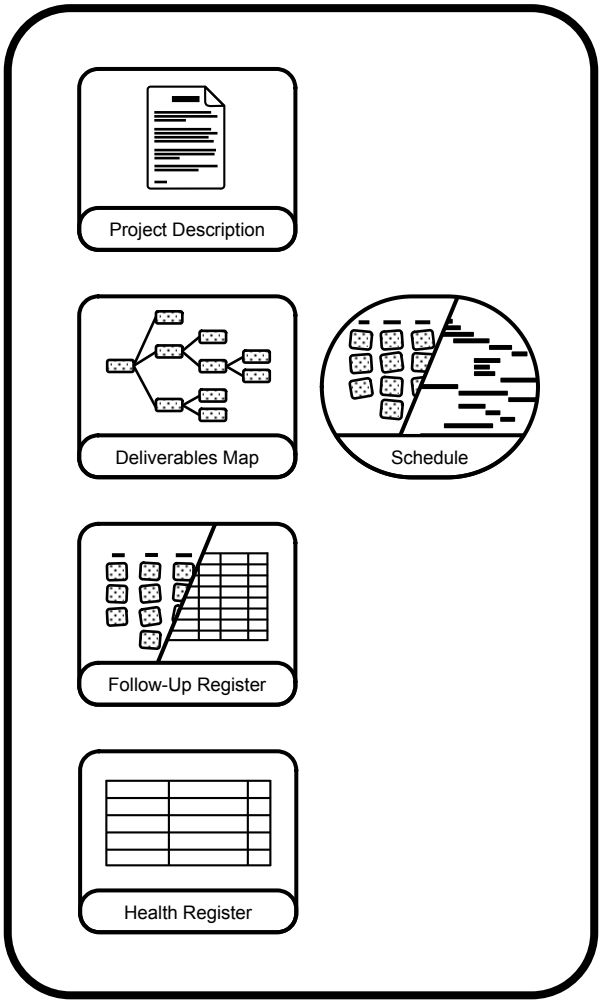


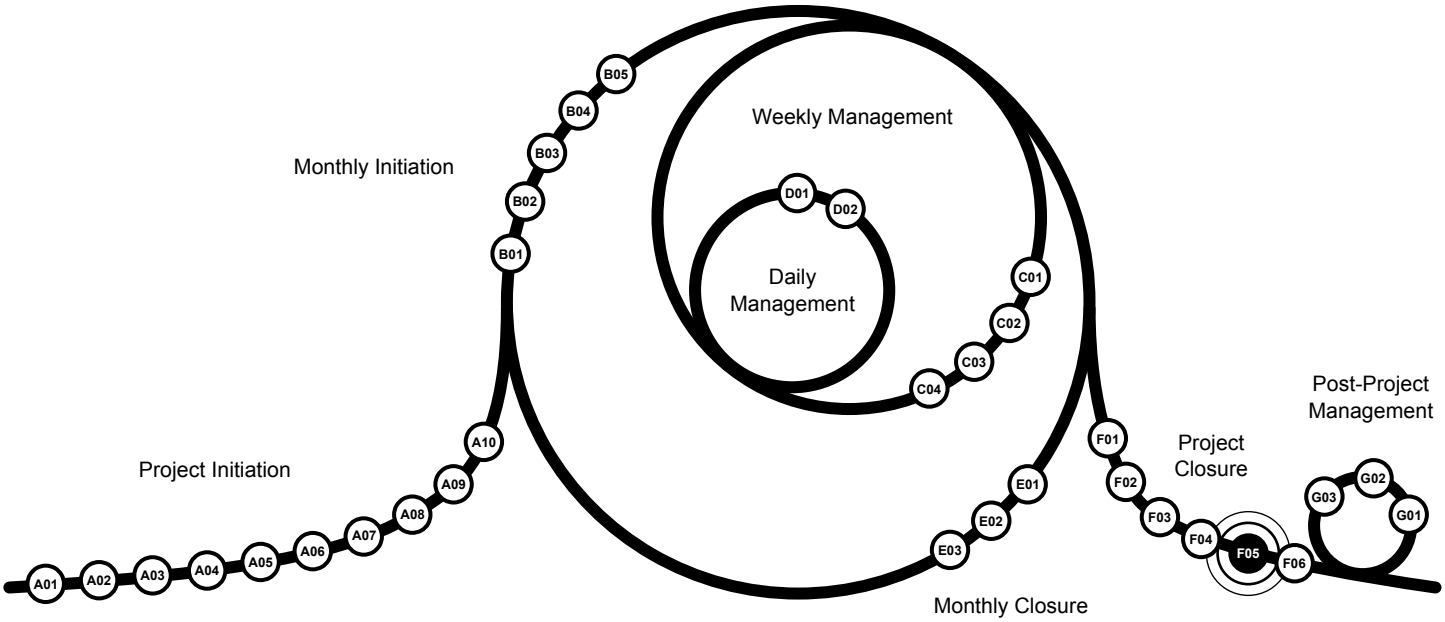

# F03 - Have the closing activity group peer-reviewed



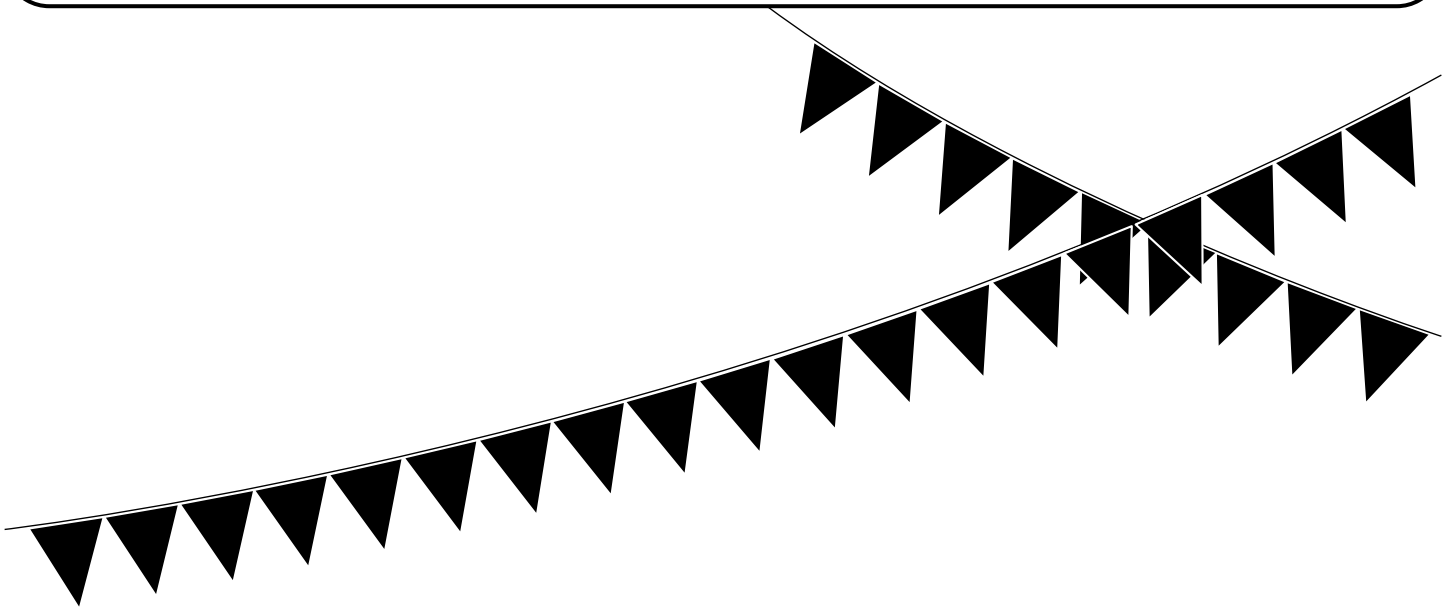


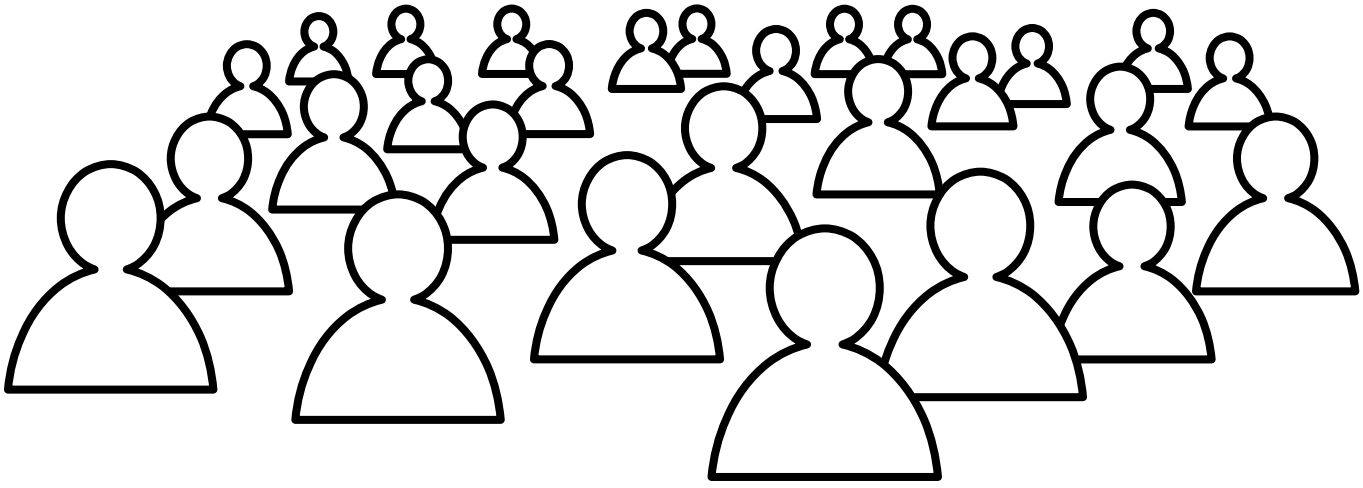

# F04 - Archive the project documents

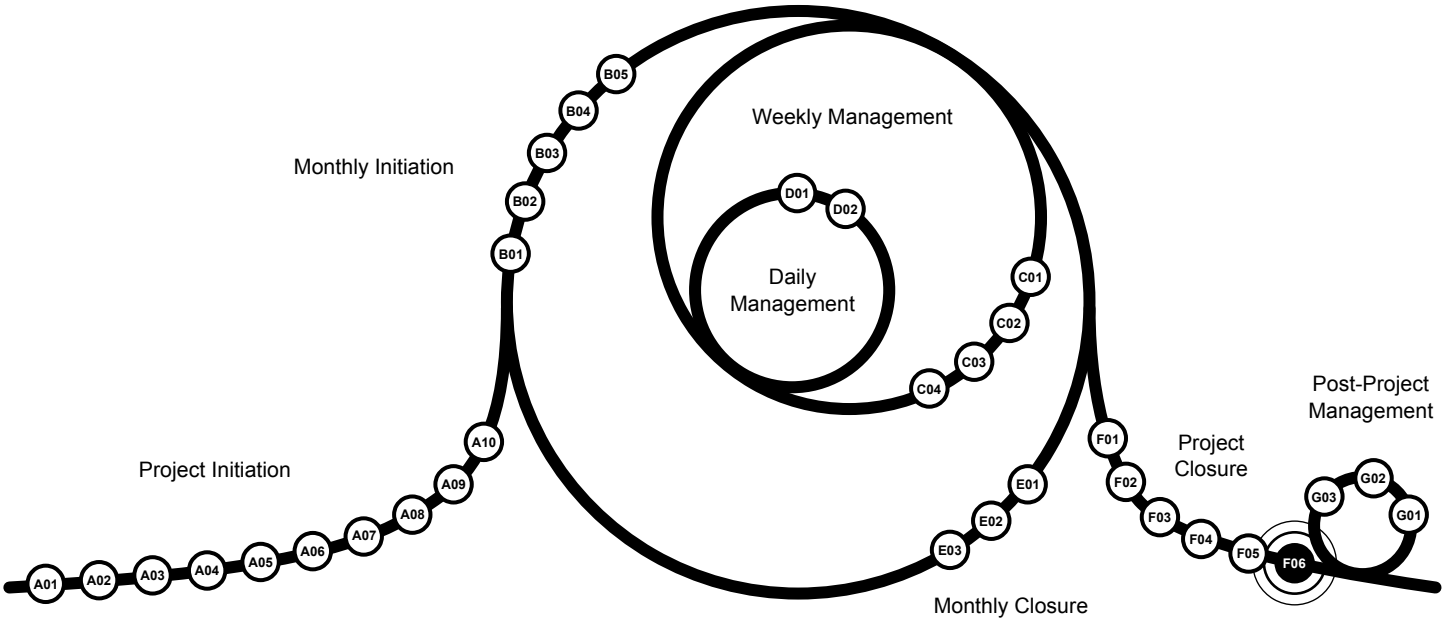




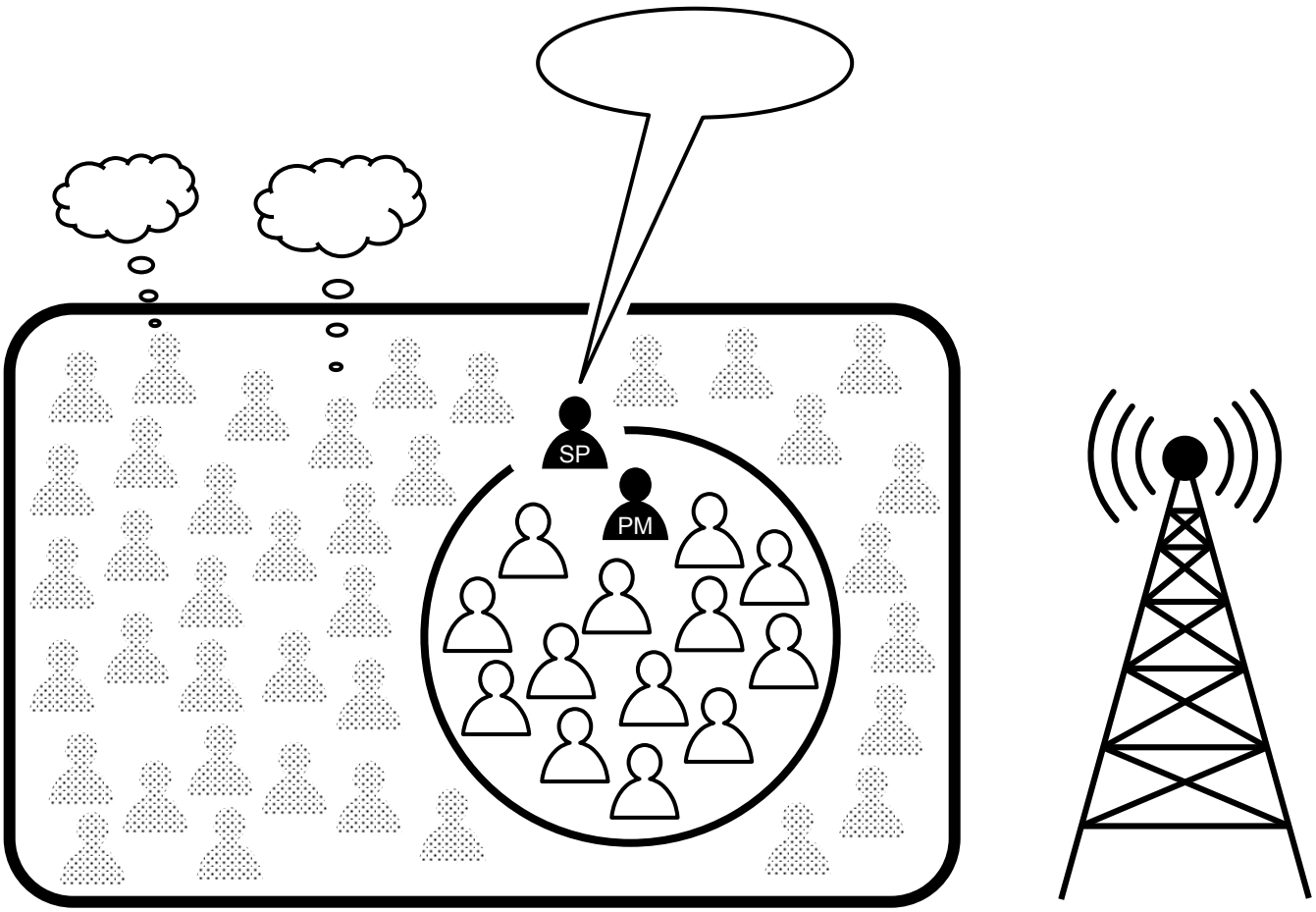

# F05 - Celebrate!







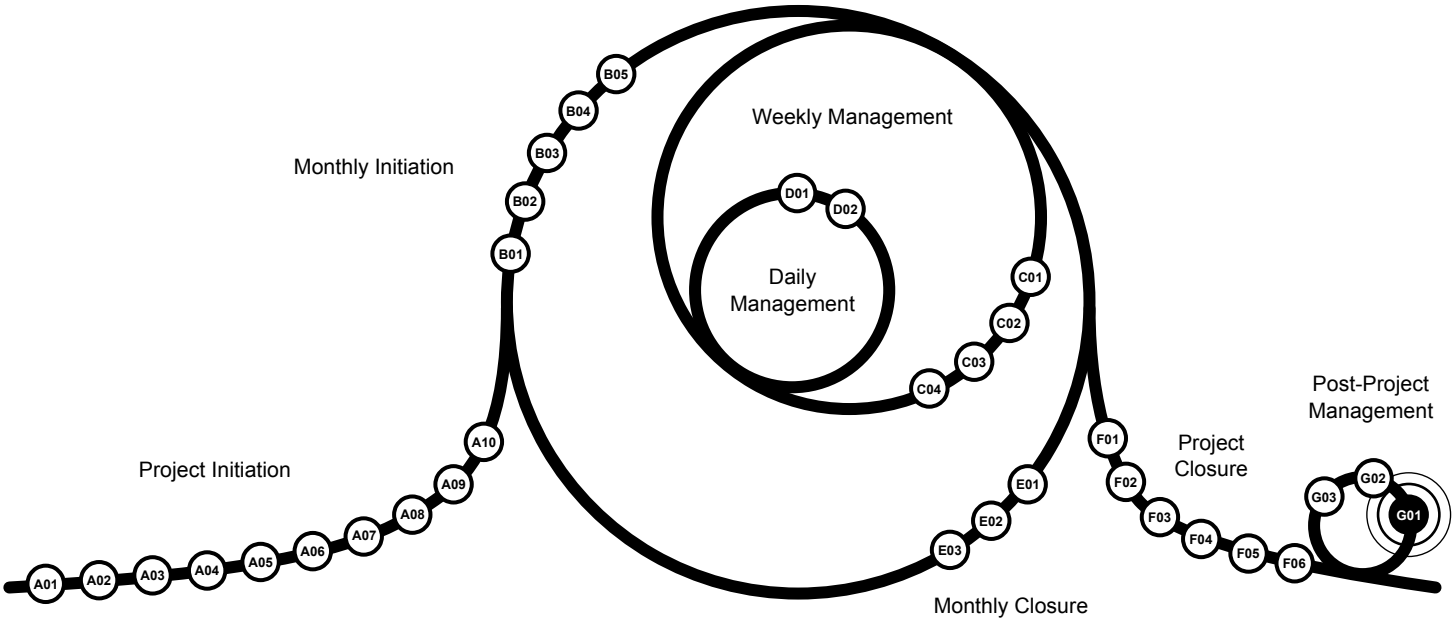

# F06 - Conduct a focused communication



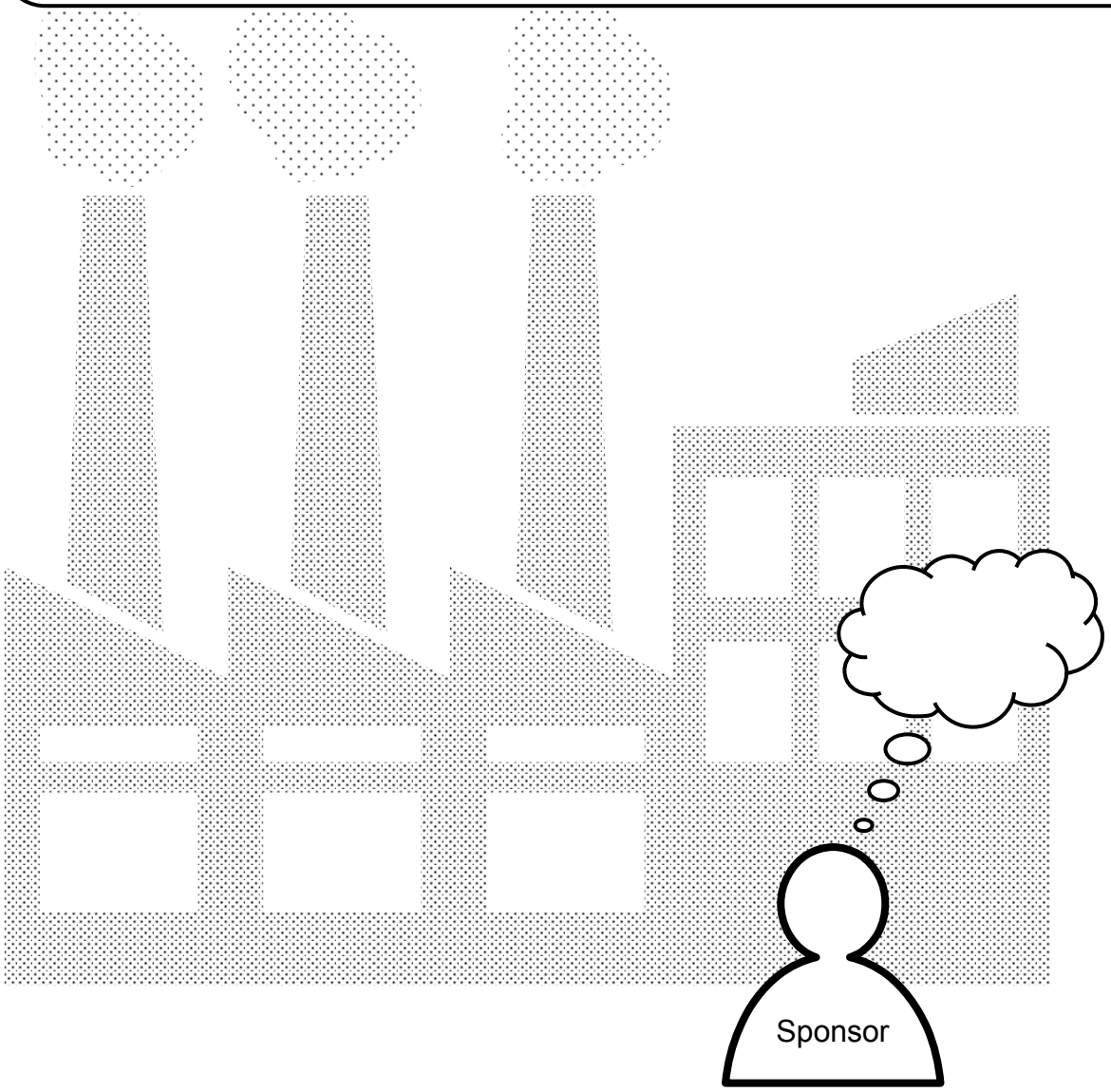
Part 2

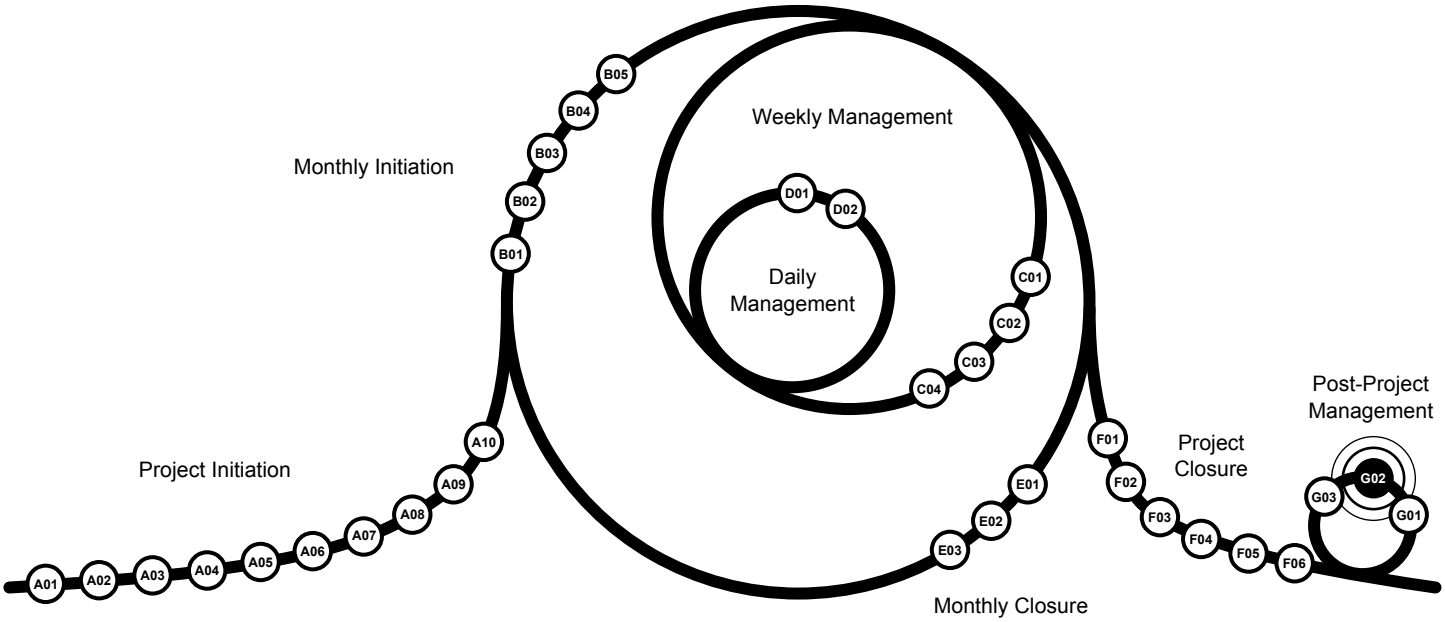
# *Full review*

Post-Project Management

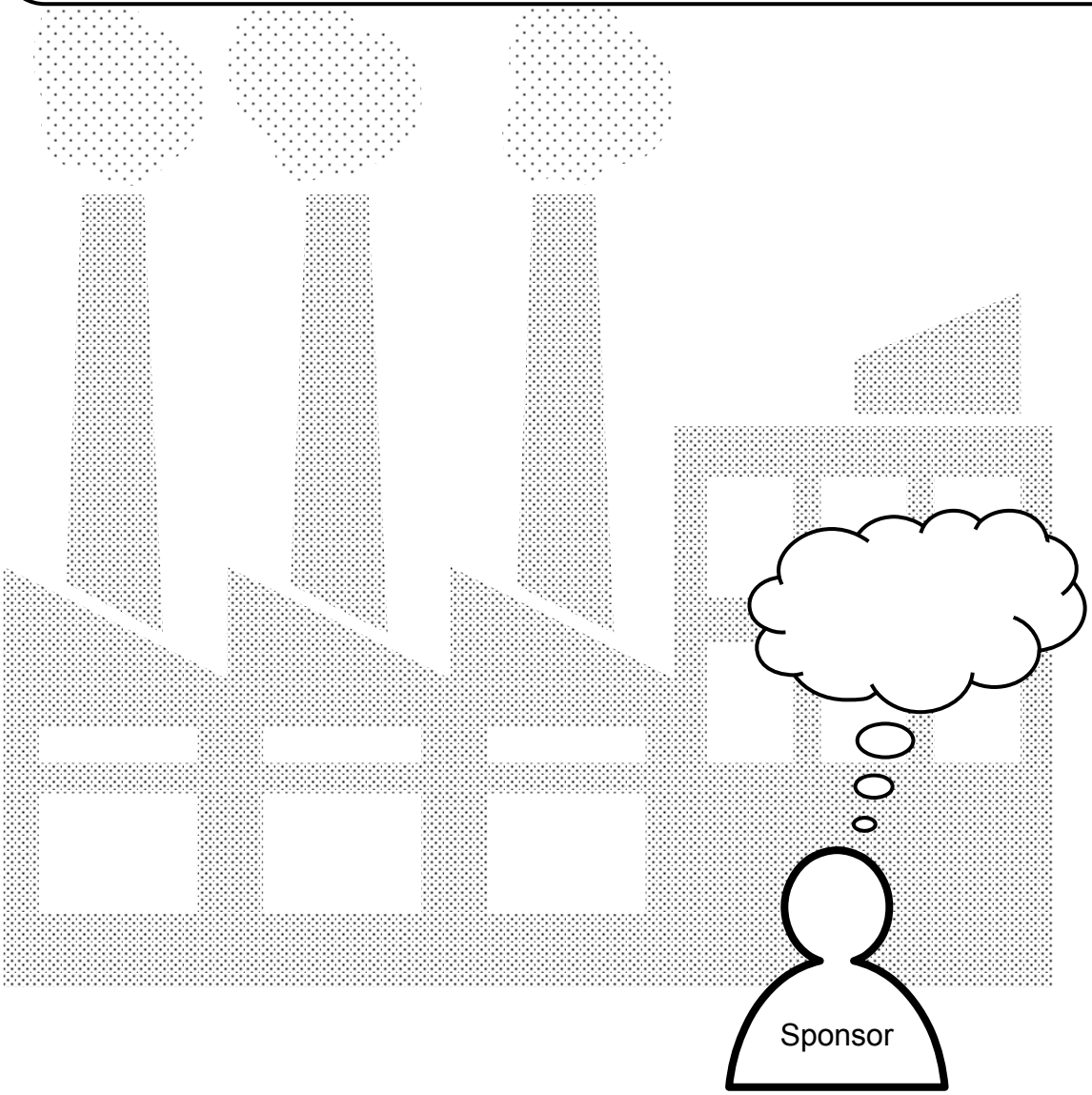



# G01 - Evaluate the benefits






# G02 - Generate new ideas



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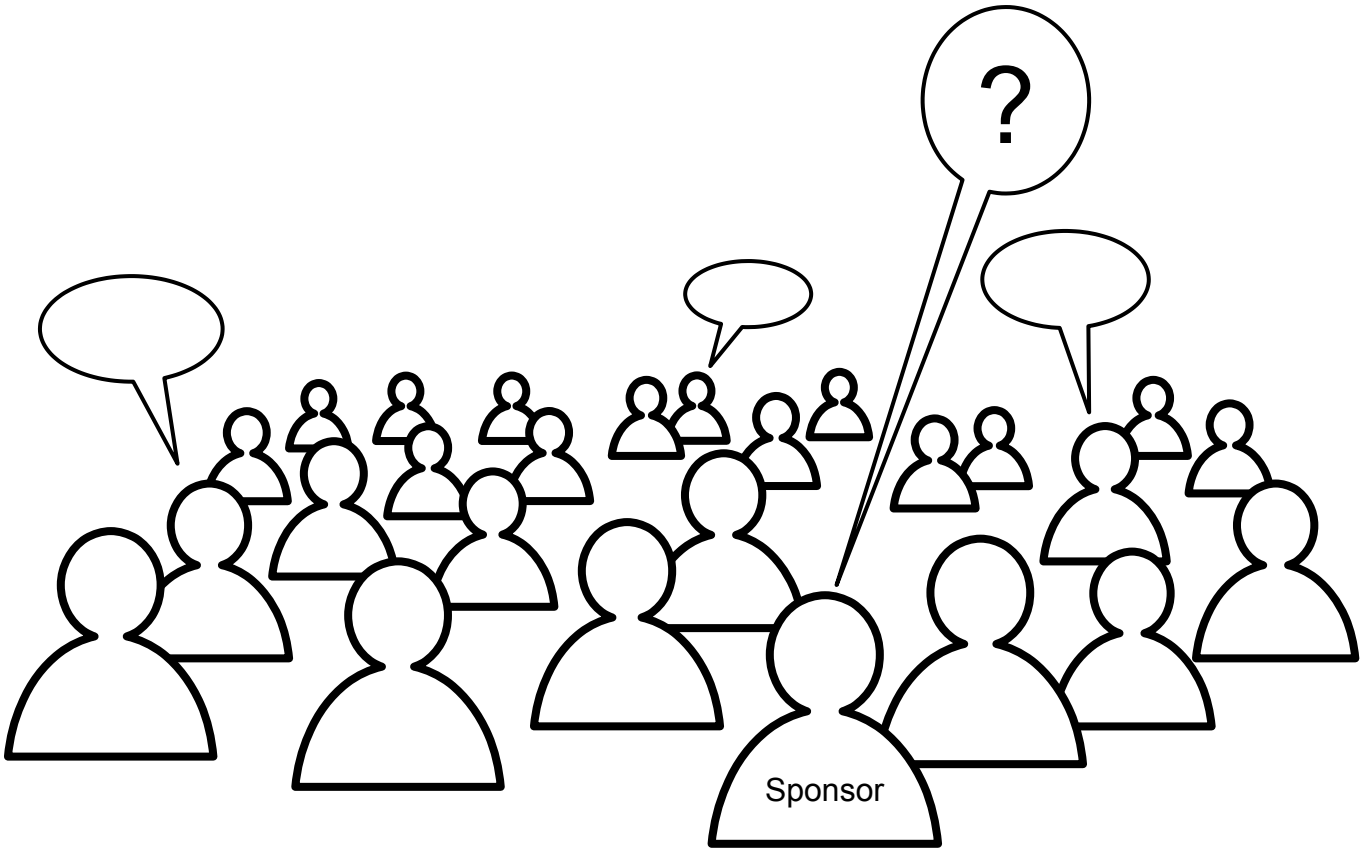
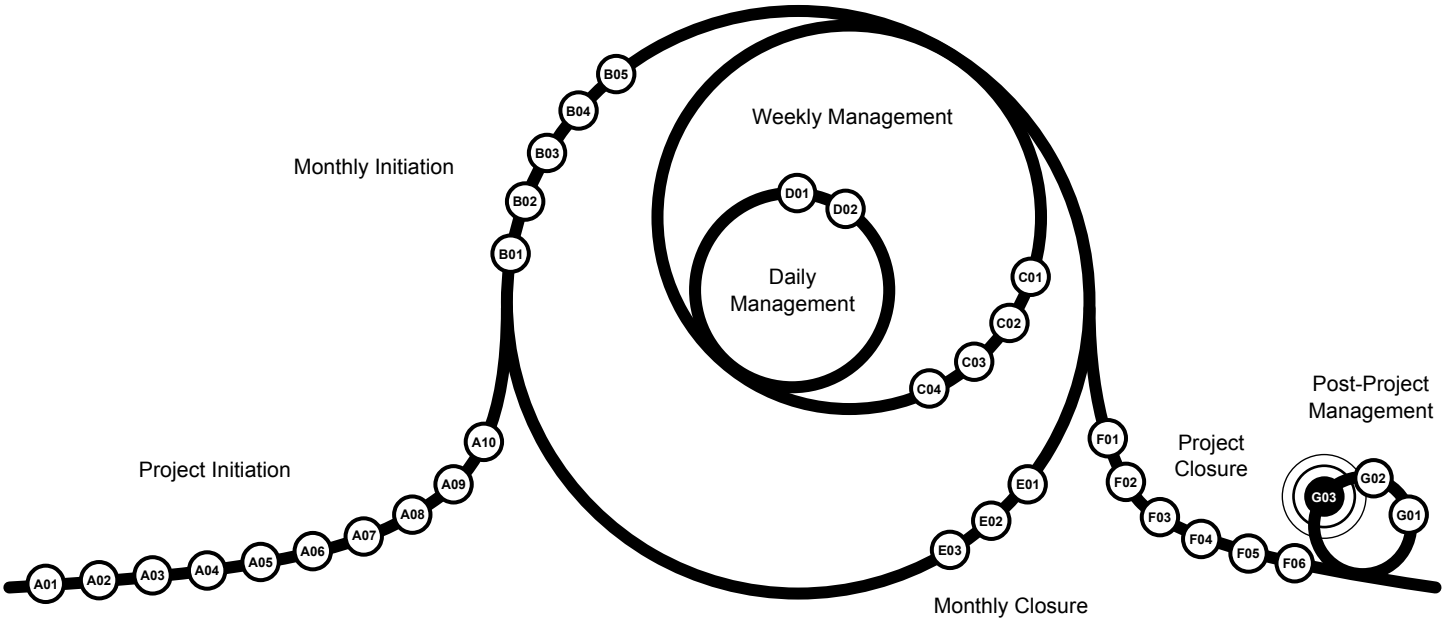
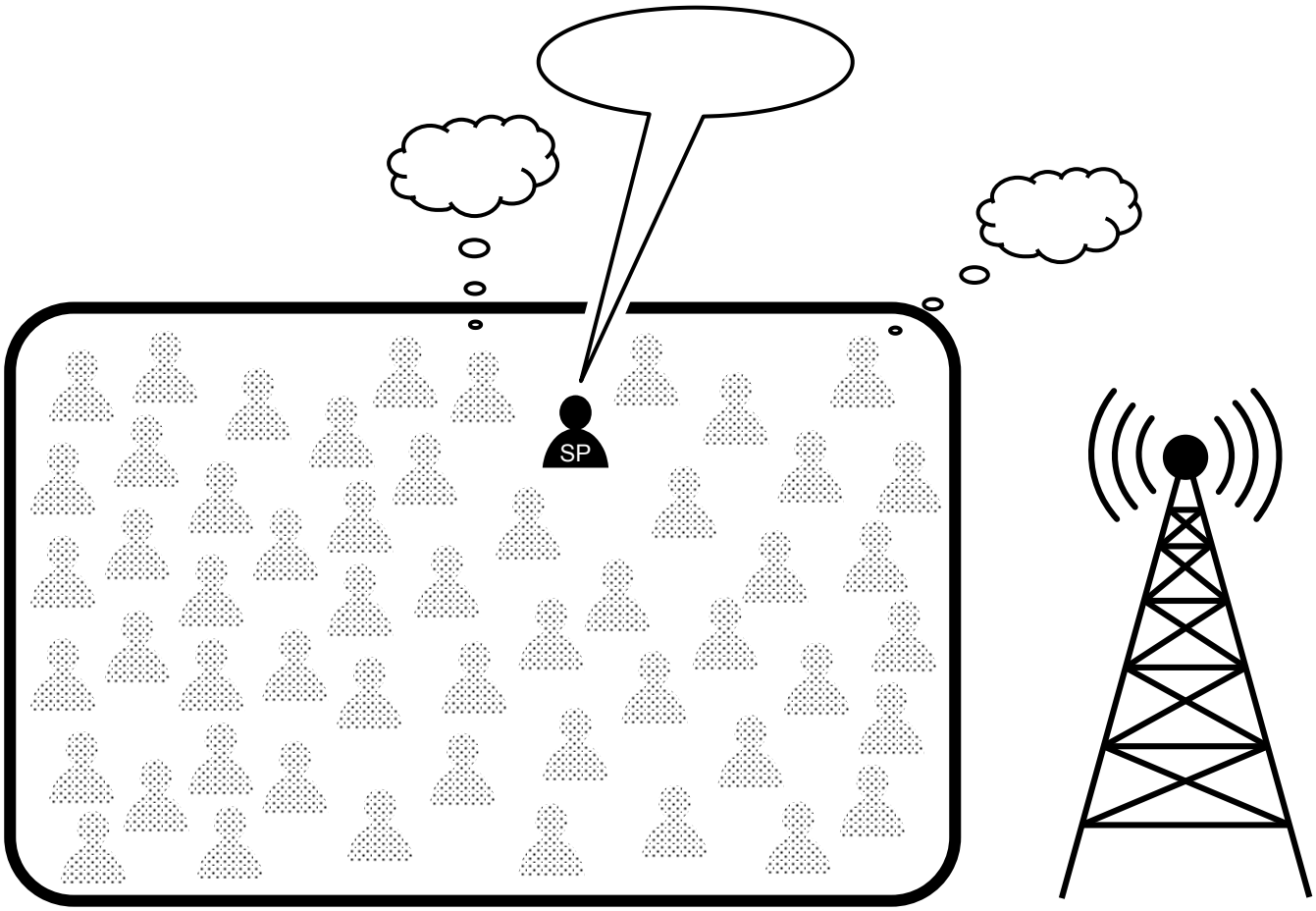





# G03 - Conduct a focused communication

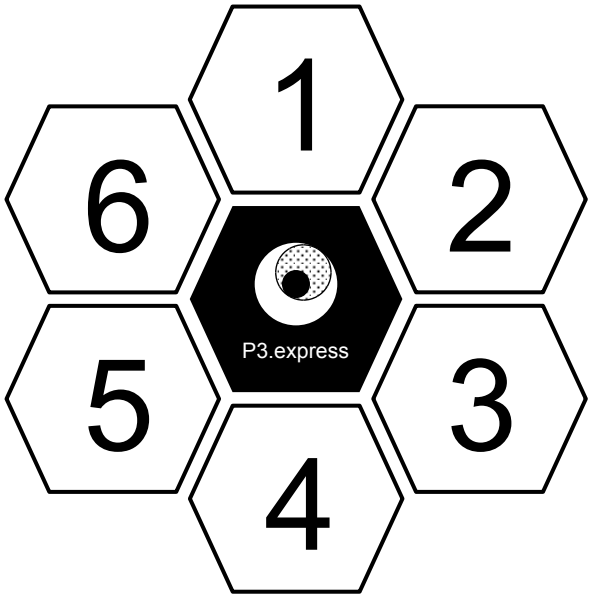


Part 3

# *NUPP*

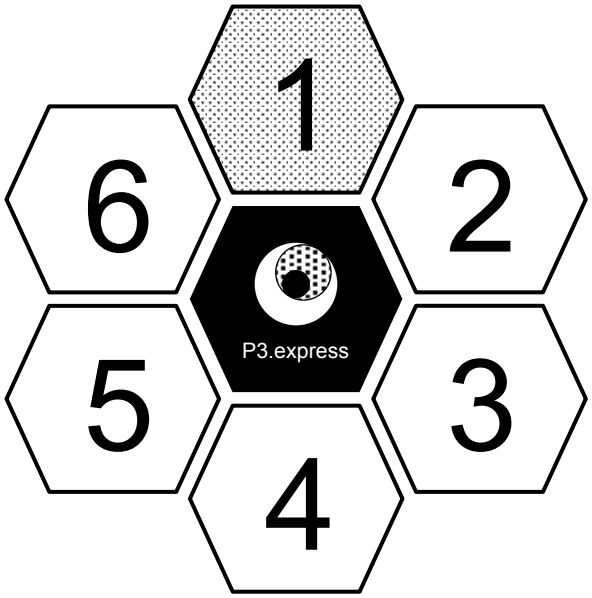
# NUPP

Nearly Universal Principles of Projects



# NUPP

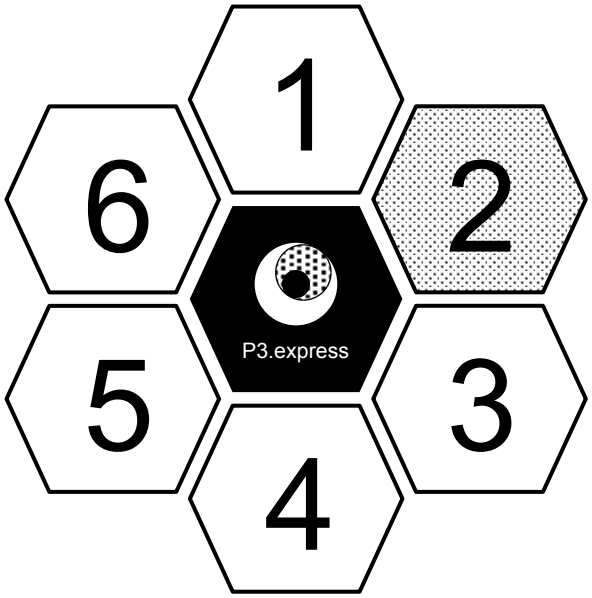
Nearly Universal Principles of Projects




NUP1 - Prefer results and the truth to affiliations

# NUPP

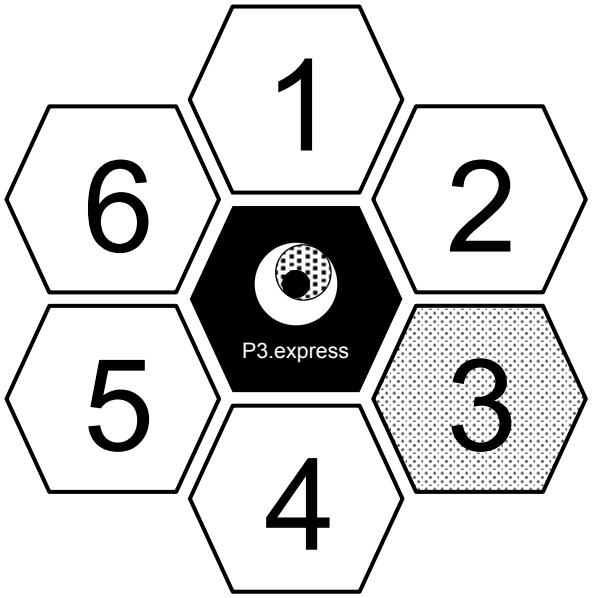
Nearly Universal Principles of Projects




NUP2 - Preserve and optimize energy and resources

# NUPP

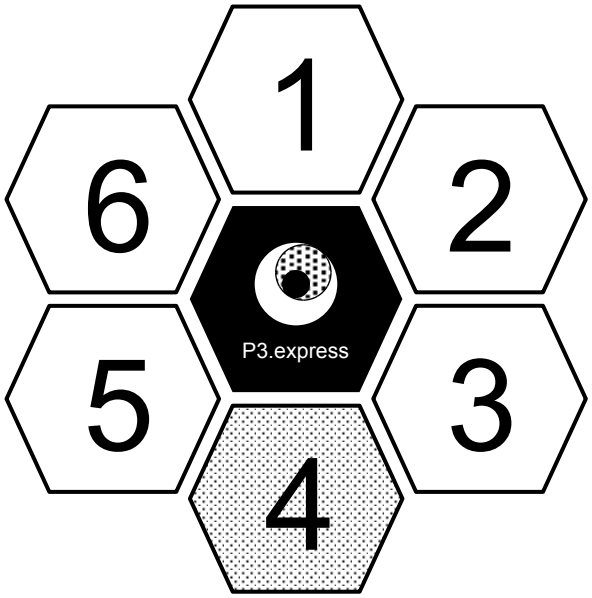
Nearly Universal Principles of Projects




NUP3 - Always be proactive

# NUPP

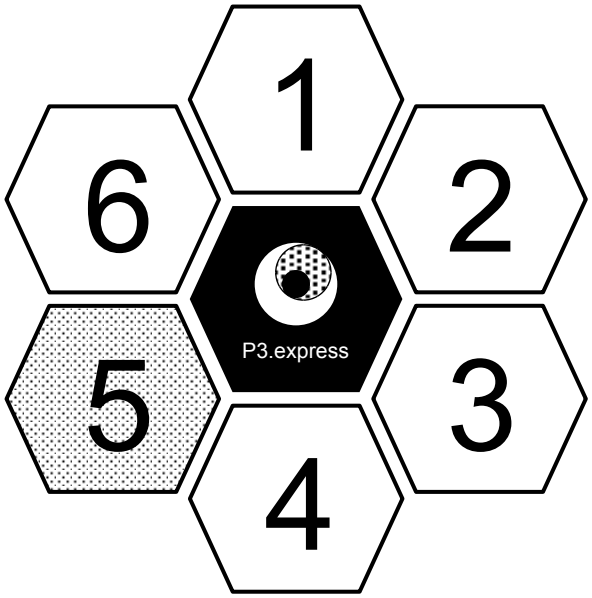
Nearly Universal Principles of Projects




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

# NUPP

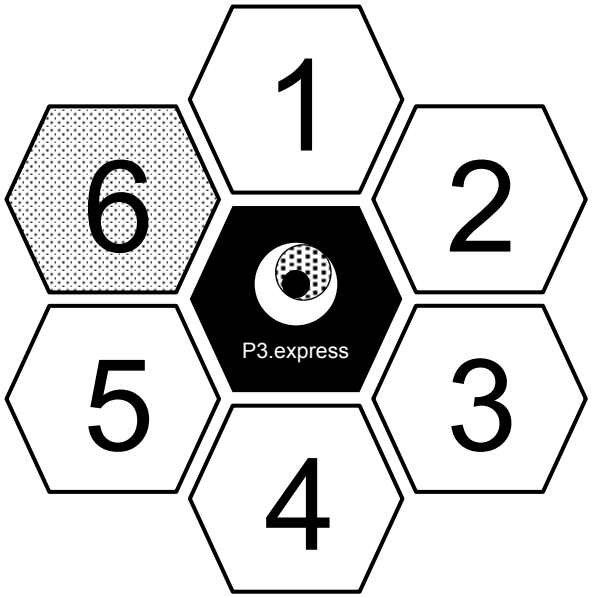
Nearly Universal Principles of Projects




NUP5 - Don’t do anything without a clear purpose

# NUPP

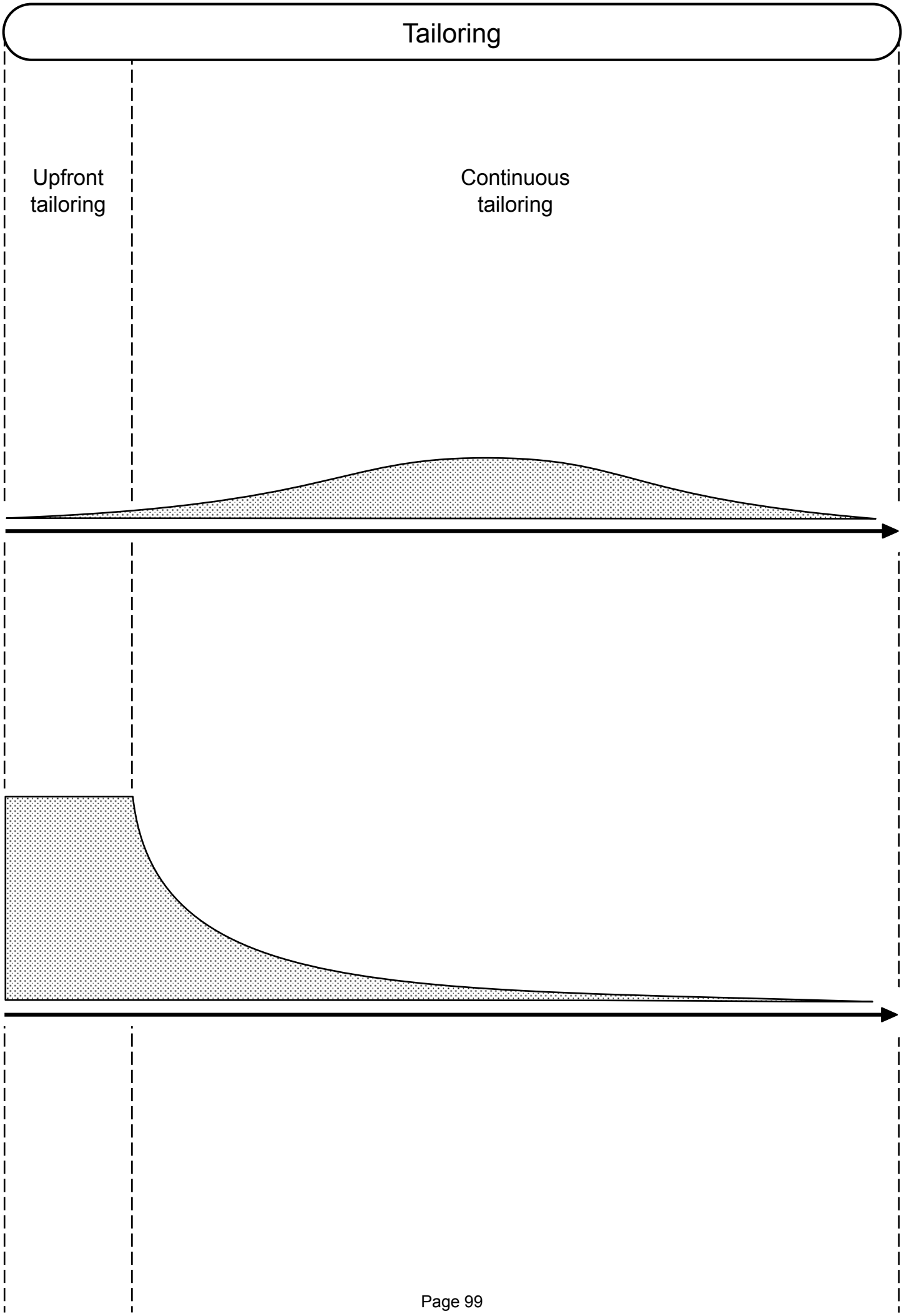
Nearly Universal Principles of Projects




## NUP6 - Use repeatable elements

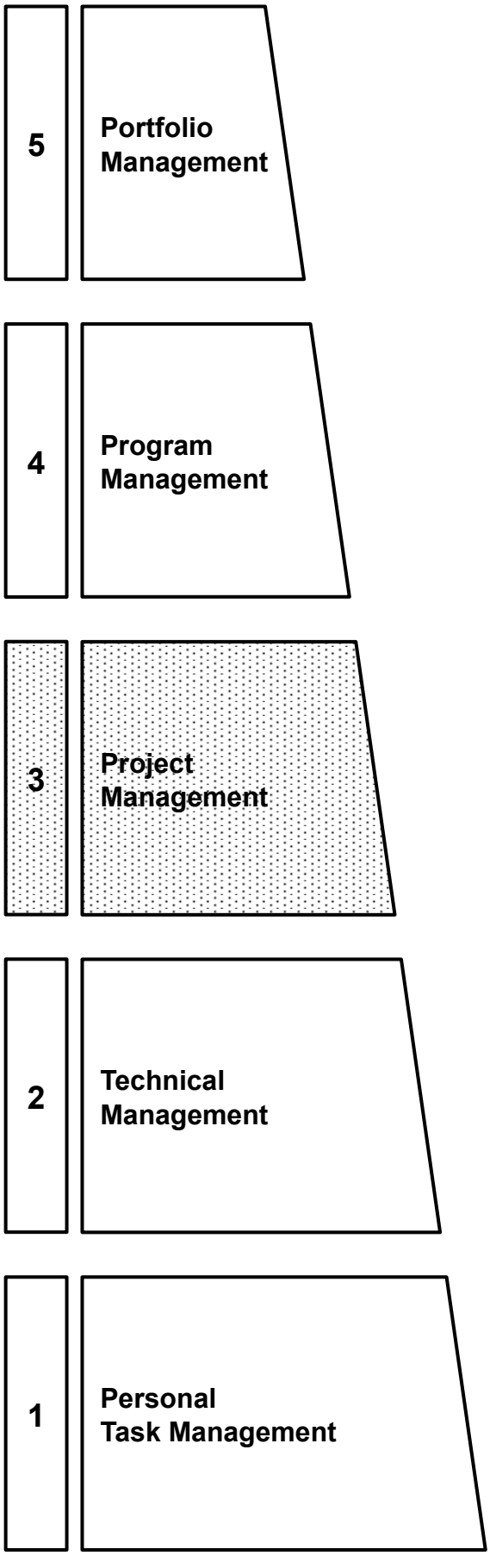
Part 4

# *Tailoring*

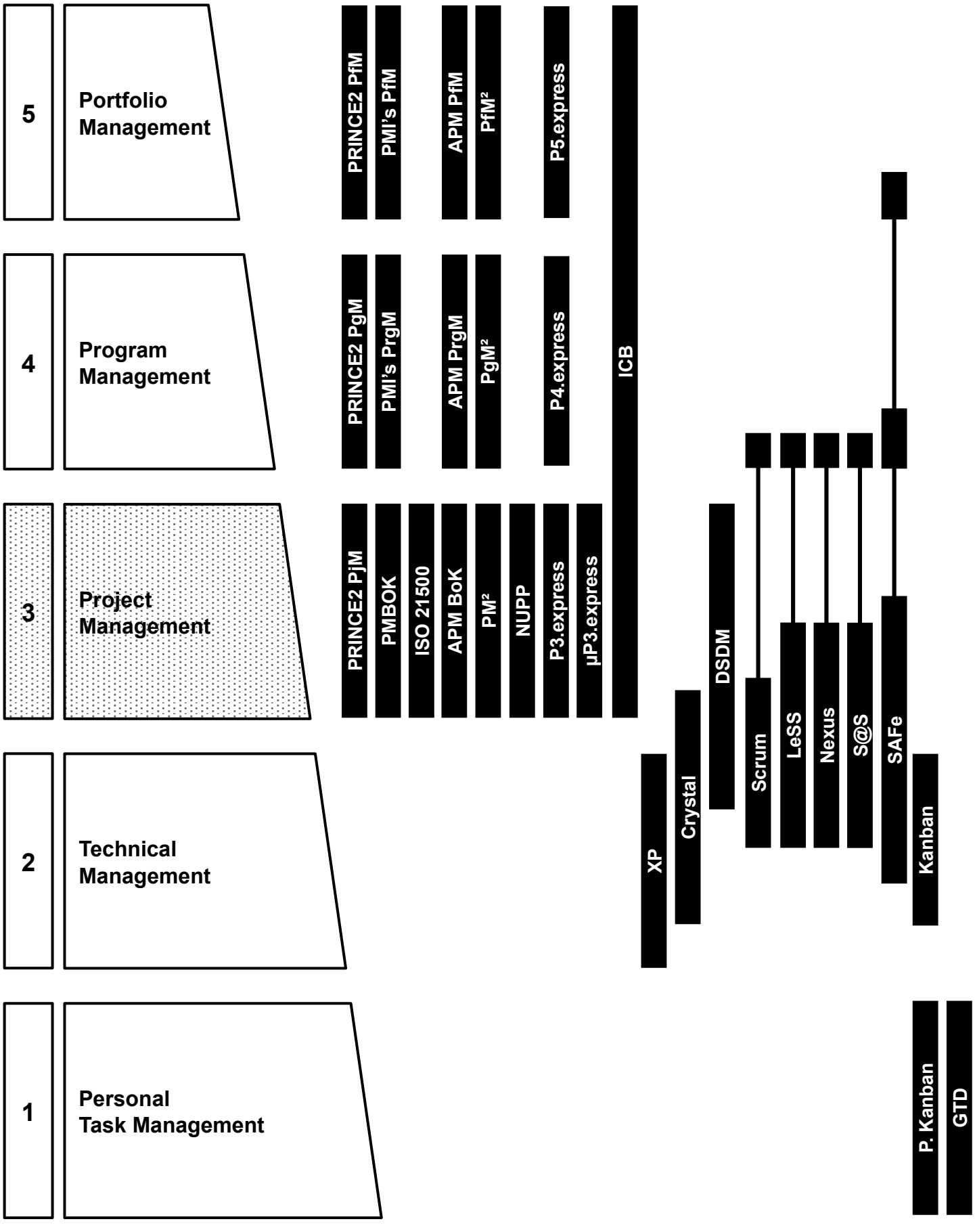

Tailoring
Upfront tailoring
Continuous tailoring

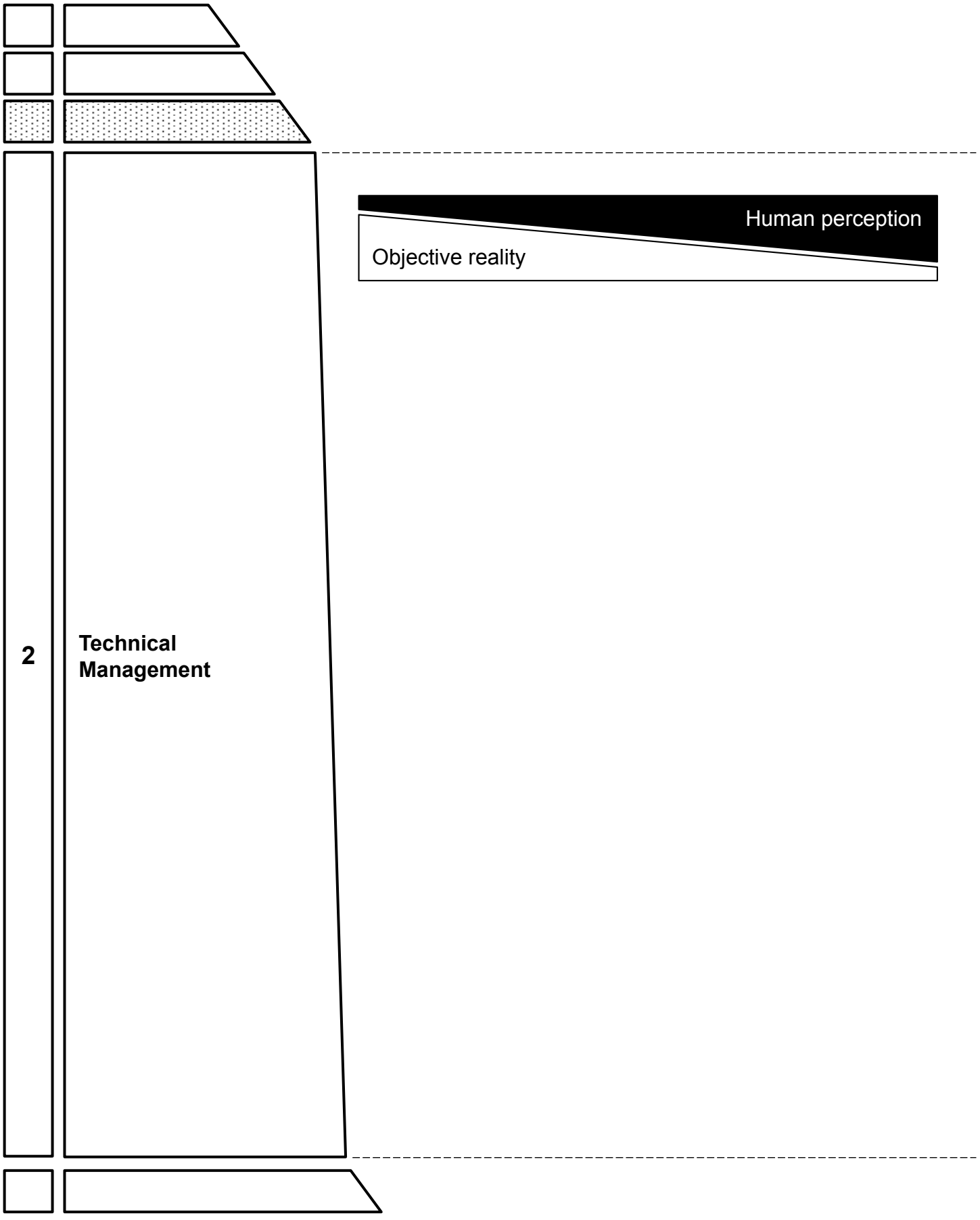
Part 5

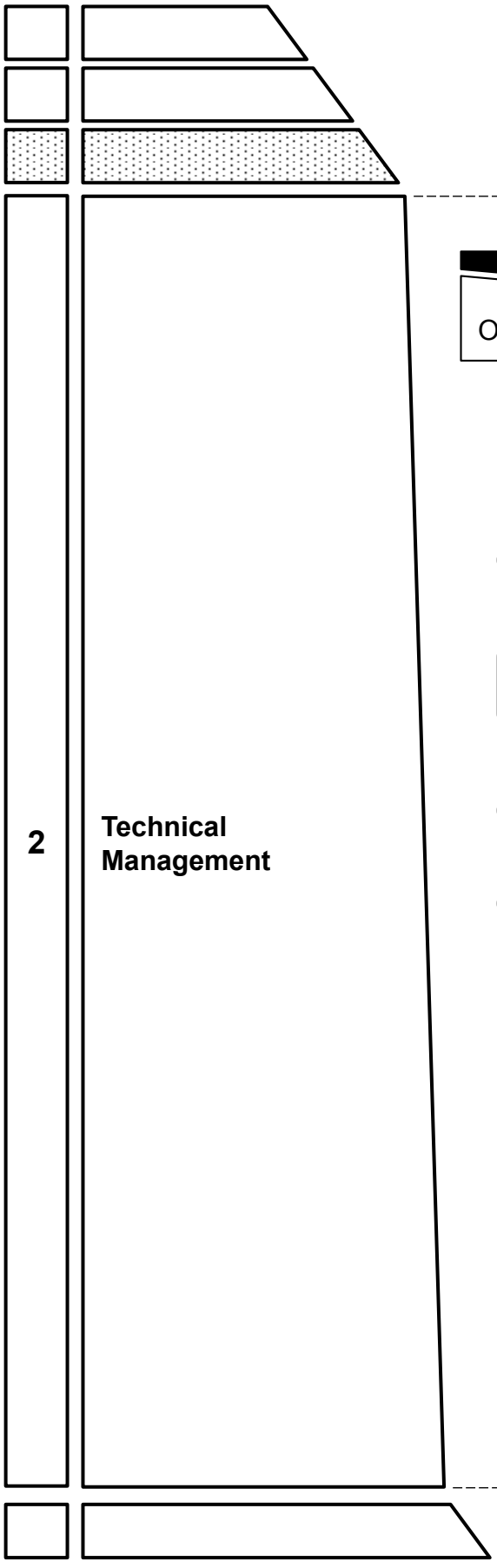
# *Development methods*


5
Portfolio Management
4
Program Management
3
Project Management
2
Technical Management
1
Personal Task Management

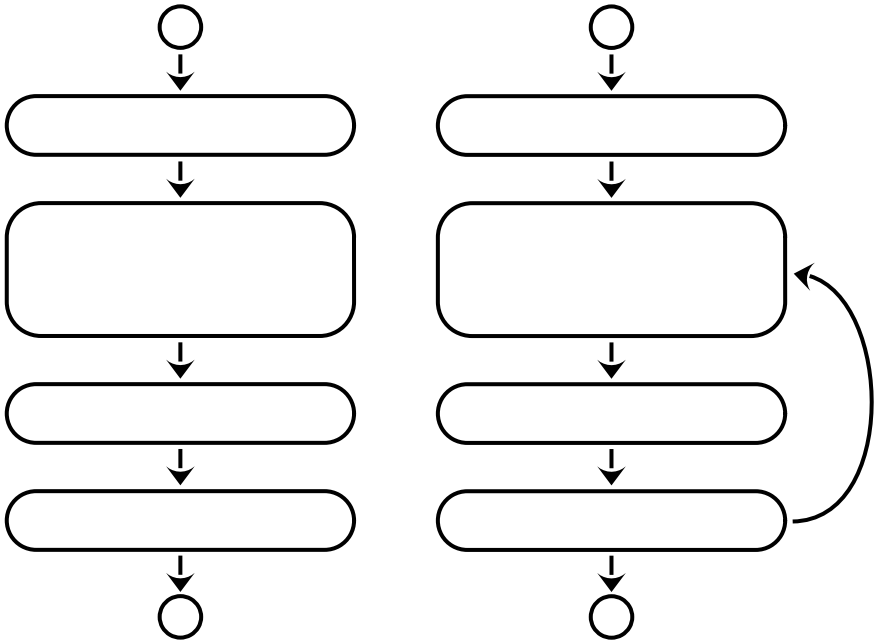
# Development Methods

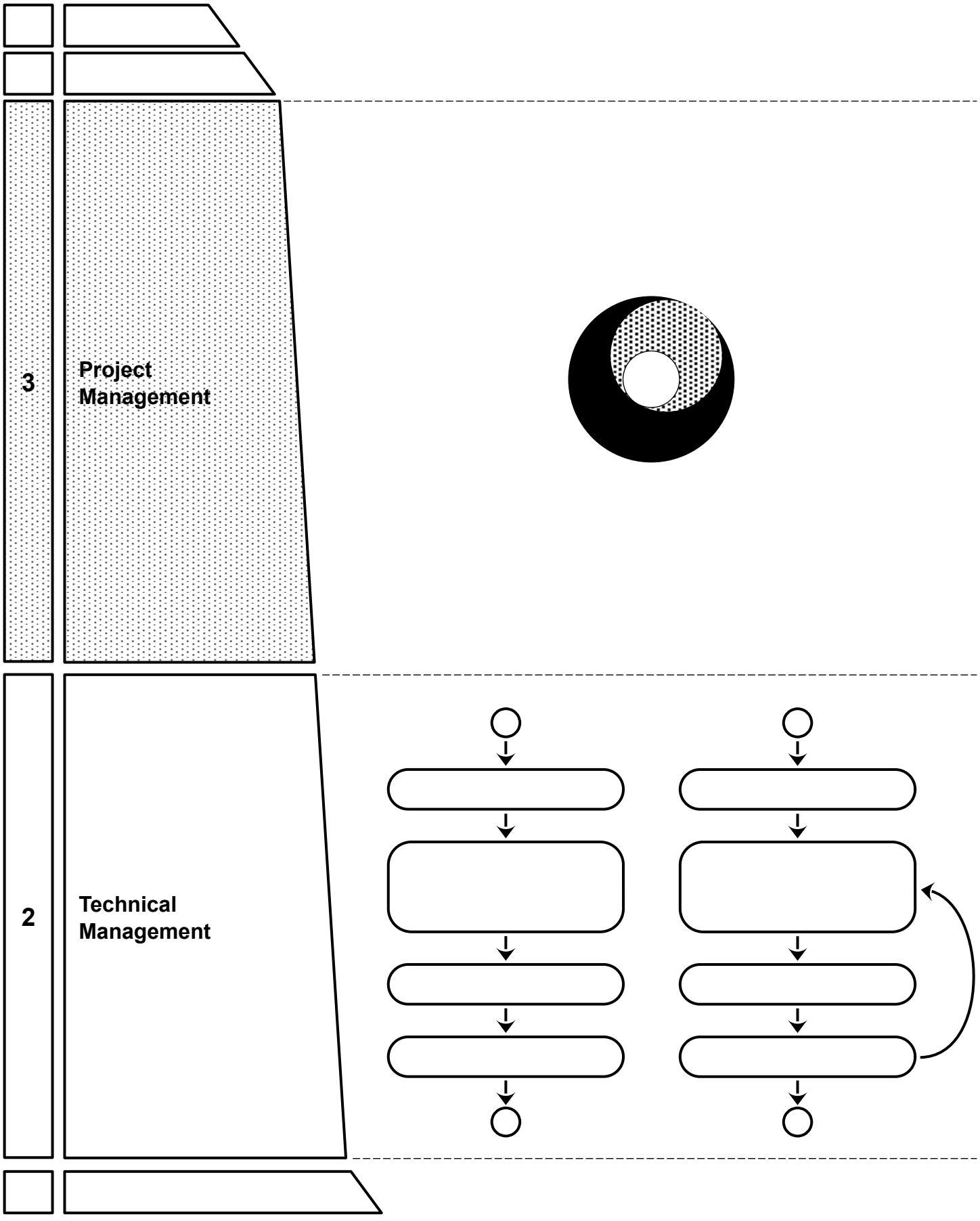



Human perception
Objective reality
2
Technical
Management


2
Technical
Management

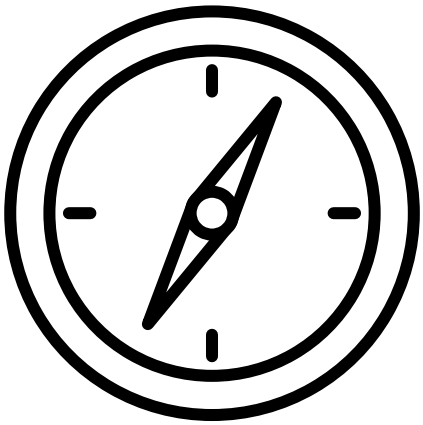
Human perception
Objective reality




3
Project
Management
2
Technical
Management

Part 6

# *Context*

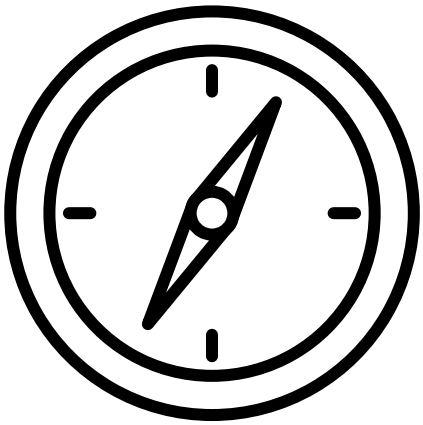


# Vision

We envision a future where *our target projects*[1]

- are run efficiently,
- fulfill their purposes, and
- leave a positive social and ethical footprint.

This vision is desirable to us because improving projects helps improve our world.



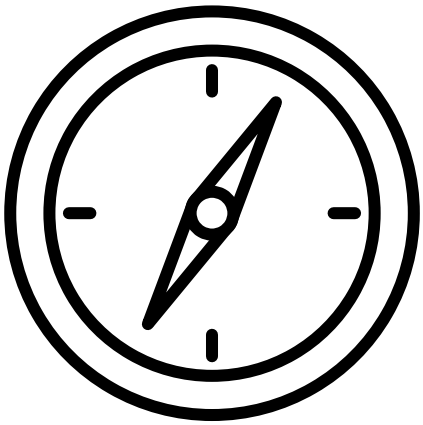
# Mission

To achieve our vision, we develop and maintain management modules for the *project ecosystem*[2]. The modules must be realistic, yet ambitious, but not idealistic. They must have the fundamental OMIMO attributes:

- *Open*[3]
- *Minimalist*[4]
- *Modular*[5]

The supporting context of the modules should

- be driven by voluntary community contributions rather than commercial transactions, and
- comply with the General Code of Conduct.

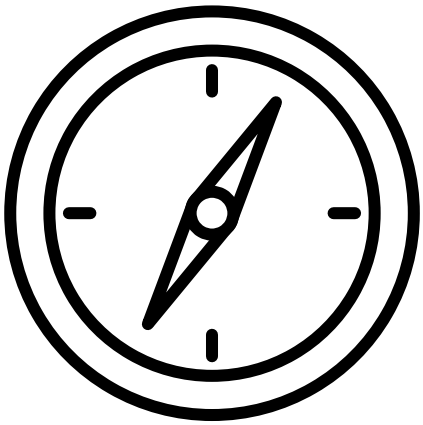


# General Code of Conduct

1. We respect human freedom and avoid discriminatory speech or actions.

2. We remain open yet critical when engaging with topics in the project ecosystem[2].

3. We act with honesty and transparency.



# P3P Code of Conduct

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;

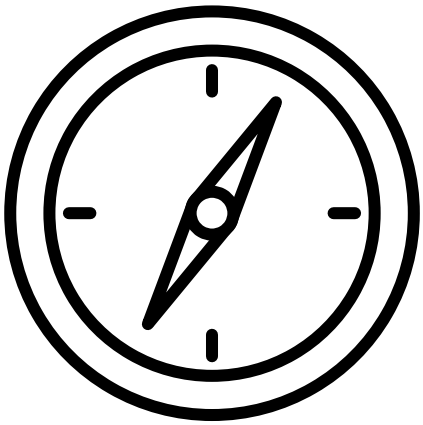
2. I commit to striving to continuously improve my project management skills;

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

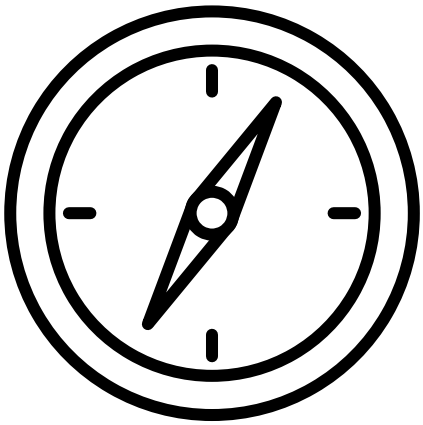
6. I will be honest and transparent in my professional work.



# Definitions

**(1) Our target projects:** On the one hand, it's not realistic to target all projects, and on the other hand, the dominant project types shouldn't make us forget the diversity of project types. Therefore,

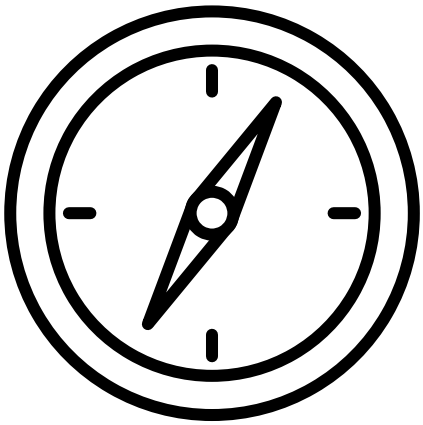
- our primary target is all projects that are
  - not exceptional and
  - not considered trivial by their owners.
- This target group includes a wide range of projects, such as
  - technical, scientific, educational, cultural, artistic, humanitarian, recreational, …,
  - simple and complex,
  - internal and external,
  - large and small,
  - commercial and non-commercial,
  - Etc.



# Definitions

**(2) Project ecosystem:** The project ecosystem includes the 5 management layers defined in OMIMO's landscape, as well as general management concepts surrounding them:

- Layer-specific modules
  - Layer 5: Portfolio management
  - Layer 4: Program management
  - Layer 3: Project management
  - Layer 2: Team management
  - Layer 1: Task management
- Cross-layer modules
  - decision making and critical thinking
  - conflict resolution
  - facilitation
  - Etc.



# Definitions

**(3) Open:** All first-party OMIMO resources will be provided with a Creative Commons license (usually Creative Commons Attribution). This means that they respect the freedoms of the users and don’t limit them by copyright restrictions. Legally, the rights granted to the users are permanent and cannot be revoked in the future.

**(4) Minimalist:** All modules will focus on the essentials instead of becoming bloated by trying to cover all possible aspects. This keeps the modules small and easy to learn, use, and teach.

**(5) Modular:** All modules will be designed with clear, minimal interfaces and allow users to easily combine them with OMIMO and non-OMIMO modules. This respects user freedom by avoiding vendor lock-in.

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:

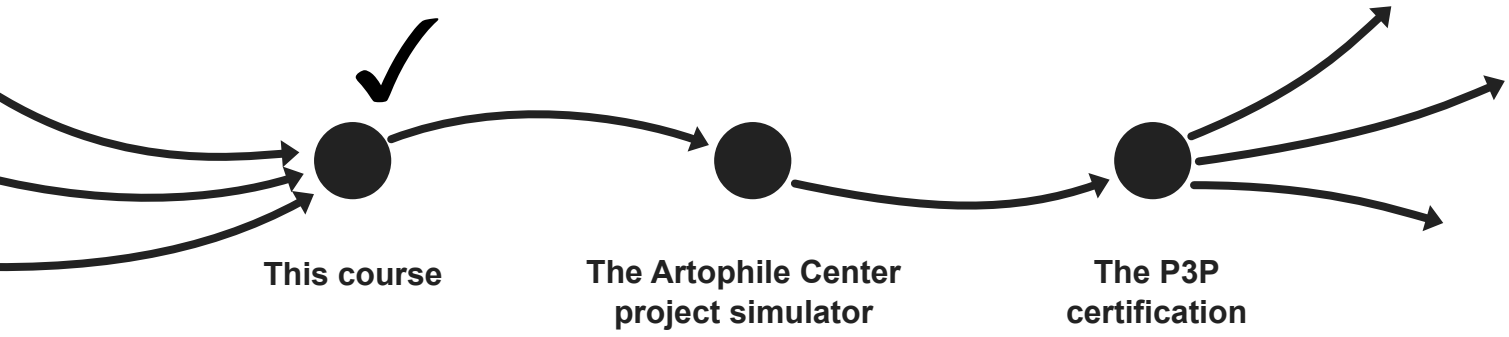
| Group | Topic | Questions |
|---|---|---|
| 1 | NUPP | 4 |
| 1 | Code of Conduct | 3 |
| 1 | License and rights | 2 |
| 2 | Project manager | 4 |
| 2 | Sponsor | 4 |
| 2 | Peer reviewer | 3 |
| 2 | Custodian | 2 |
| 2 | Team leader | 1 |
| 3 | Initiations | 13 |
| 3 | Daily and Weekly Management | 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?*




https://p3.express/c