



# P3.express

minimalist project management system

Draft



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**① High-level overview**

**② Full review**

- Ⓐ Project Initiation
- Ⓑ Monthly Initiation
- Ⓒ Weekly Management
- Ⓓ Daily Management
- Ⓔ Monthly Closure
- Ⓕ Project Closure
- Ⓖ Post-Project Management

**③ NUPP**

**④ Tailoring**

**⑤ Development methods**

**⑥ Code of conduct**

**⑦ Certification program**

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

Mega

Large

Medium

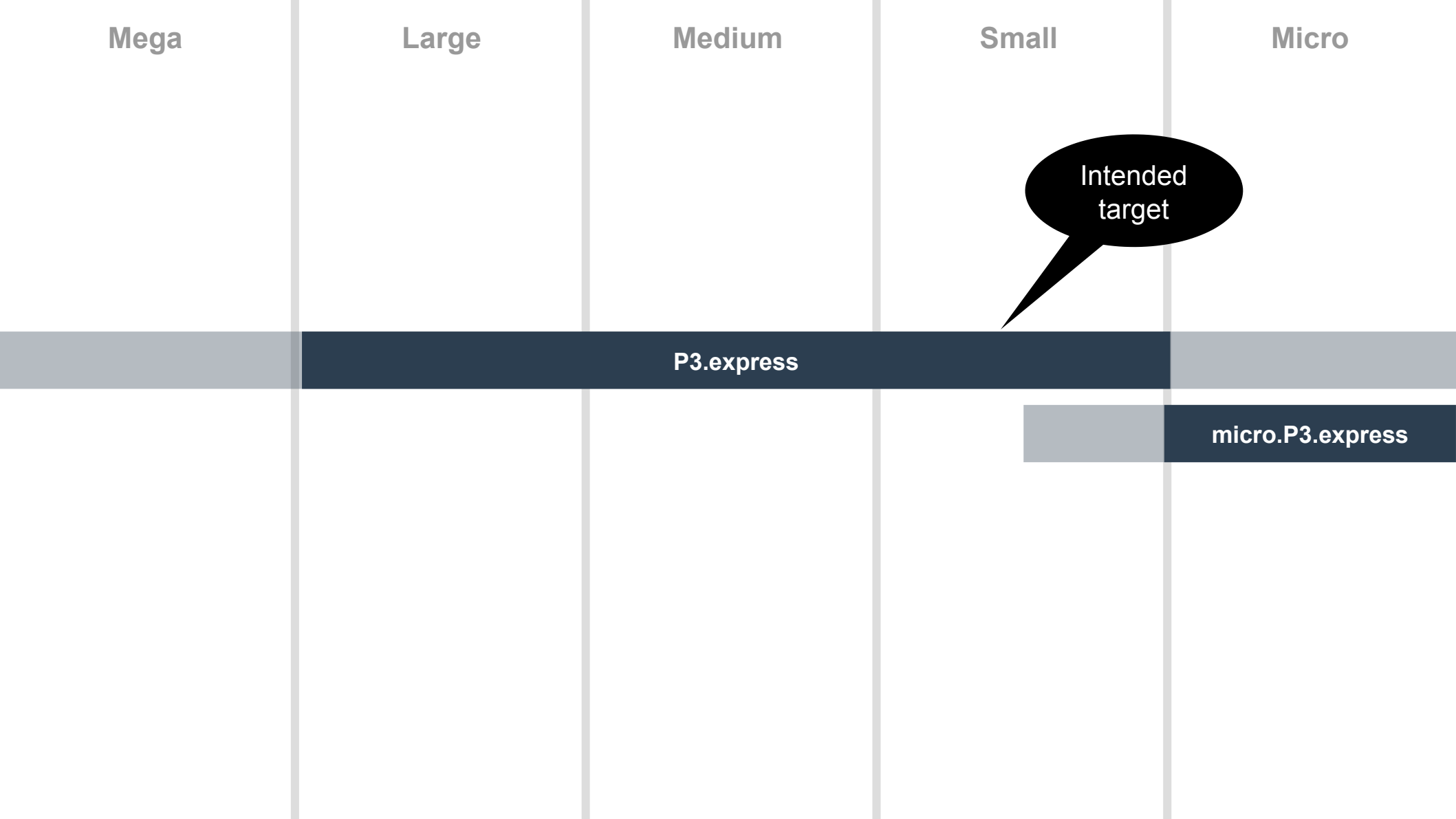
Small

Micro

Intended  
target

P3.express

micro.P3.express



Mega

Large

Medium

Small

Micro



Intended target

P3.express

micro.P3.express

Possible to use with extra tailoring

Mega

Large

Medium

Small

Micro

P3.express

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## Number of people in the project

The number of people in the project and the way they work together is the main source of complexity.

Mega

Large

Medium

Small

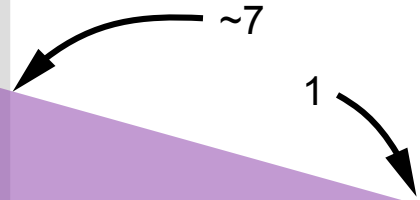
Micro

P3.express

micro.P3.express

## Number of people in the project

The number of people in the project and the way they work together is the main source of complexity.





Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

## Number of people in the project

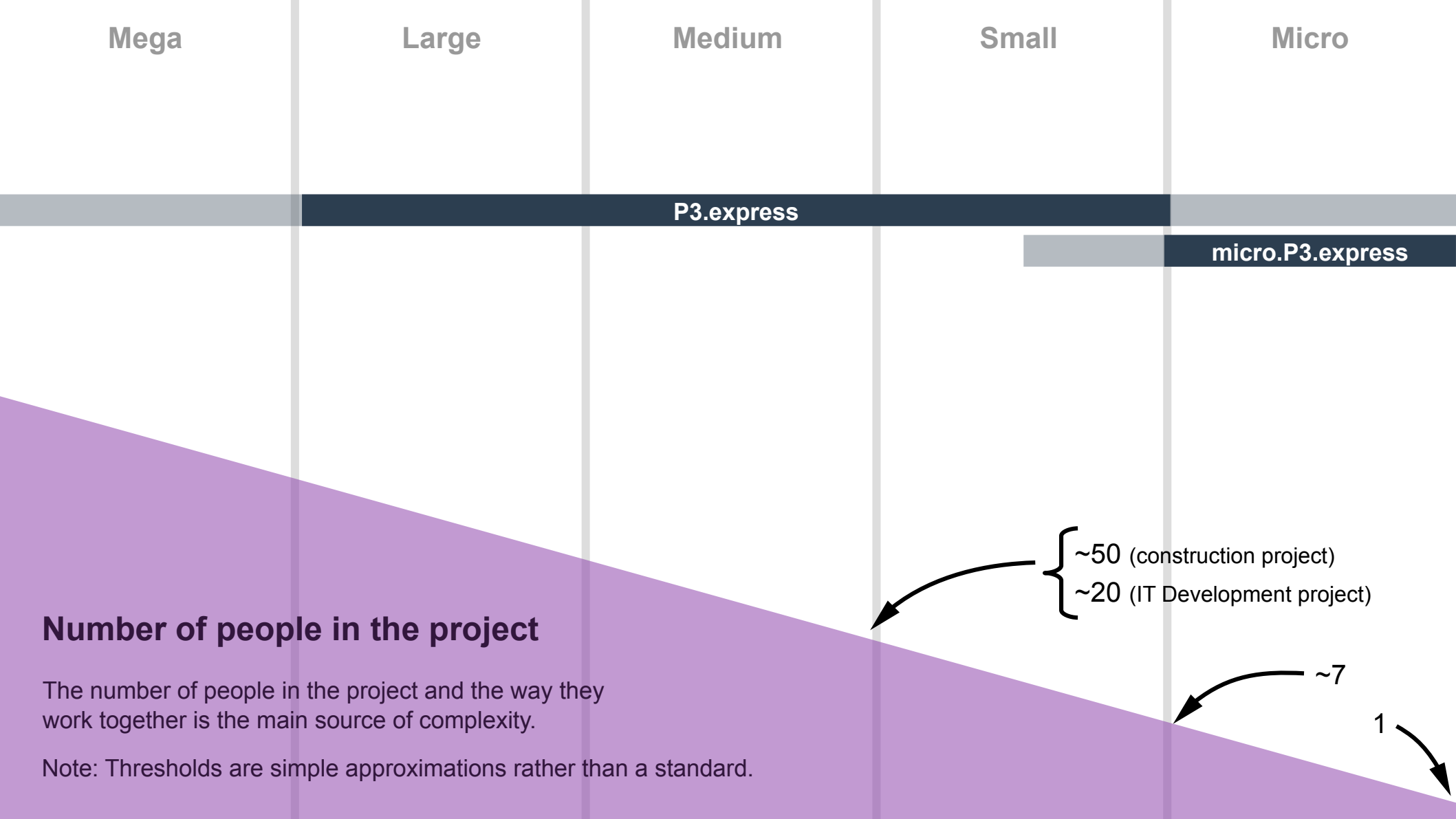
The number of people in the project and the way they work together is the main source of complexity.

Note: Thresholds are simple approximations rather than a standard.

{ ~50 (construction project)  
~20 (IT Development project)

~7

1



Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

~200 (construction project)

~50 (IT Development project)

~50 (construction project)

~20 (IT Development project)

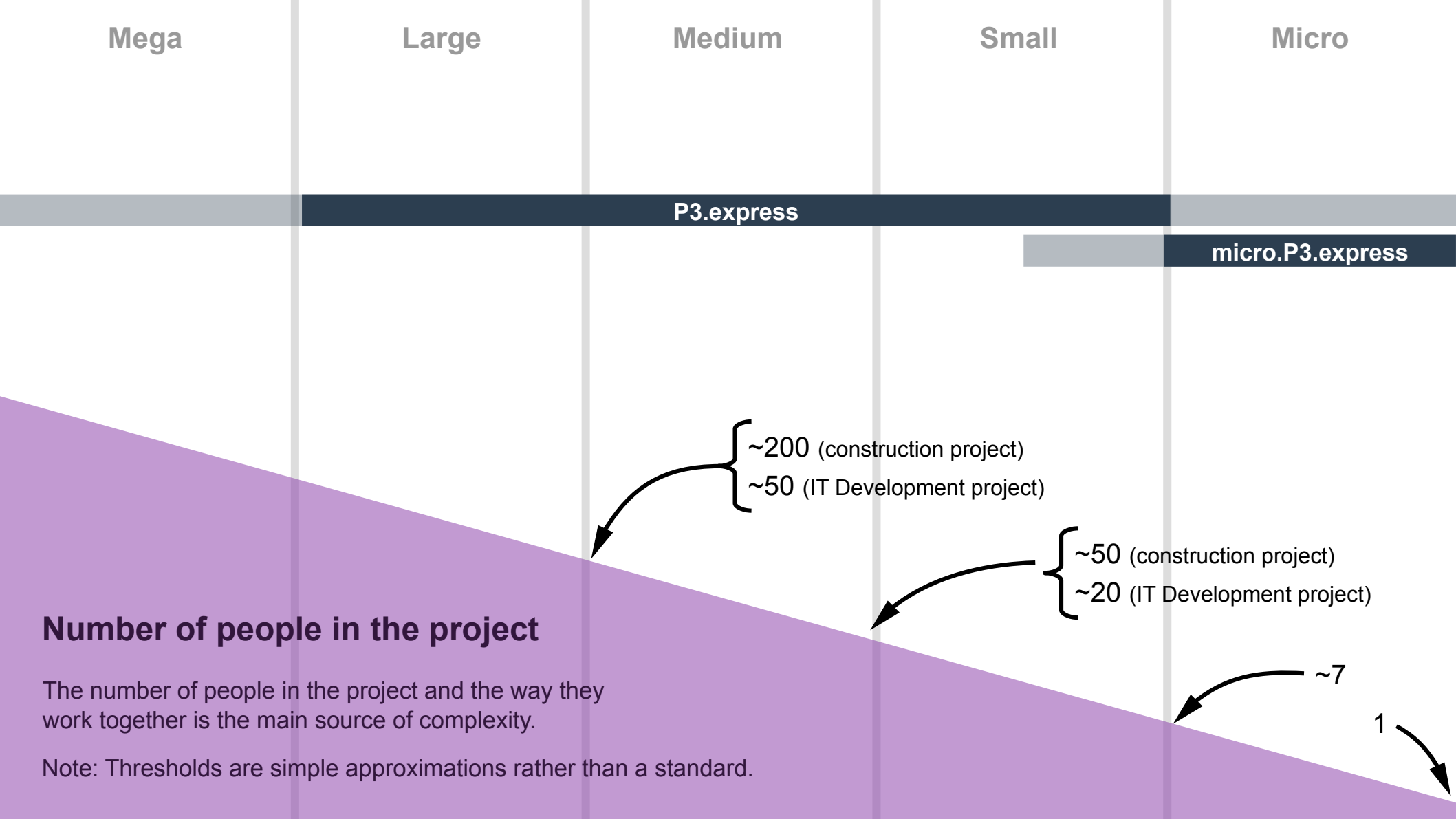
~7

1

## Number of people in the project

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Note: Thresholds are simple approximations rather than a standard.



Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

{  
~800 (construction project)  
~150 (IT Development project)

{  
~200 (construction project)  
~50 (IT Development project)

{  
~50 (construction project)  
~20 (IT Development project)

~7

1

## Number of people in the project

The number of people in the project and the way they work together is the main source of complexity.

Note: Thresholds are simple approximations rather than a standard.

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2®

PMBOK® Guide

PM²

DSDM®

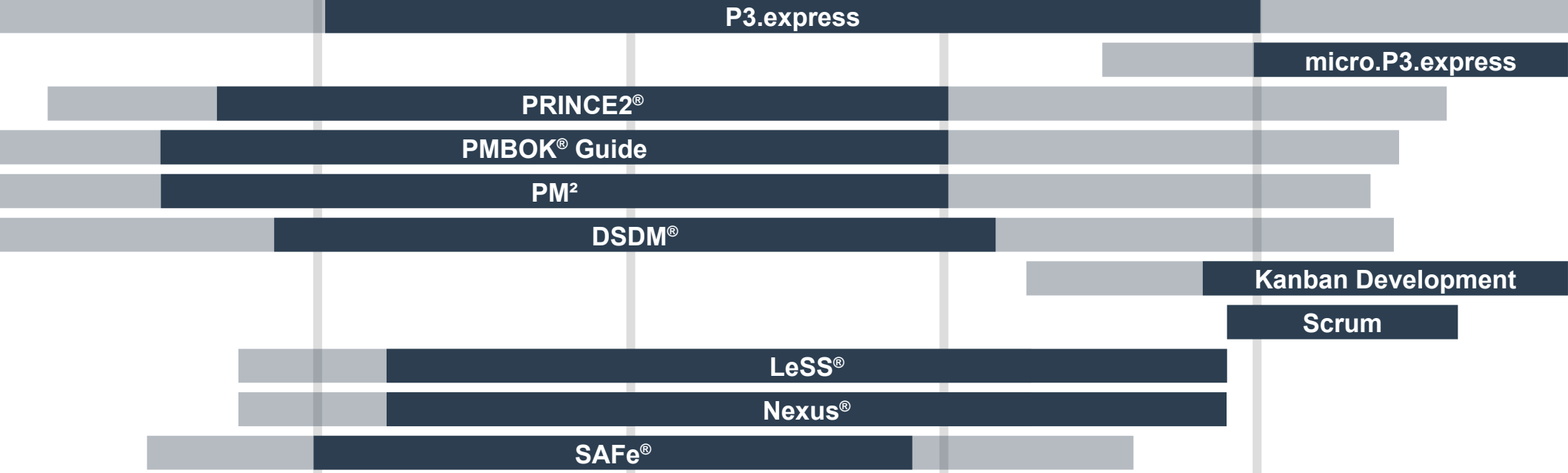
Kanban Development

Scrum

LeSS®

Nexus®

SAFe®



Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2®

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

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Kanban Development

Scrum

LeSS®

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## Guides

Give you advice, techniques, models, etc.  
Used later to enrich the road map

## Road maps

Show you effective paths through the project  
Needed first and foremost

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2®

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Kanban Development

Scrum

LeSS®

Nexus®

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aka  
methods or  
frameworks

## Guides

Give you advice, techniques, models, etc.  
Used later to enrich the road map

## Road maps

Show you effective paths through the project  
Needed first and foremost



Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

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## Maximalist

Aim to be comprehensive

Can become too complex and idealistic

## Minimalist

Focus on the most essentials

Easier to learn, use, and teach

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2®

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DSDM®

Kanban Development

Scrum

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SAFe®

The  
80/20  
Rule

## Maximalist

Aim to be comprehensive

Can become too complex and idealistic

## Minimalist

Focus on the most essentials

Easier to learn, use, and teach

Mega

Large

Medium

Small

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micro.P3.express

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## Domain-Specific

Design for some types of projects  
Can be used as inspiration for other types

## General

Designed for all types of projects  
Create portable skills

Mega

Large

Medium

Small

Micro

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micro.P3.express

PRINCE2®

PMBOK® Guide

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DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

Freedom!

**Proprietary**

Copyright restrictions

Risky future

**Libre**

No copyright restrictions

Safe investment

Mega

Large

Medium

Small

Micro

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micro.P3.express

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Mega

Large

Medium

Small

Micro

**P3.express**

micro.P3.express

PRINCE2®

PMBOK® Guide

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DSDM®

Kanban Development

Scrum

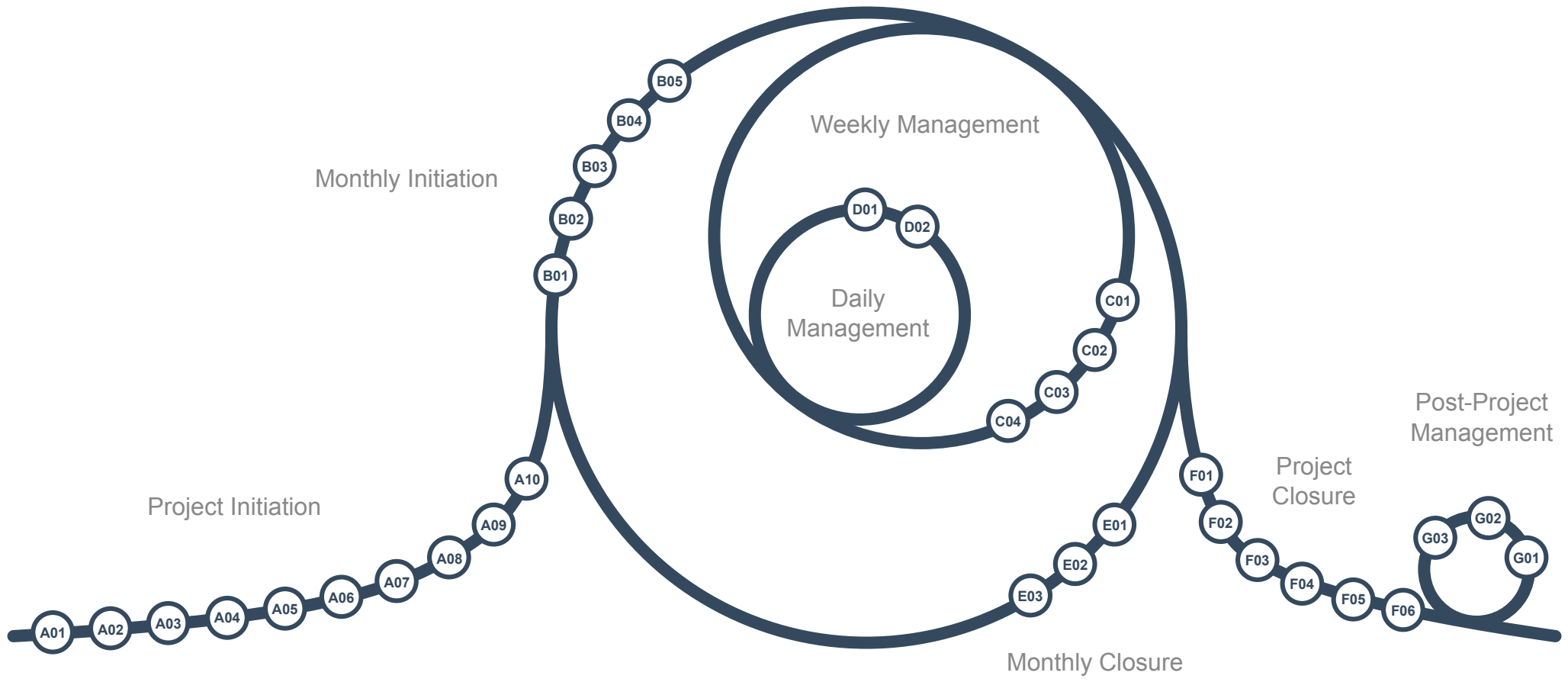
LeSS®

Nexus®

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**P3.express**

minimalist project management system



Project Initiation

Monthly Initiation

Weekly Management

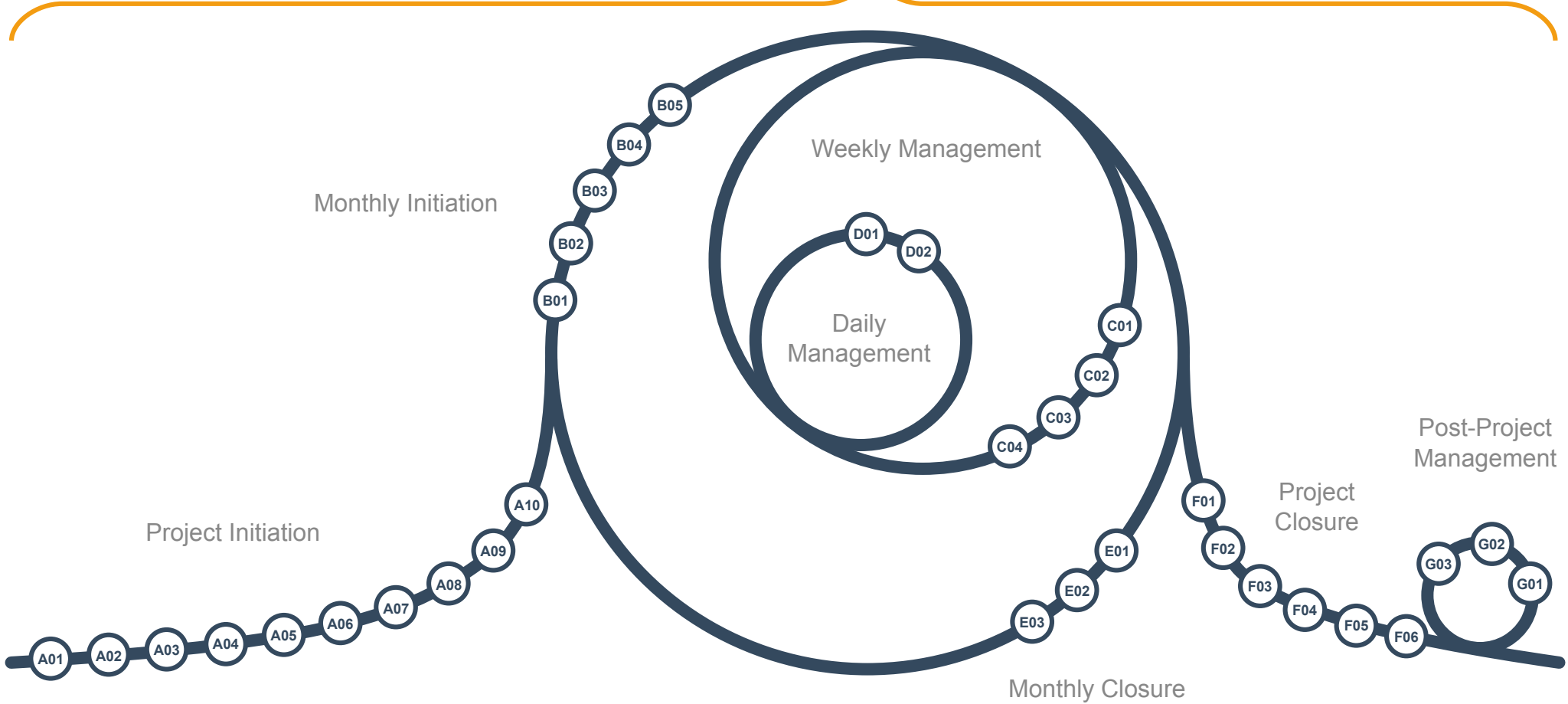
Daily Management

Monthly Closure

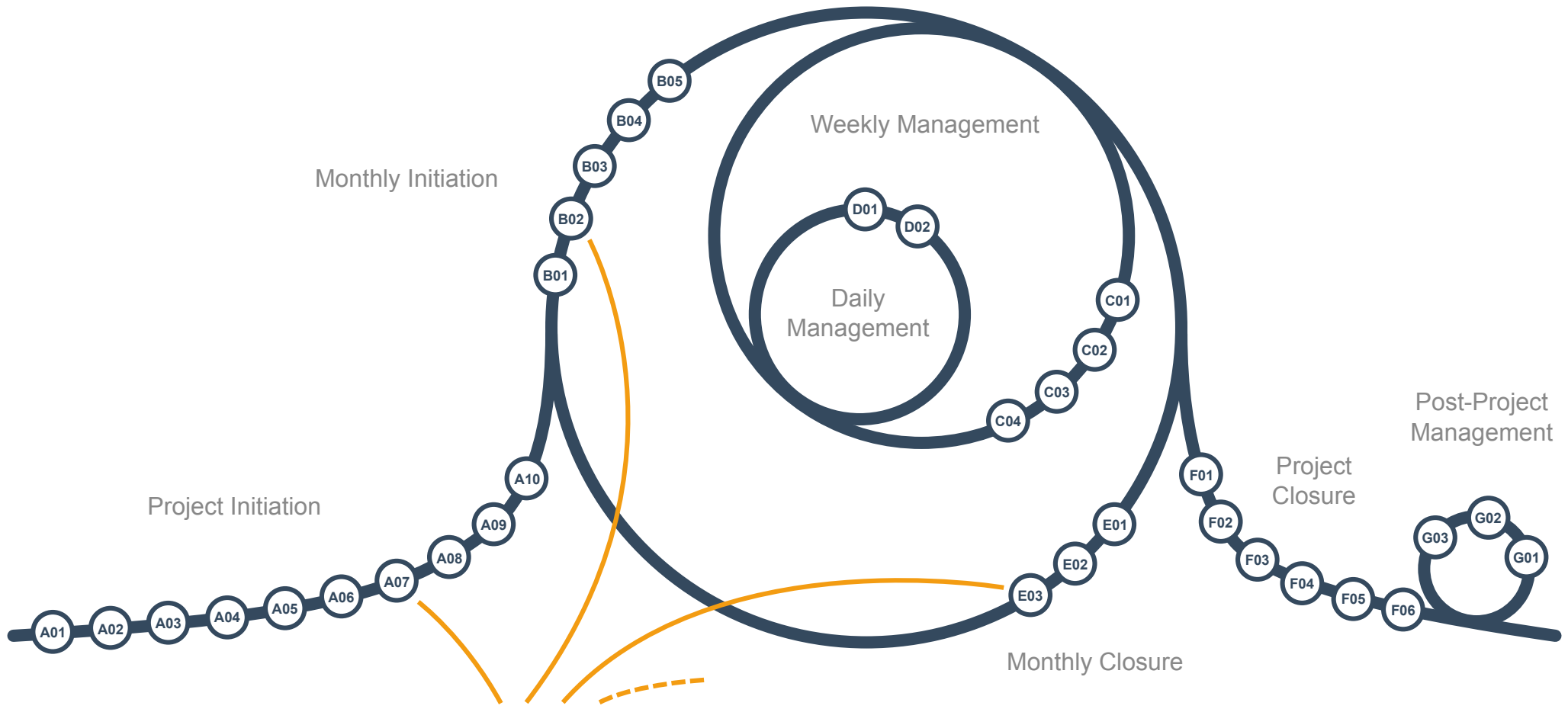
Project Closure

Post-Project Management

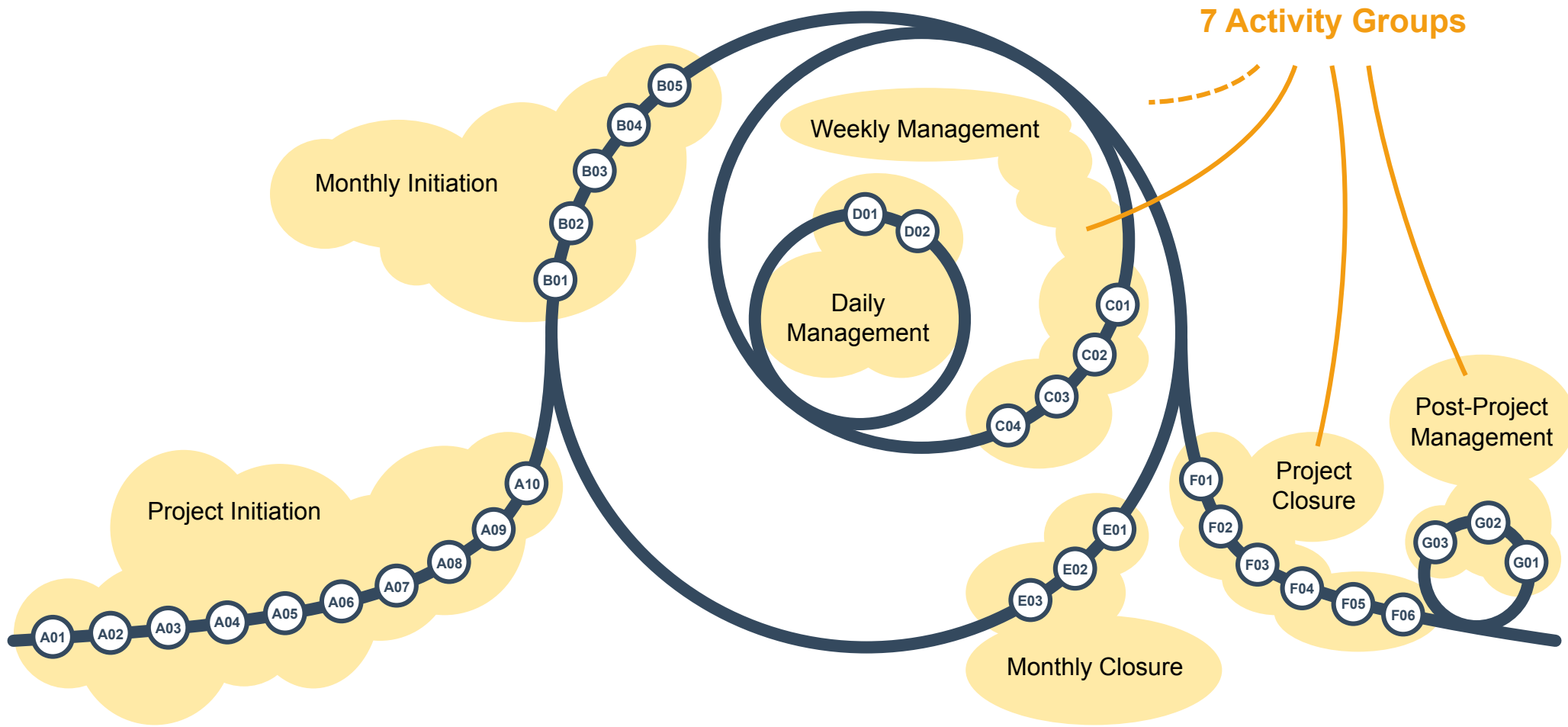
# The Process







**33 Management Activities**



### 7 Activity Groups

Monthly Initiation

Weekly Management

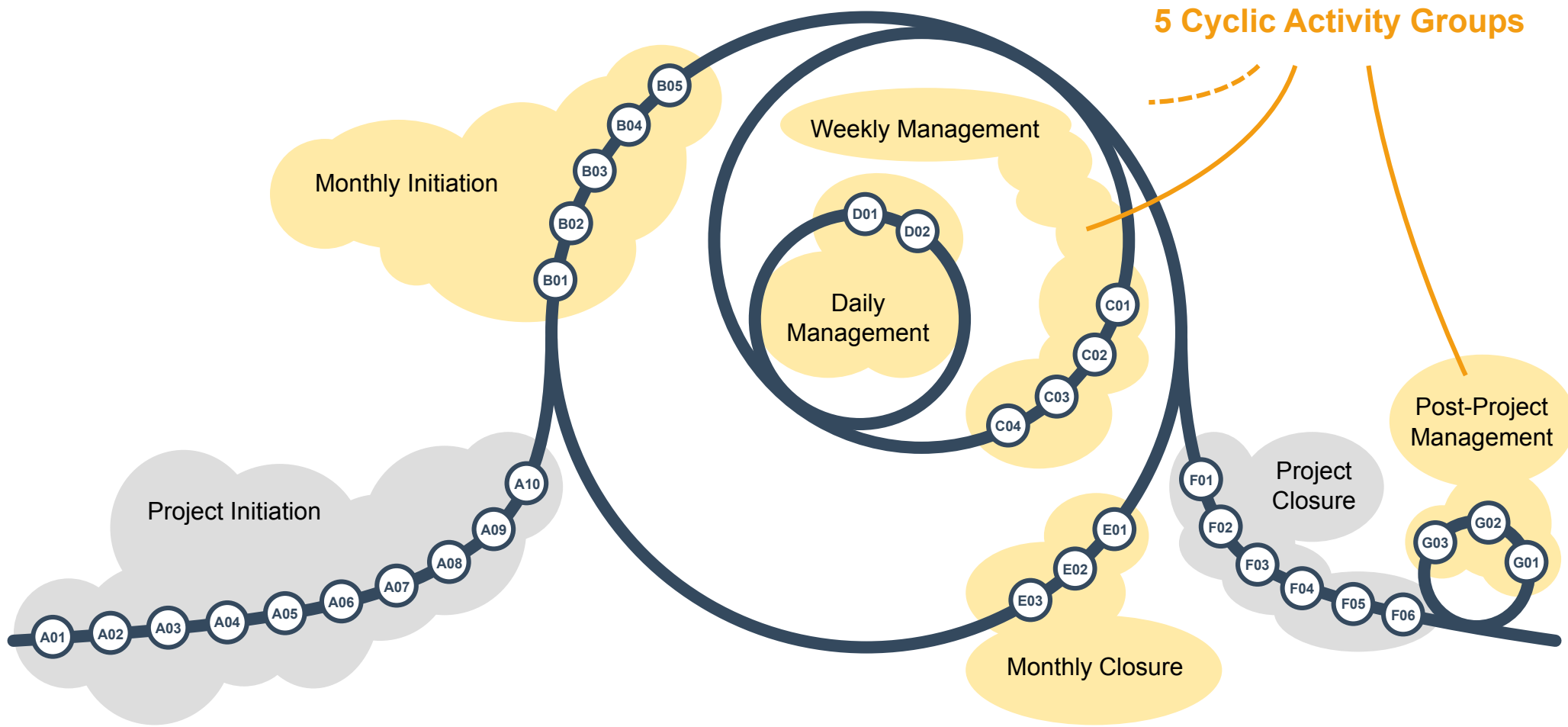
Daily Management

Project Initiation

Monthly Closure

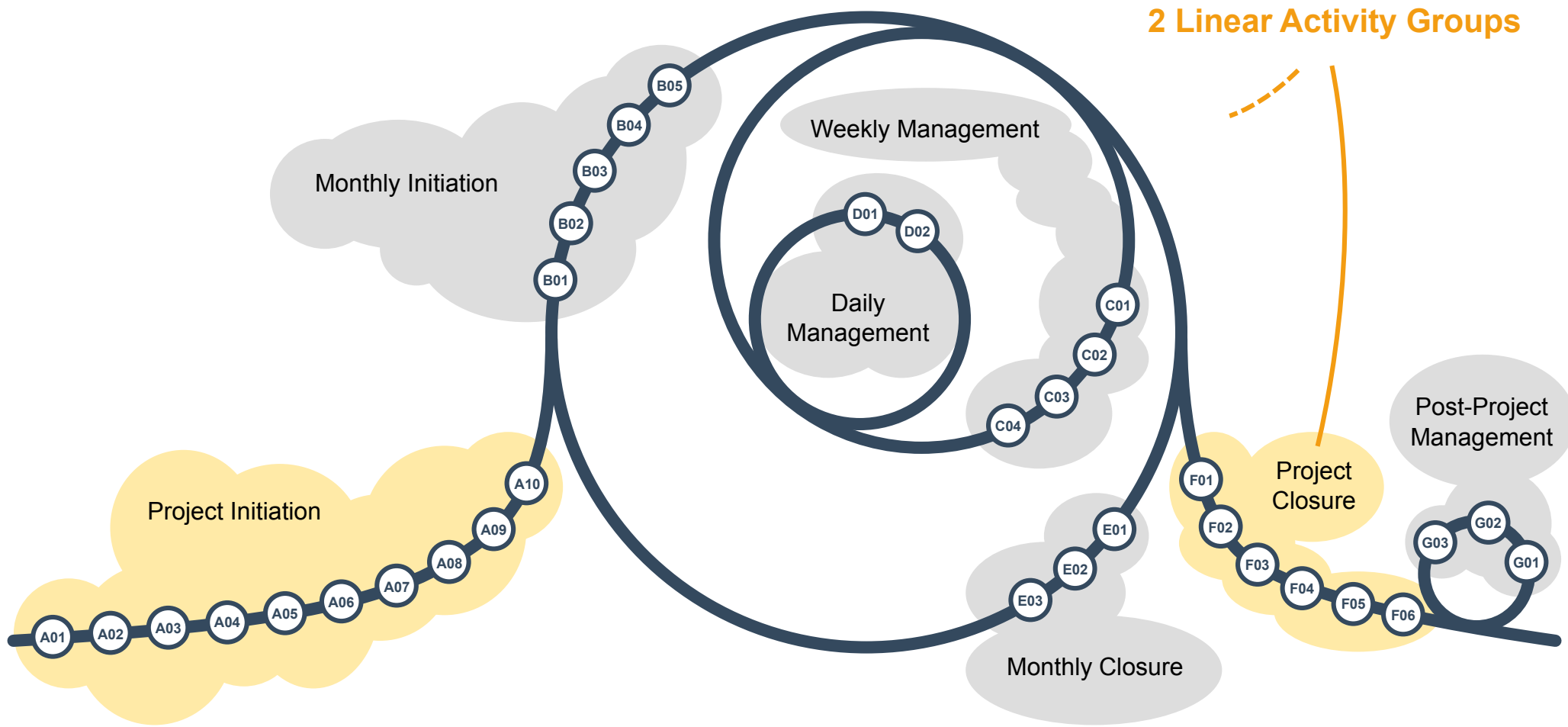
Project Closure

Post-Project Management

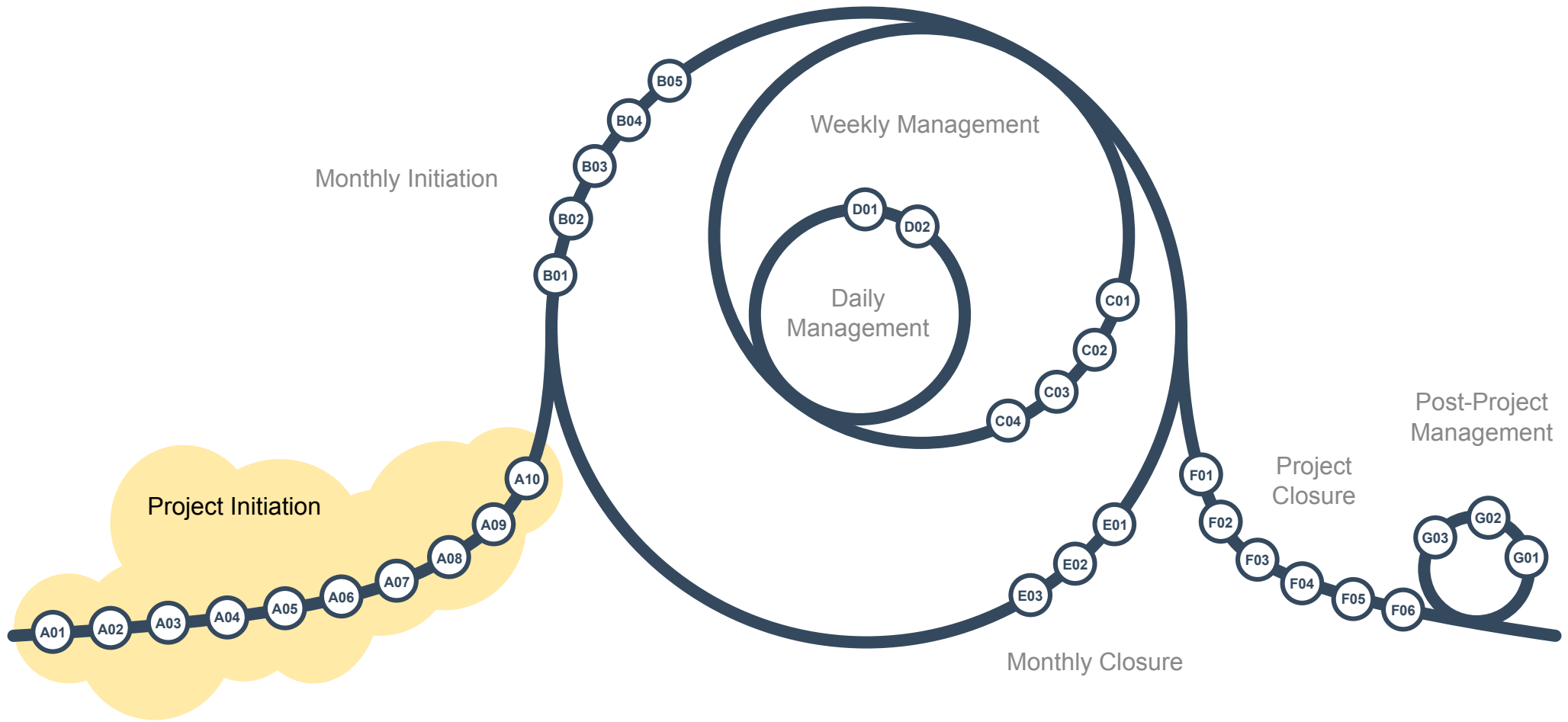


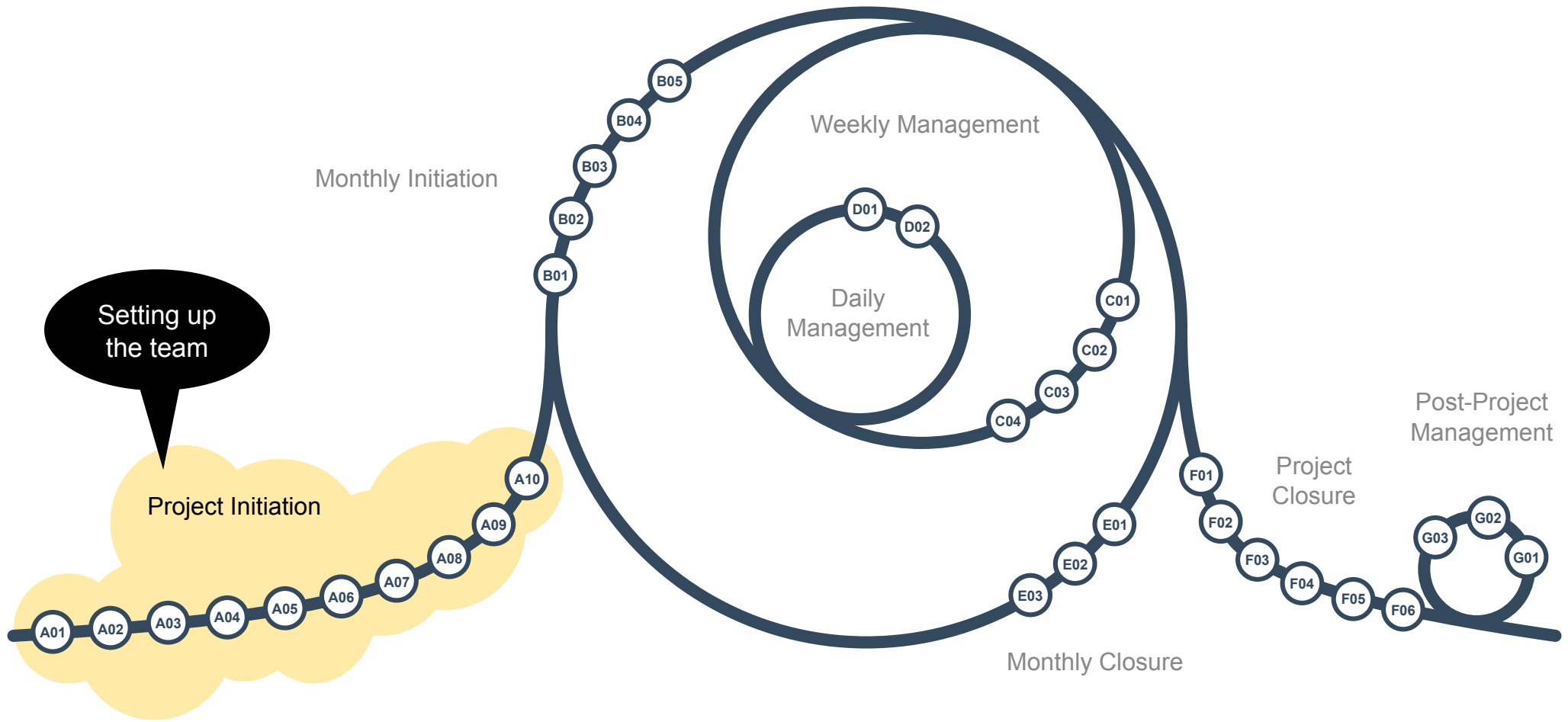
### 5 Cyclic Activity Groups





2 Linear Activity Groups





Setting up the team

Project Initiation

Monthly Initiation

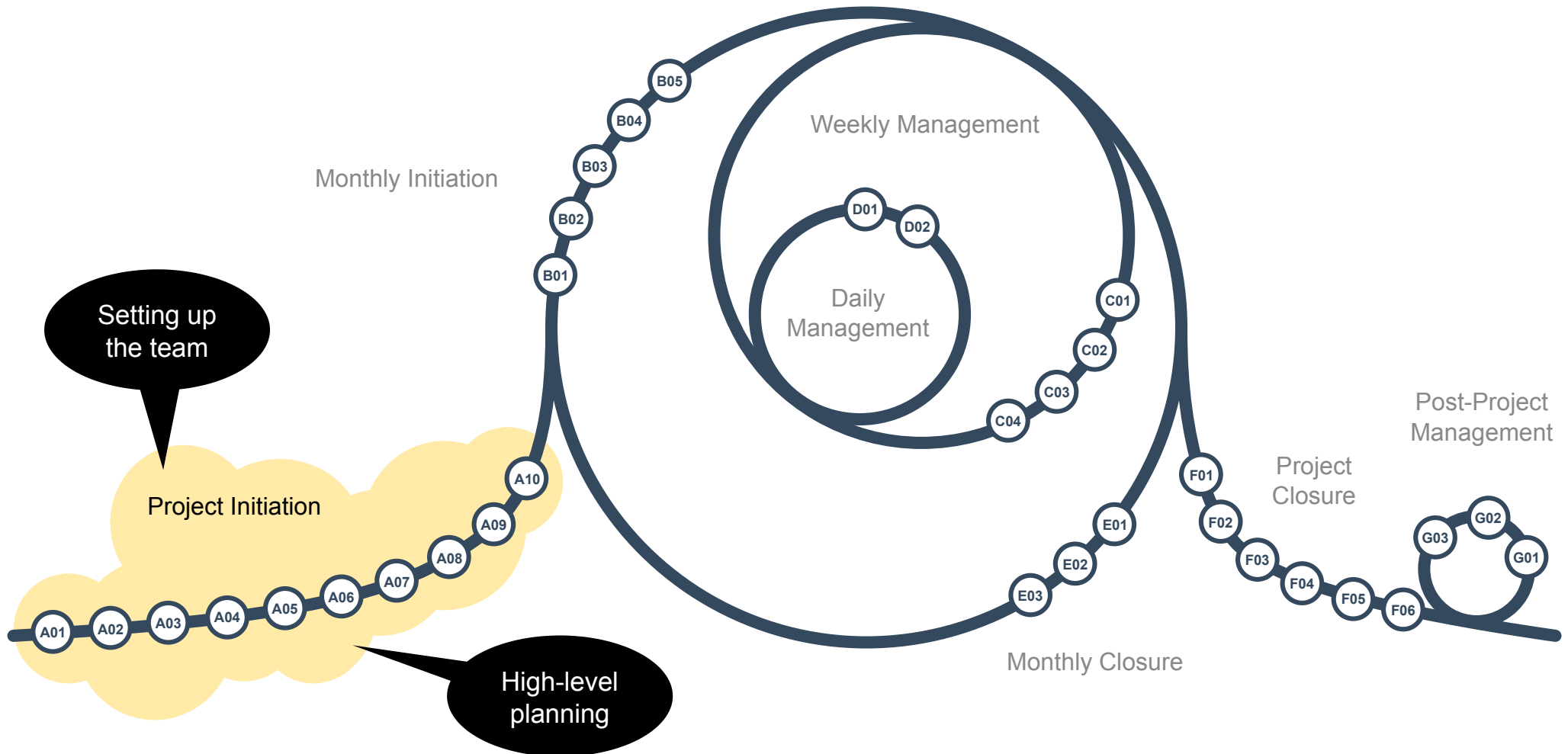
Weekly Management

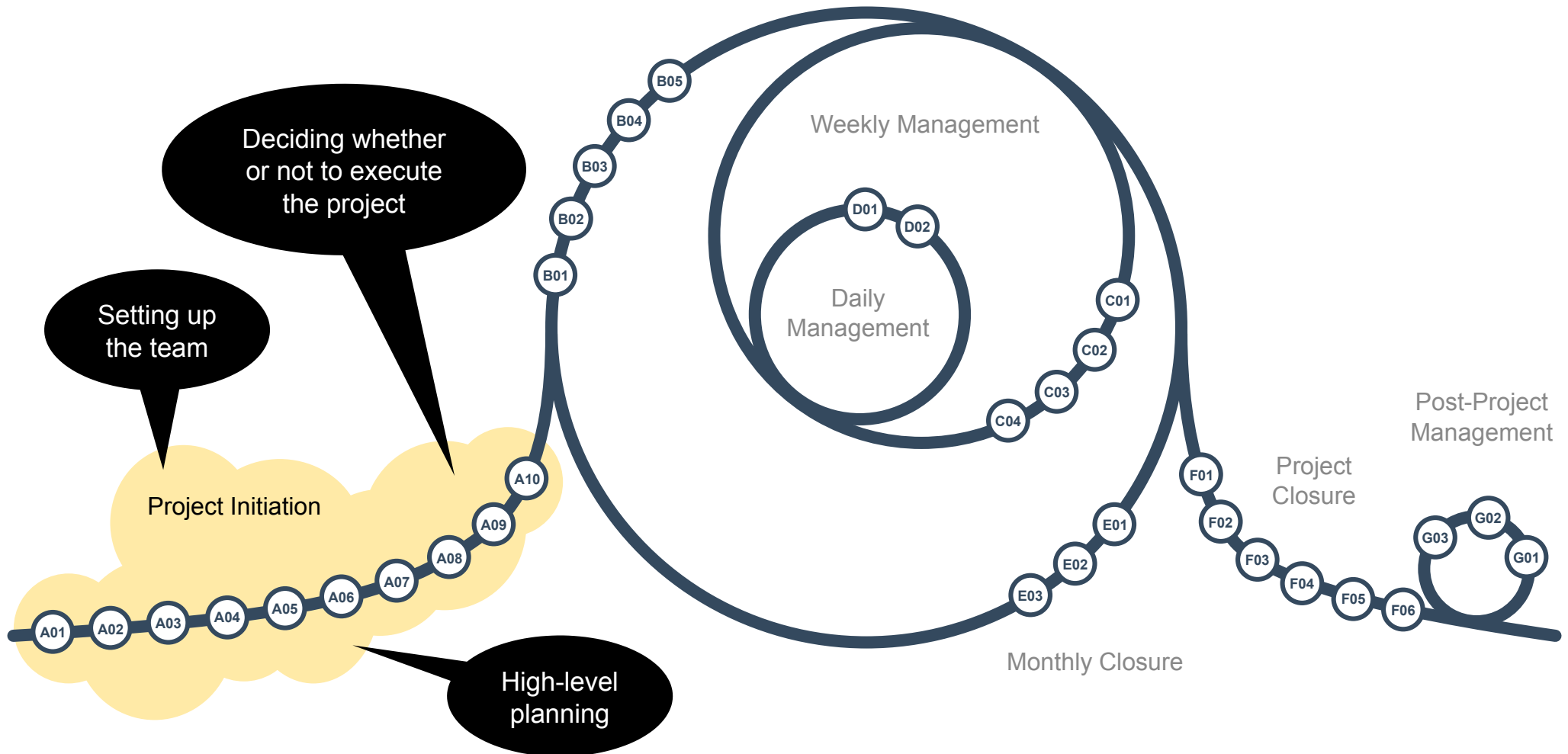
Daily Management

Monthly Closure

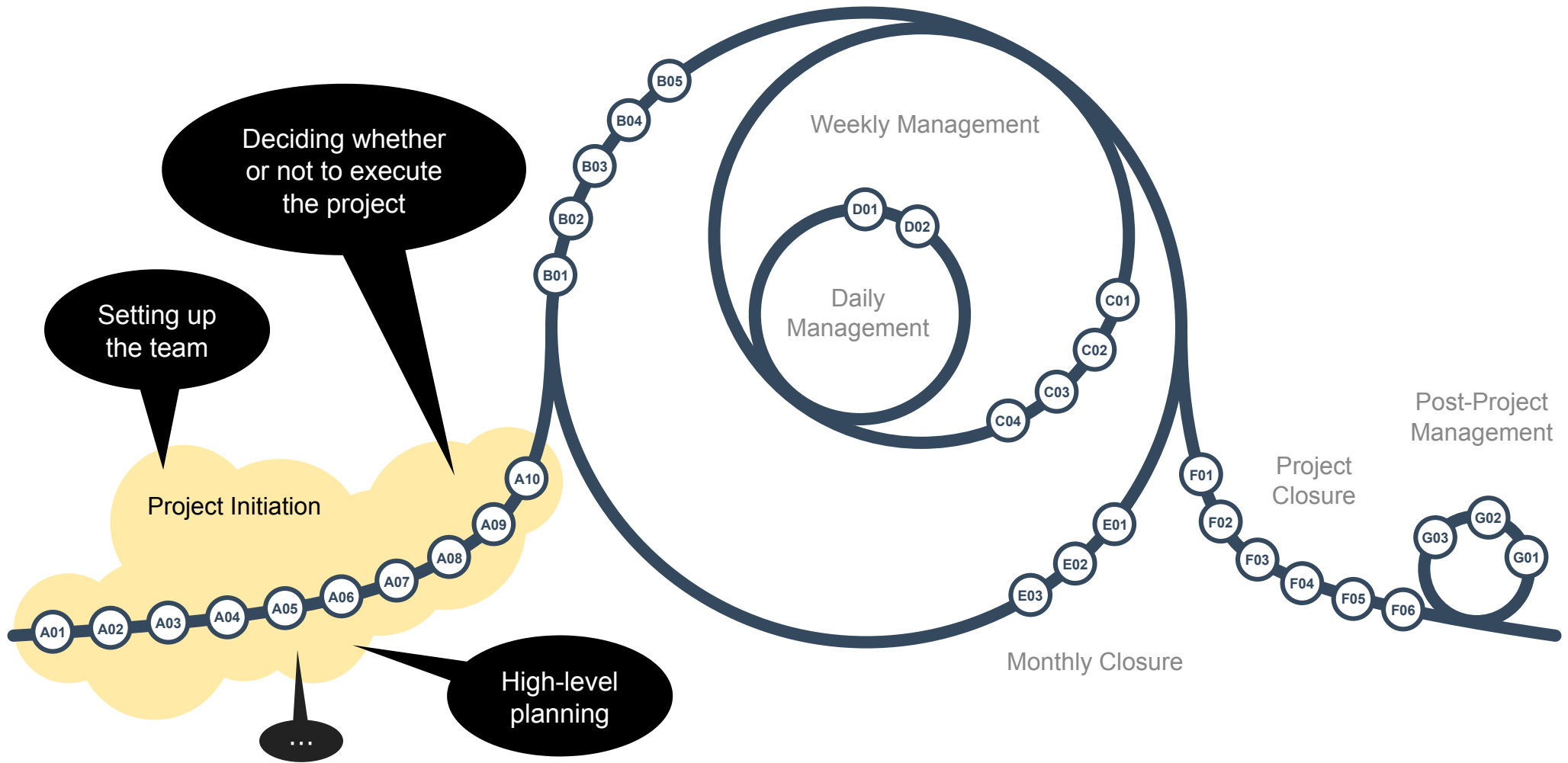
Project Closure

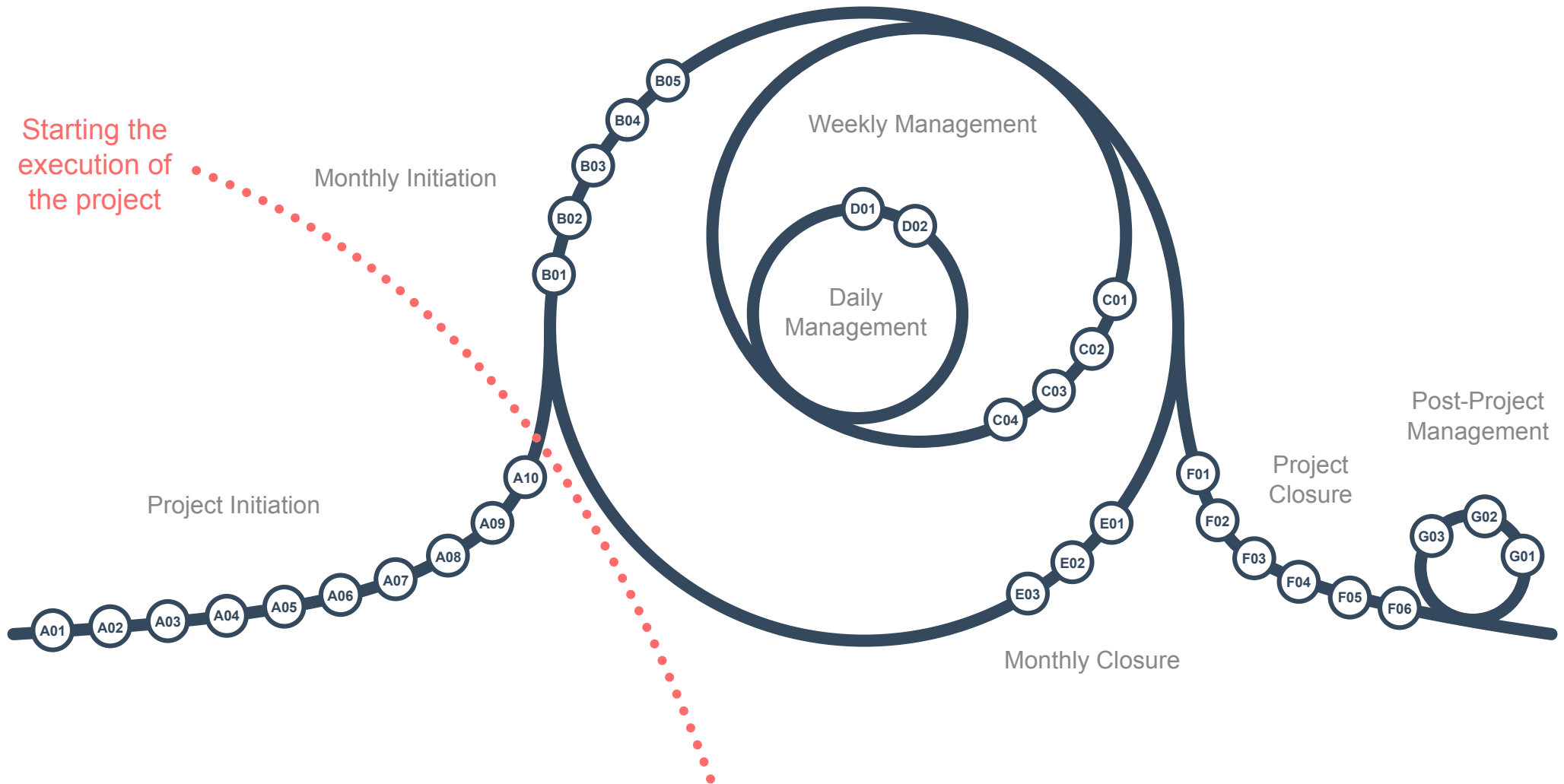
Post-Project Management











Starting the execution of the project

Monthly Initiation

Weekly Management

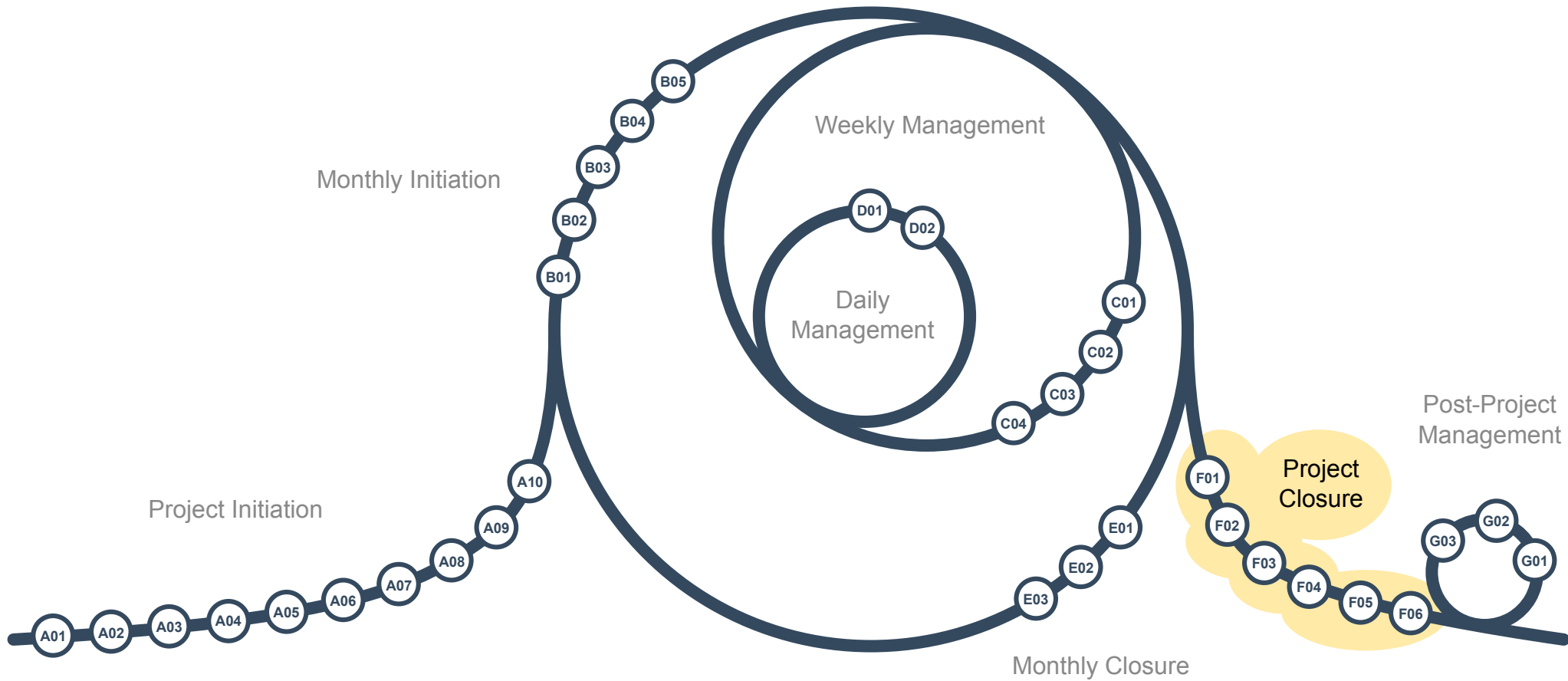
Daily Management

Project Initiation

Monthly Closure

Project Closure

Post-Project Management



Project Initiation

Monthly Initiation

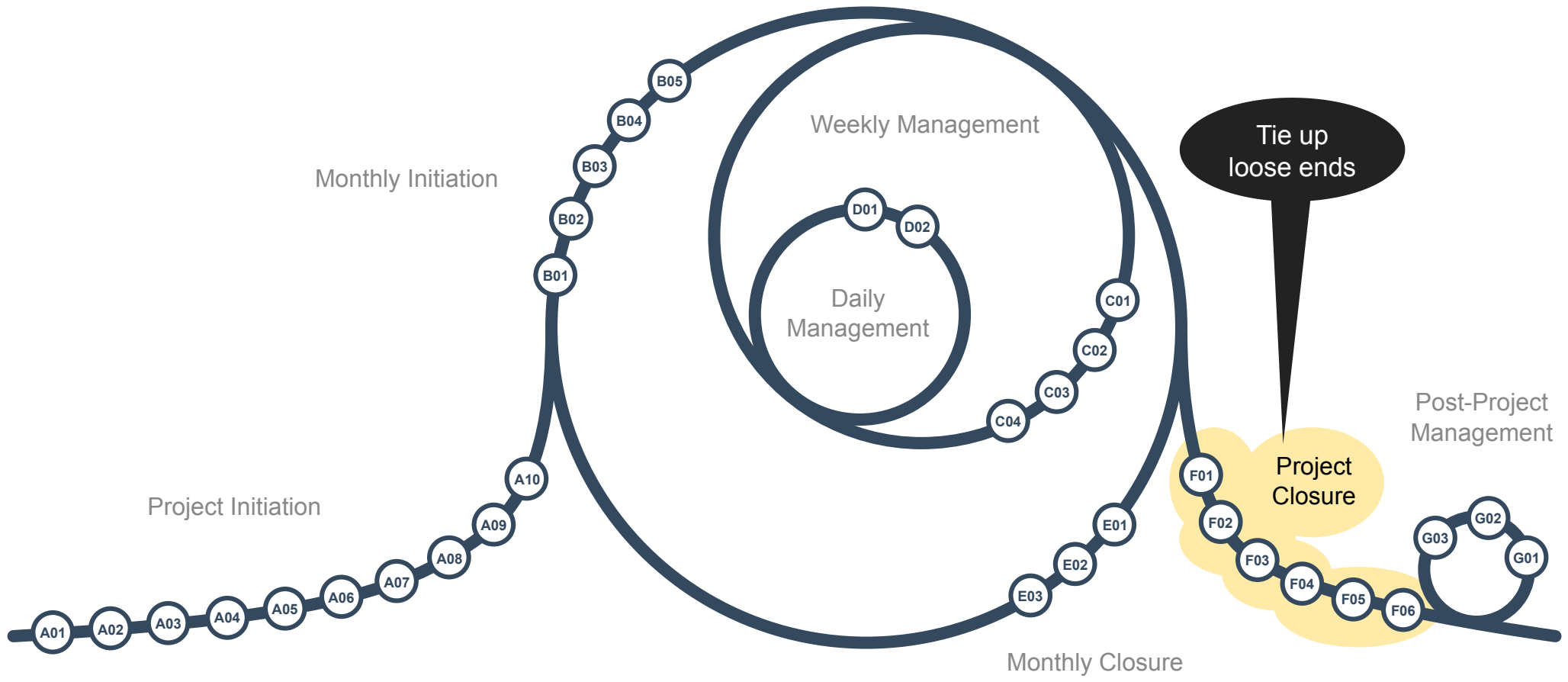
Weekly Management

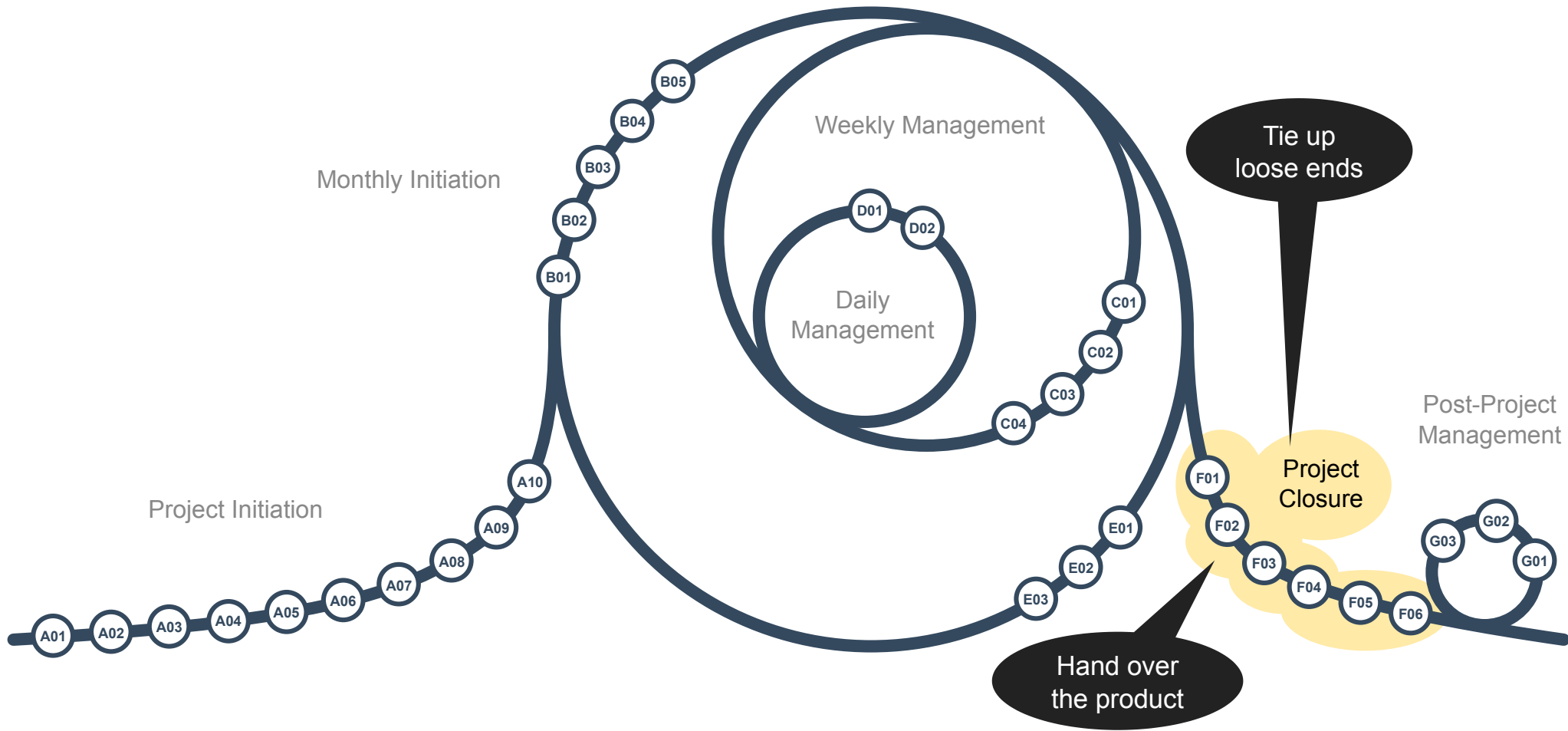
Daily Management

Monthly Closure

Project Closure

Post-Project Management





Project Initiation

Monthly Initiation

Weekly Management

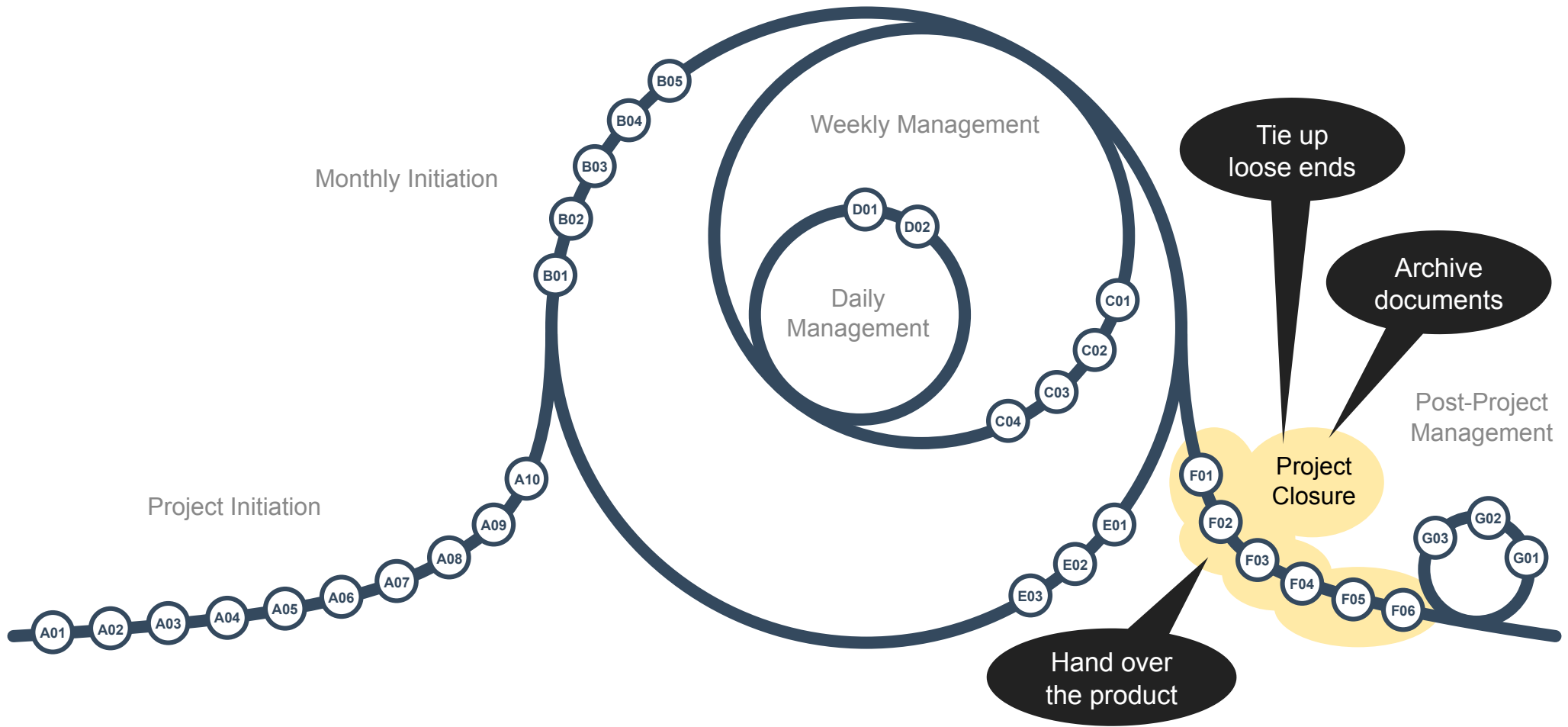
Daily Management

Hand over the product

Tie up loose ends

Project Closure

Post-Project Management



Project Initiation

Monthly Initiation

Weekly Management

Daily Management

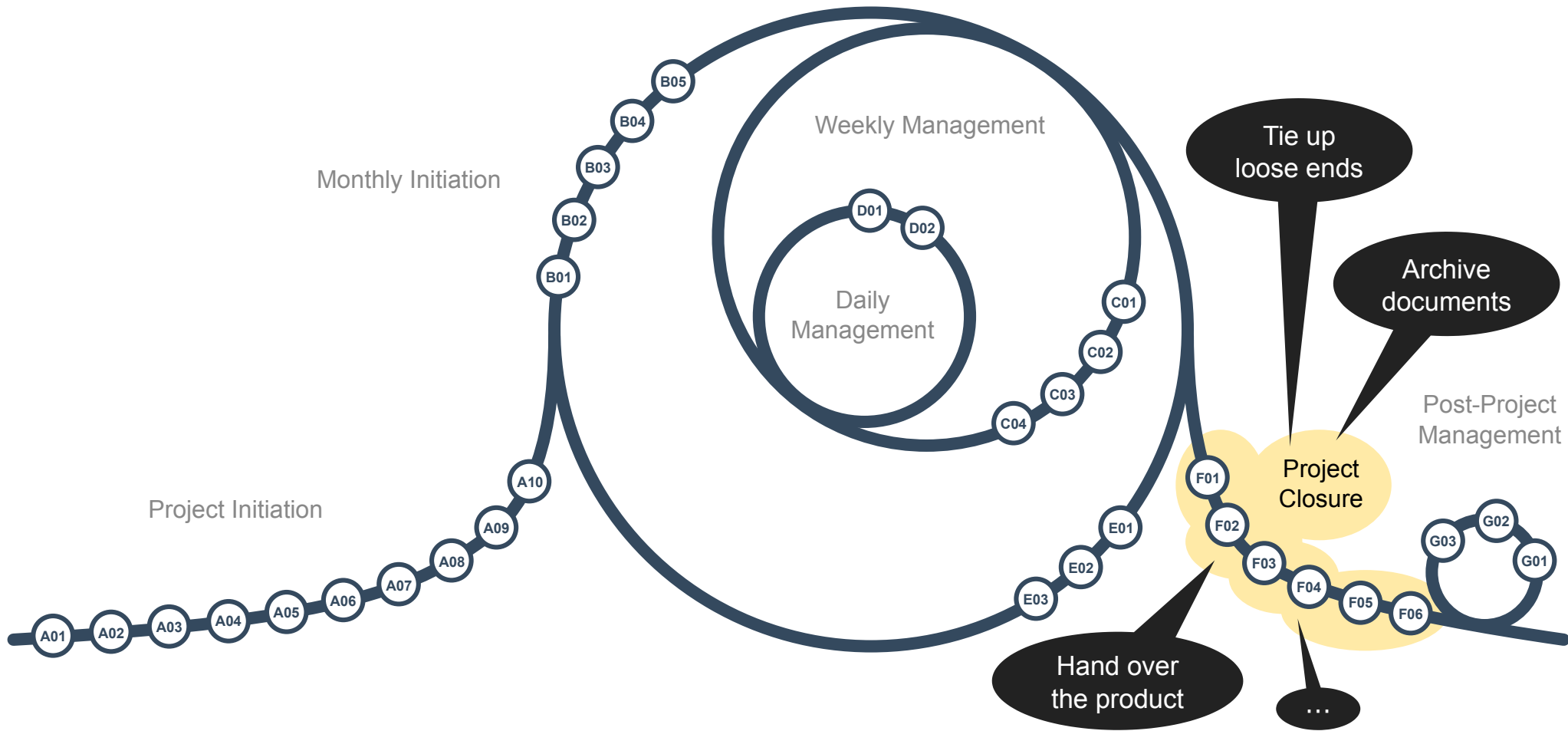
Hand over the product

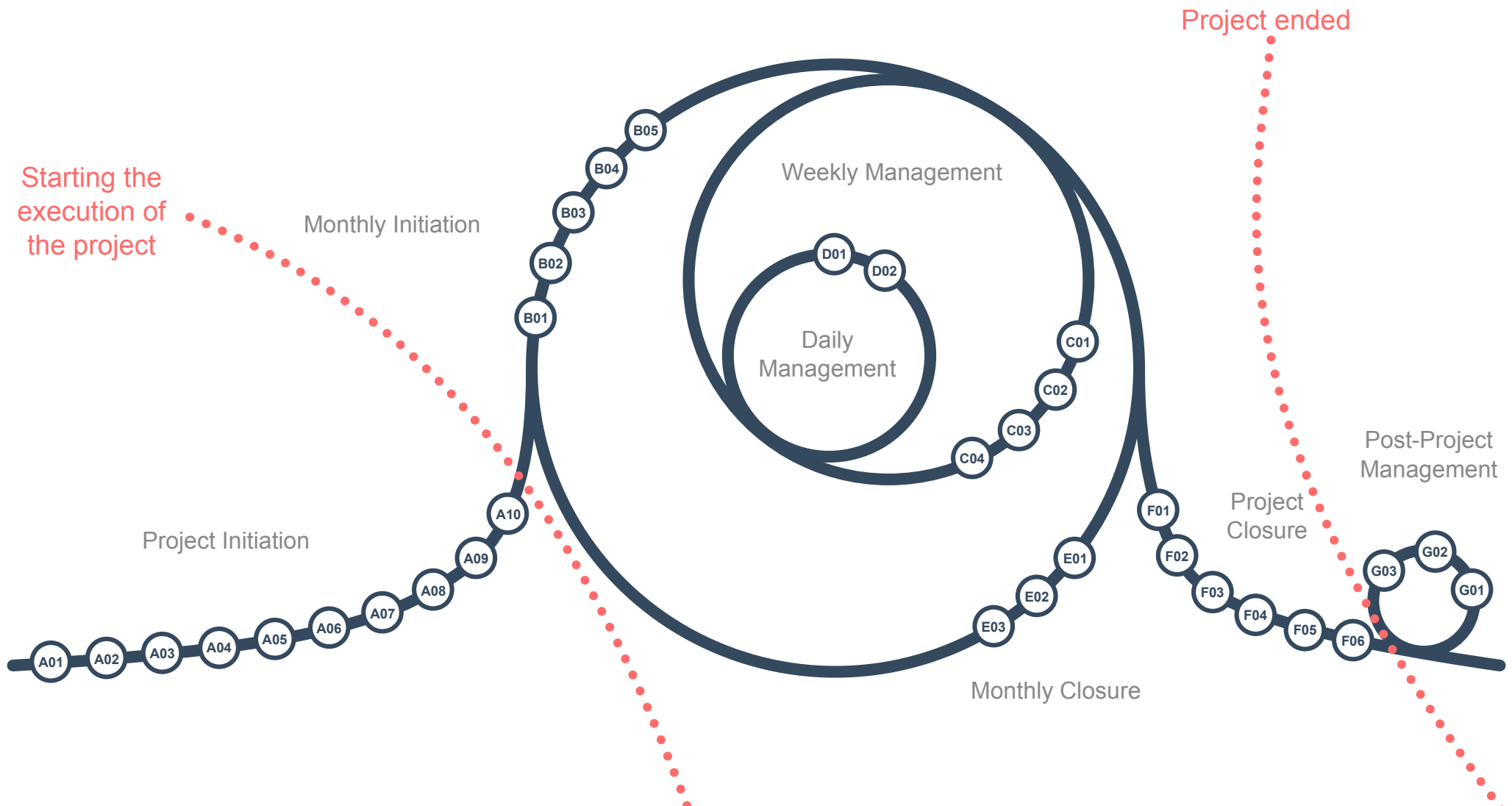
Tie up loose ends

Archive documents

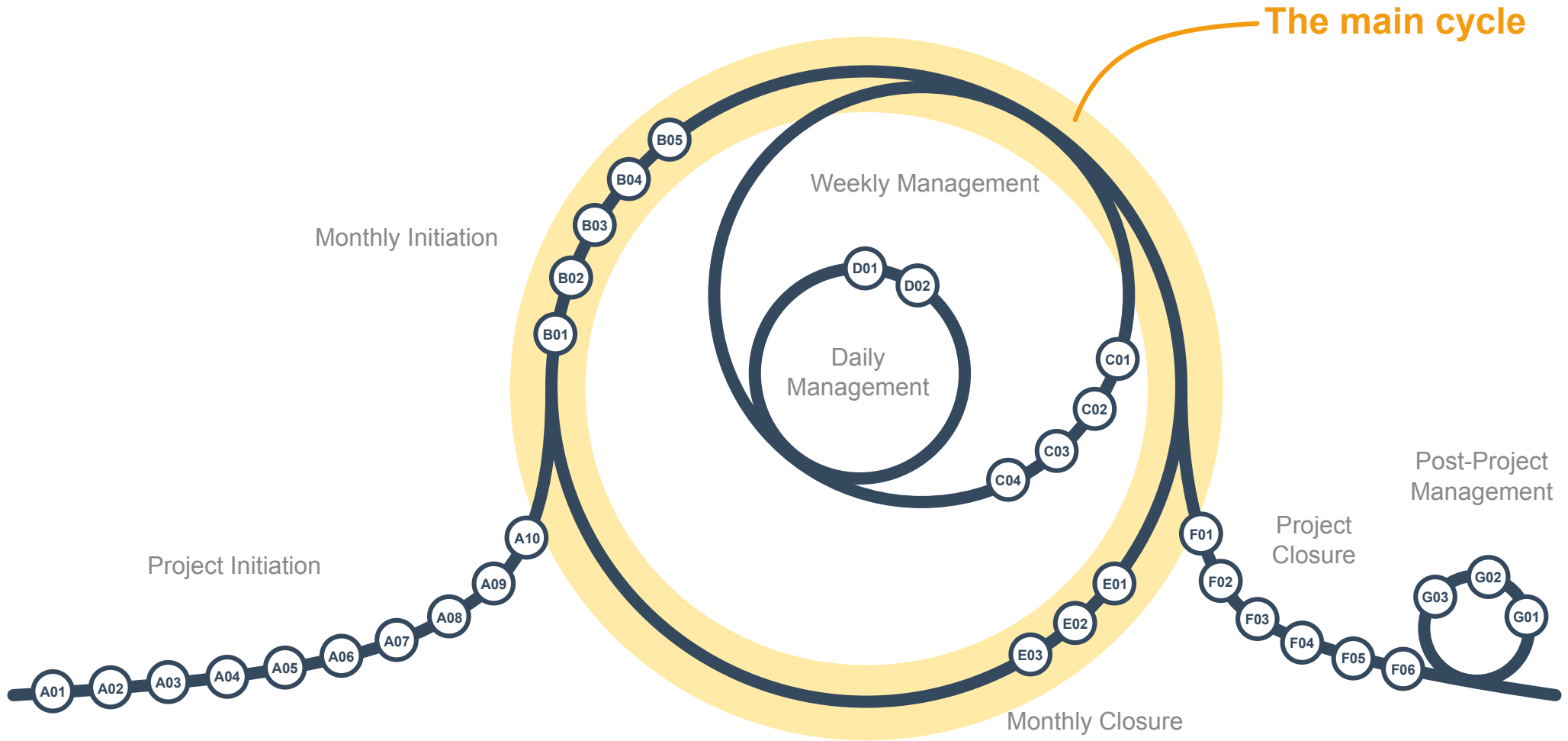
Project Closure

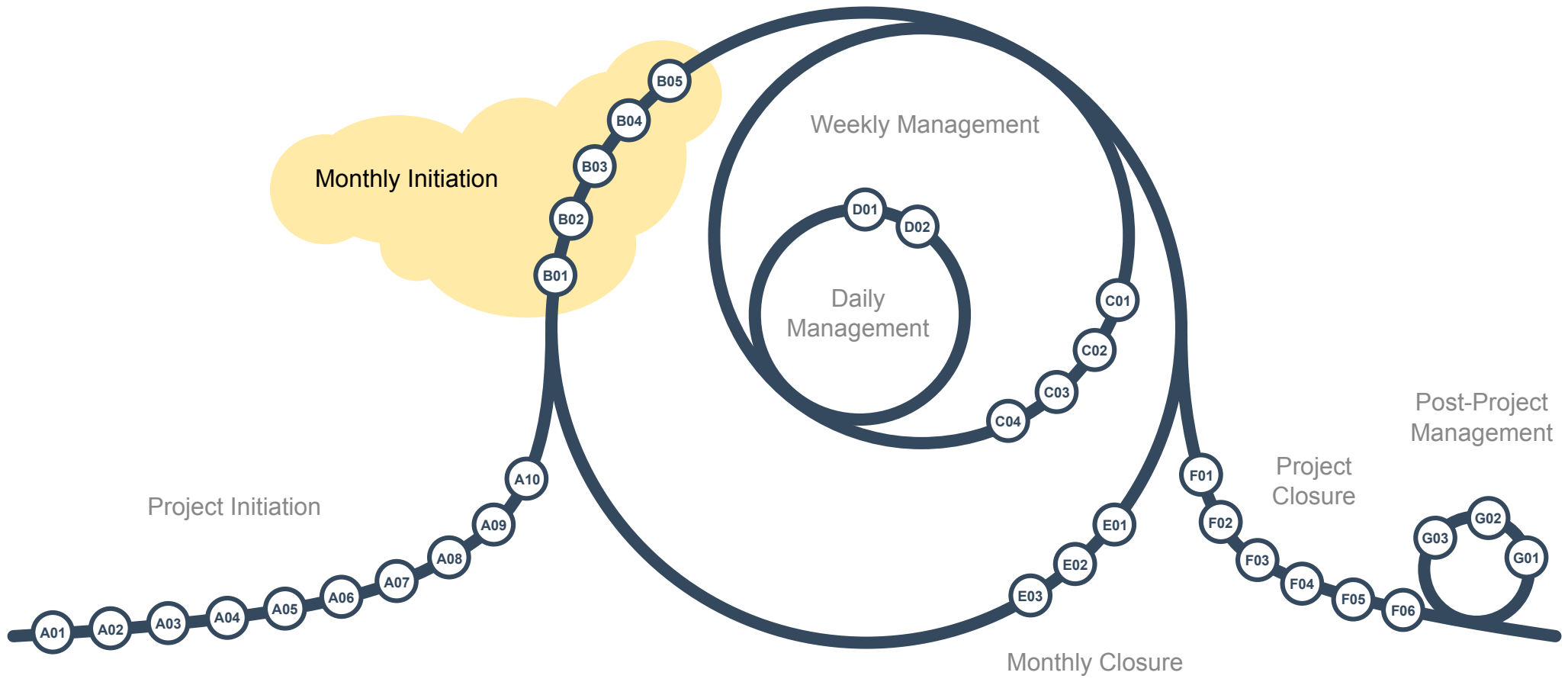
Post-Project Management











Project Initiation

Monthly Initiation

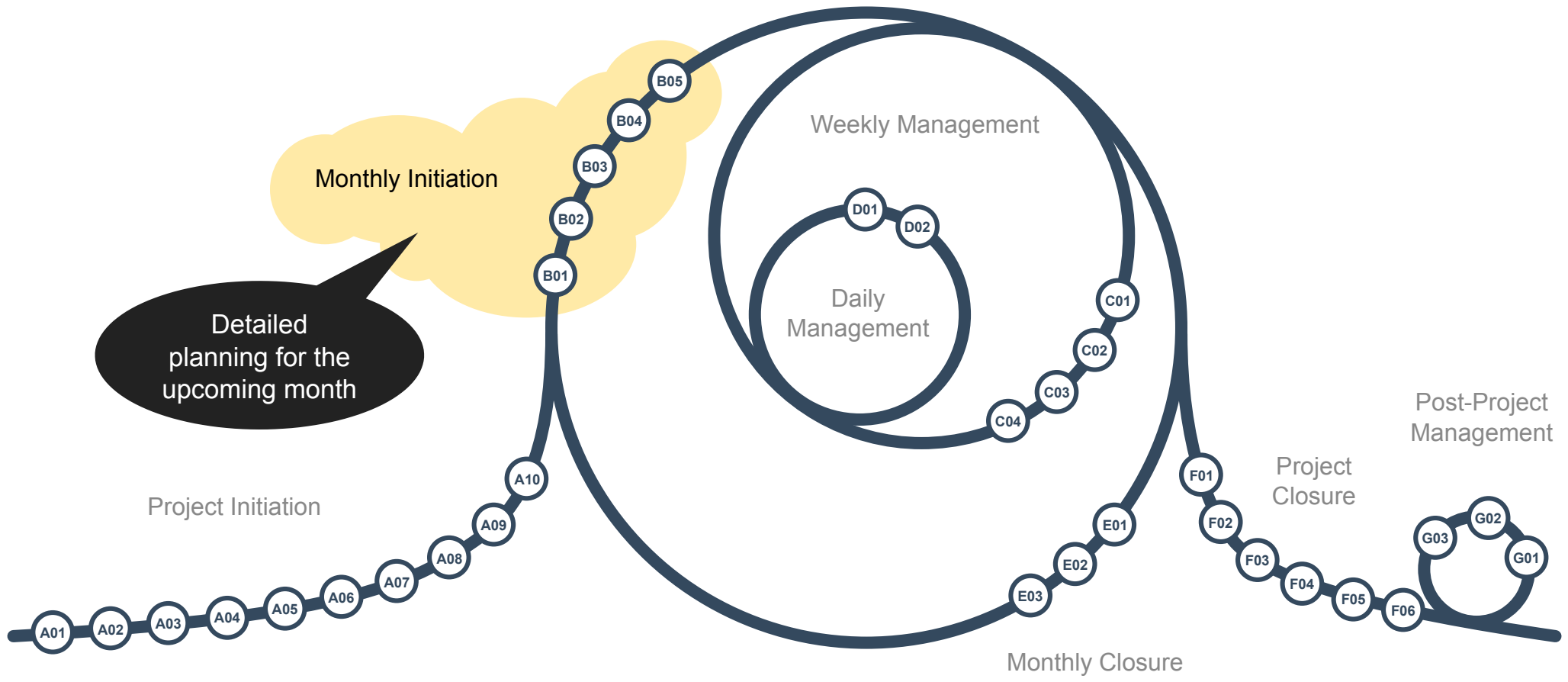
Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management



Detailed  
planning for the  
upcoming month

Monthly Initiation

Weekly Management

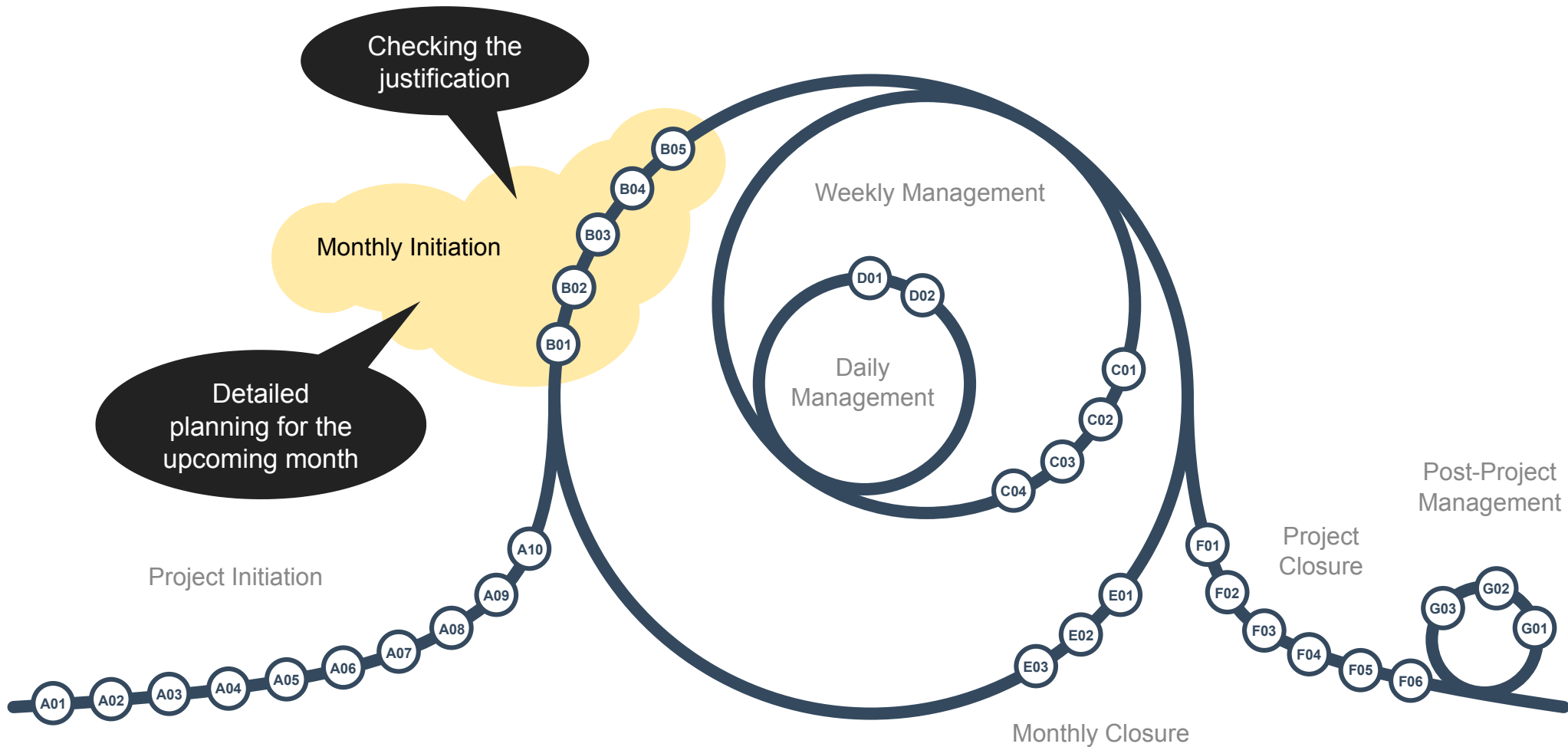
Daily  
Management

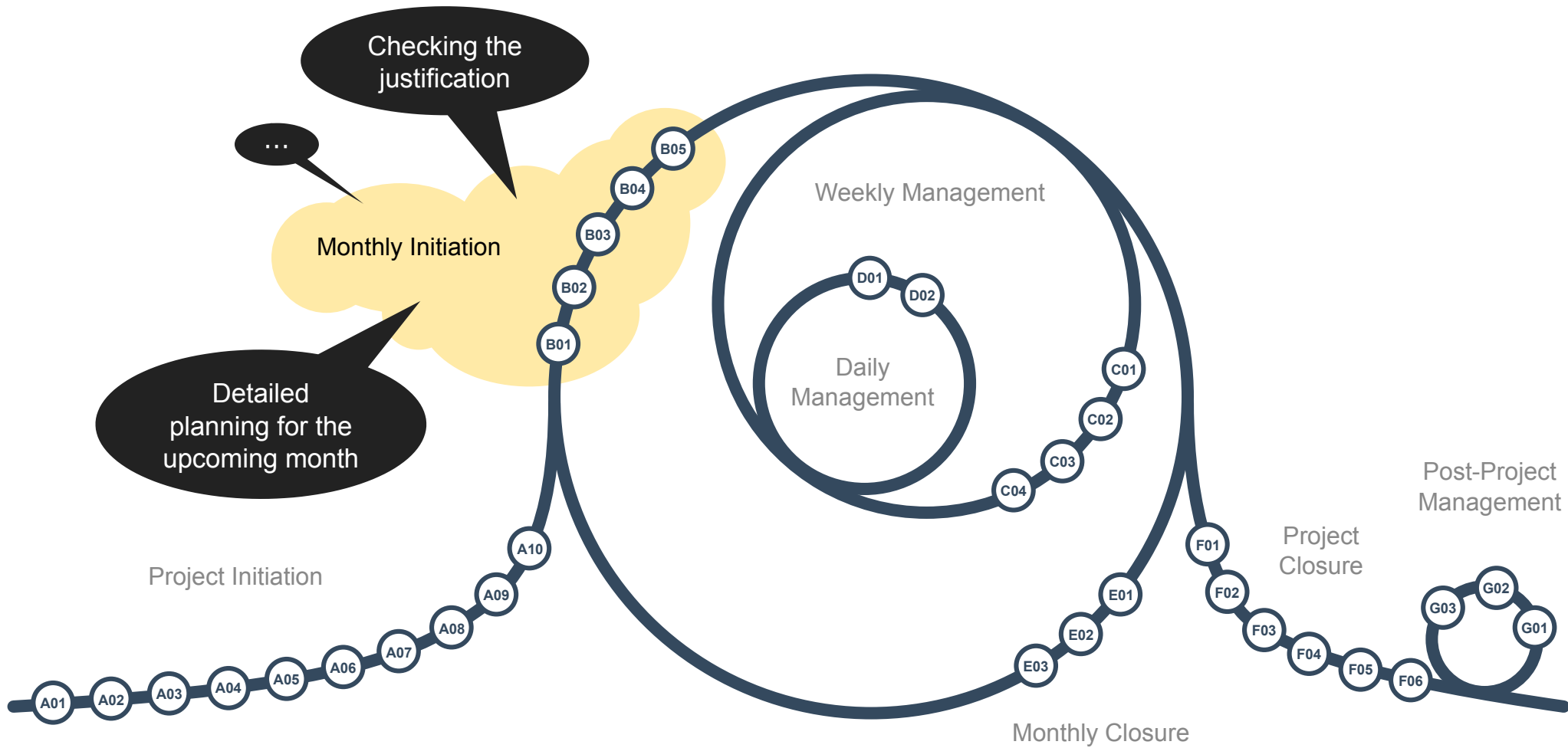
Project Initiation

Monthly Closure

Project  
Closure

Post-Project  
Management





Detailed planning for the upcoming month

Checking the justification

...

Monthly Initiation

Weekly Management

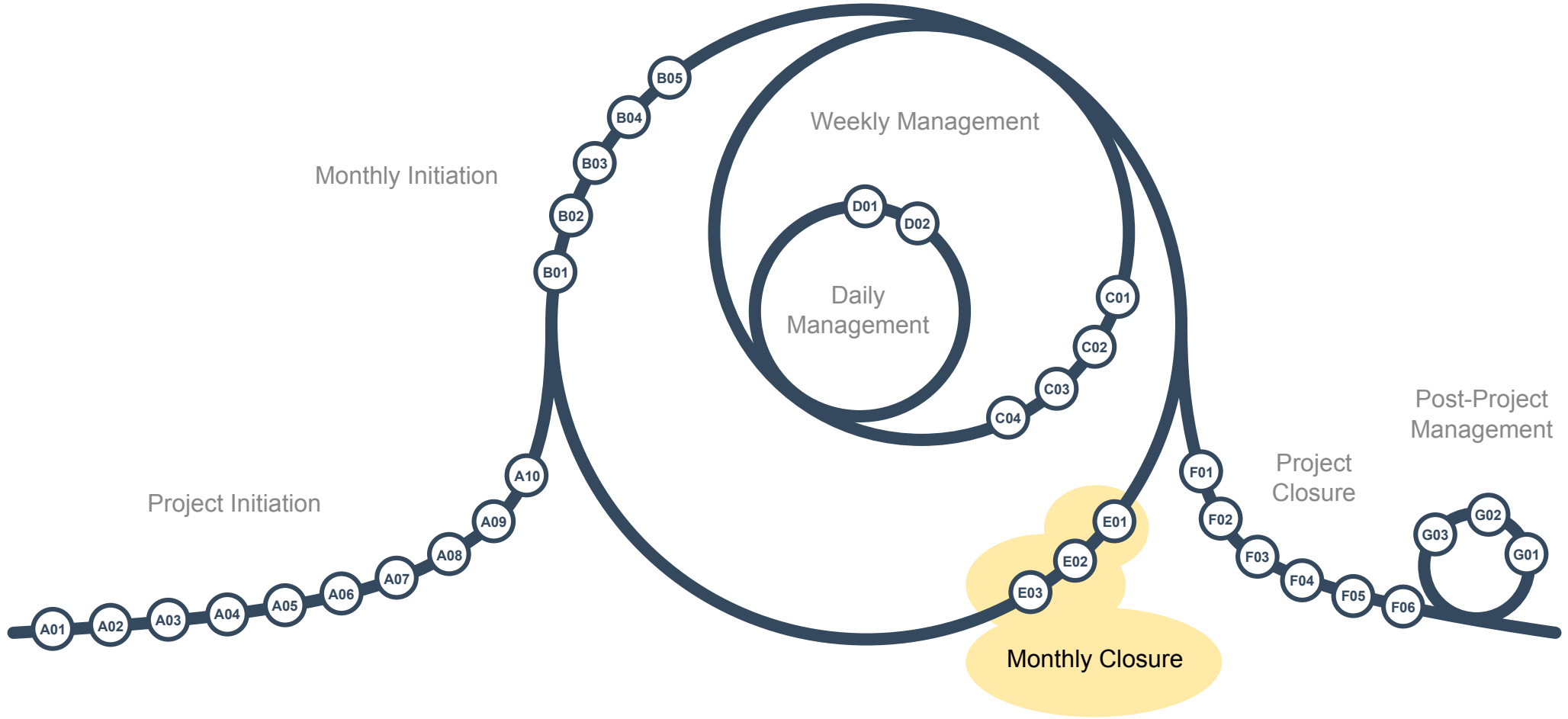
Daily Management

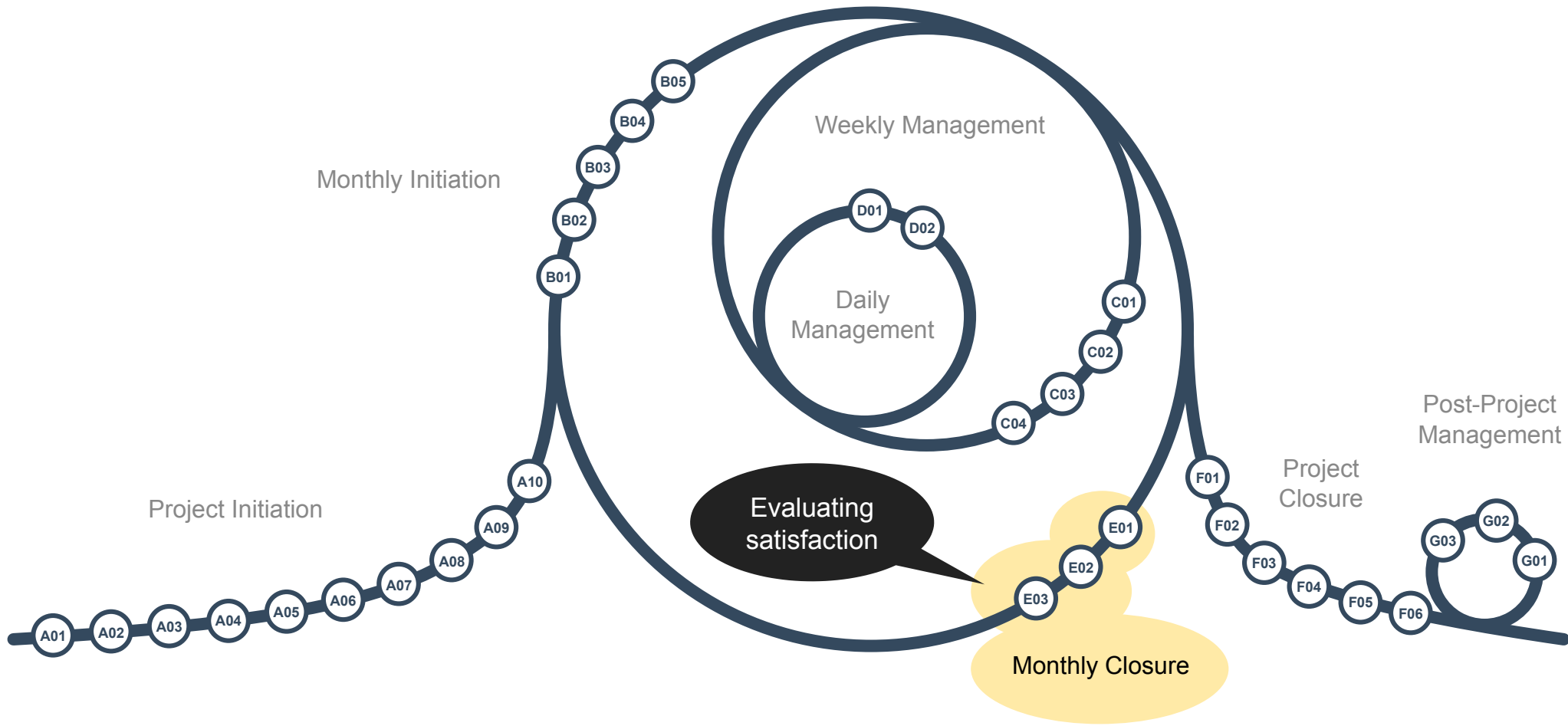
Project Initiation

Monthly Closure

Project Closure

Post-Project Management





Project Initiation

Monthly Initiation

Weekly Management

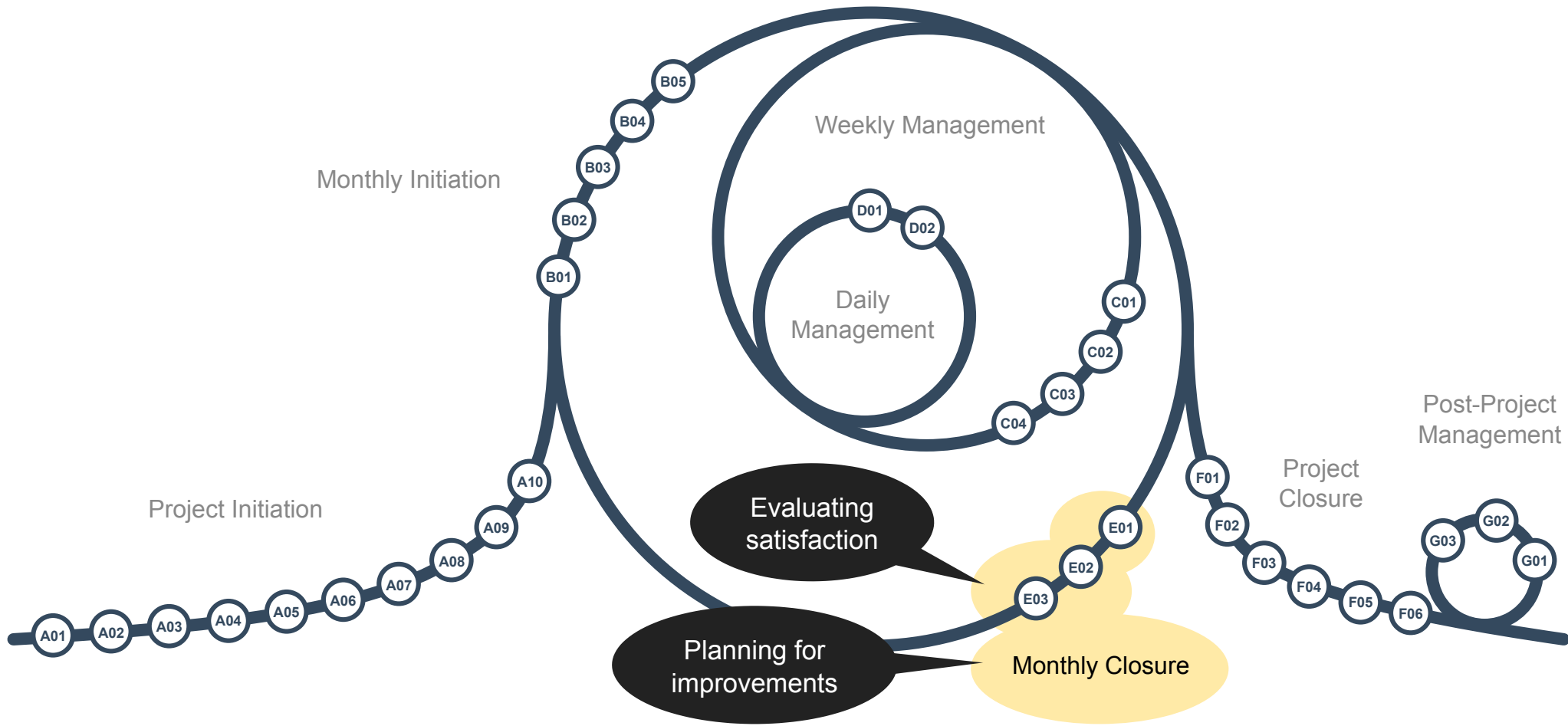
Daily Management

Evaluating satisfaction

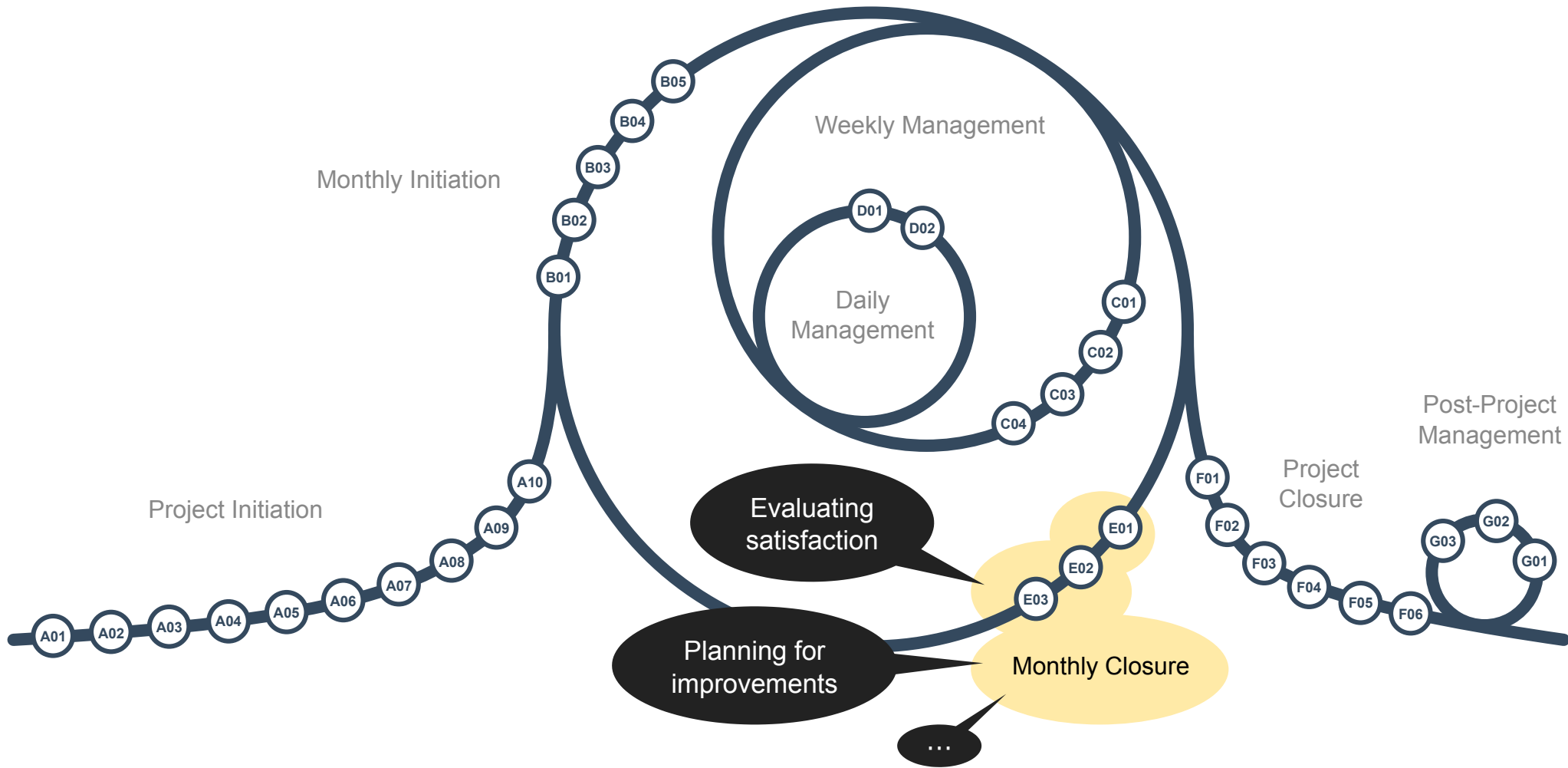
Monthly Closure

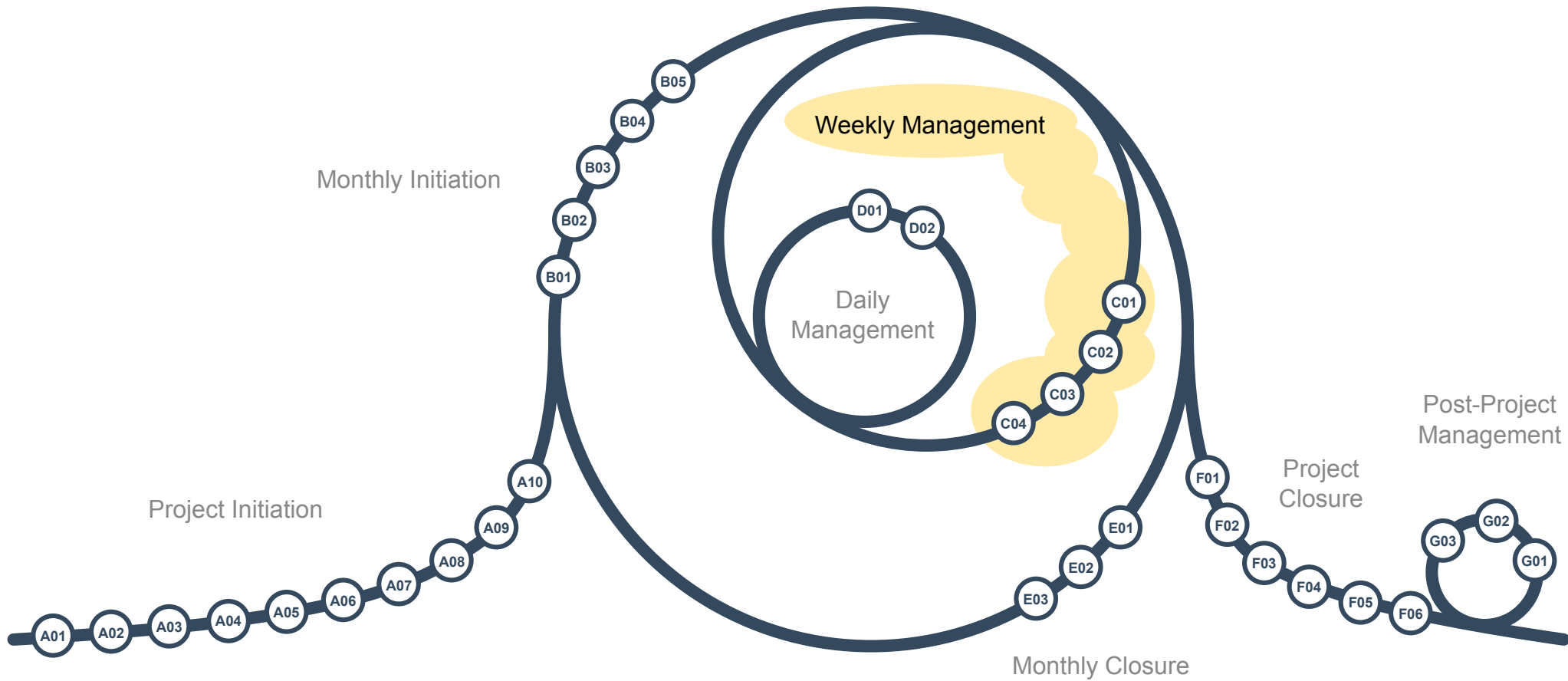
Project Closure

Post-Project Management









Project Initiation

Monthly Initiation

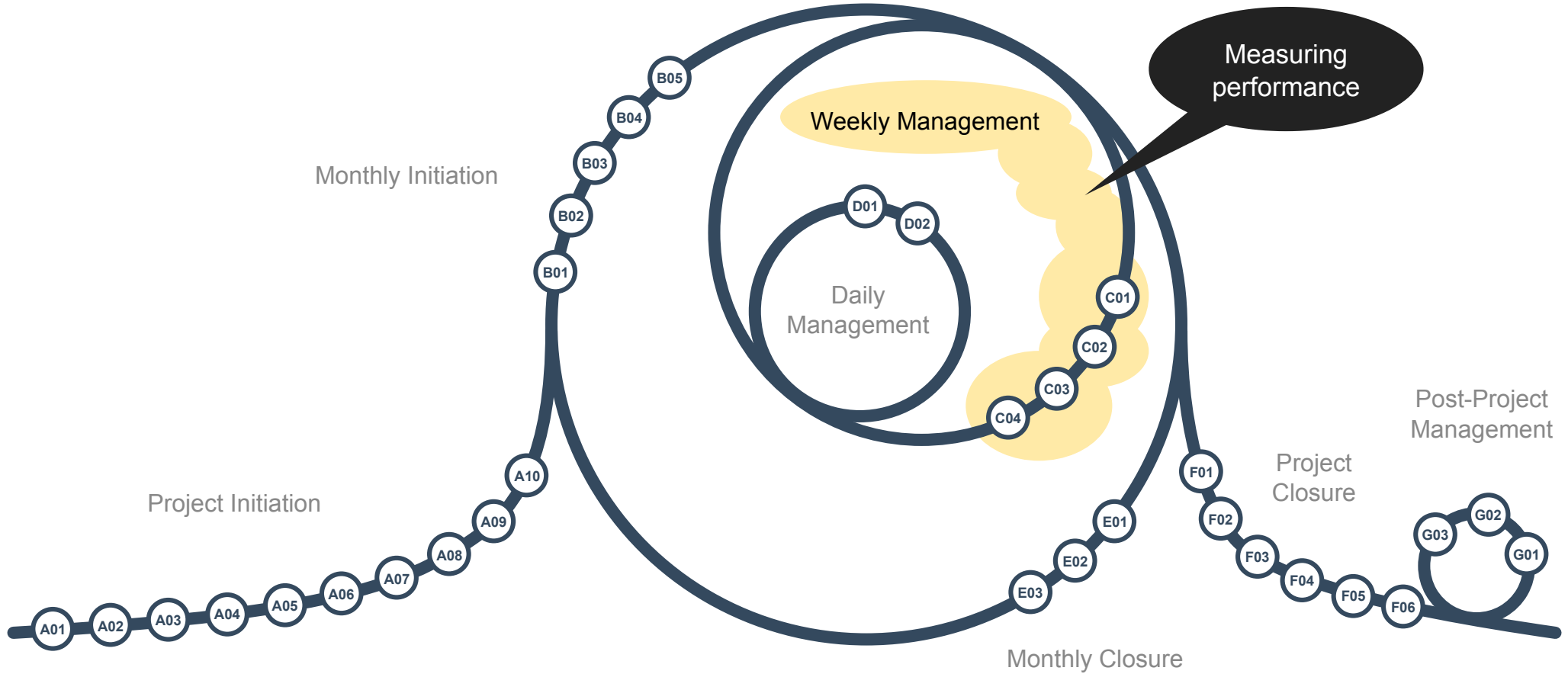
Weekly Management

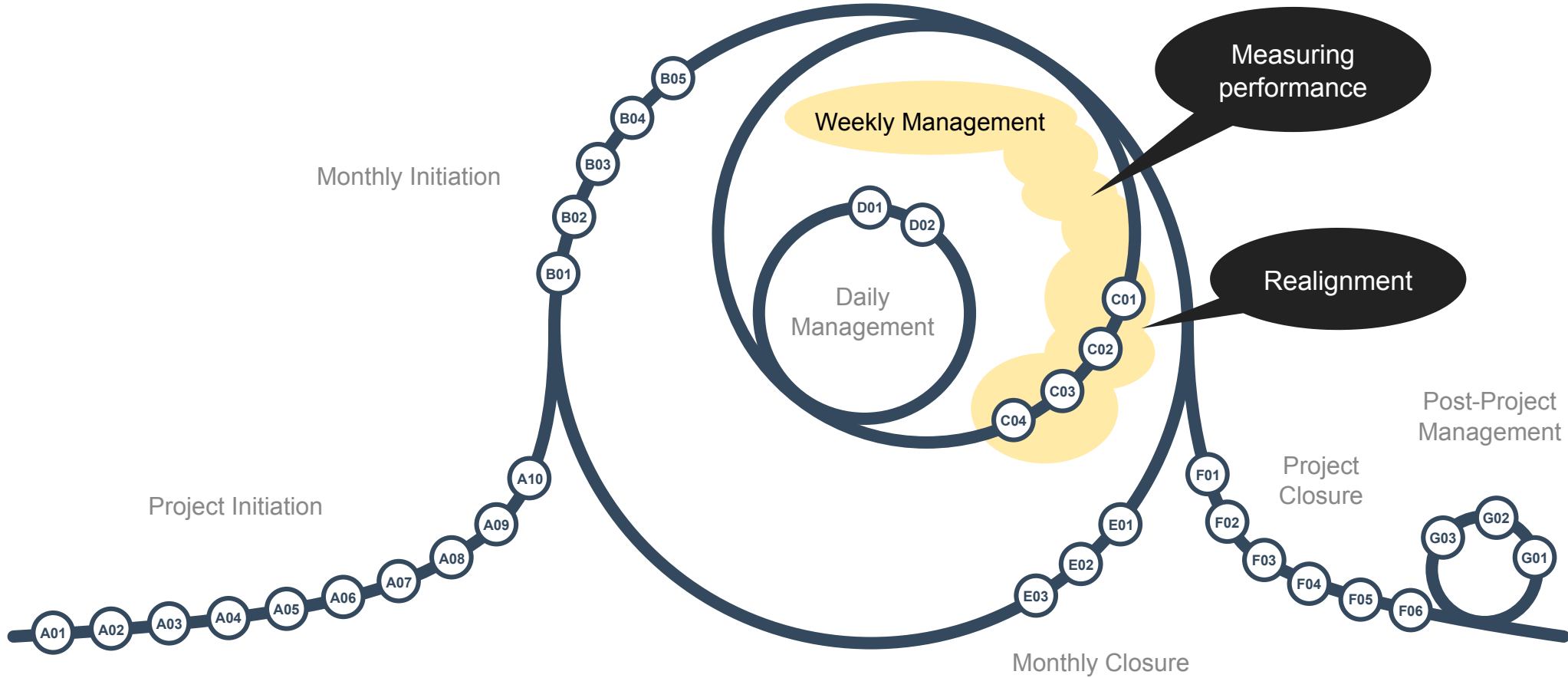
Daily Management

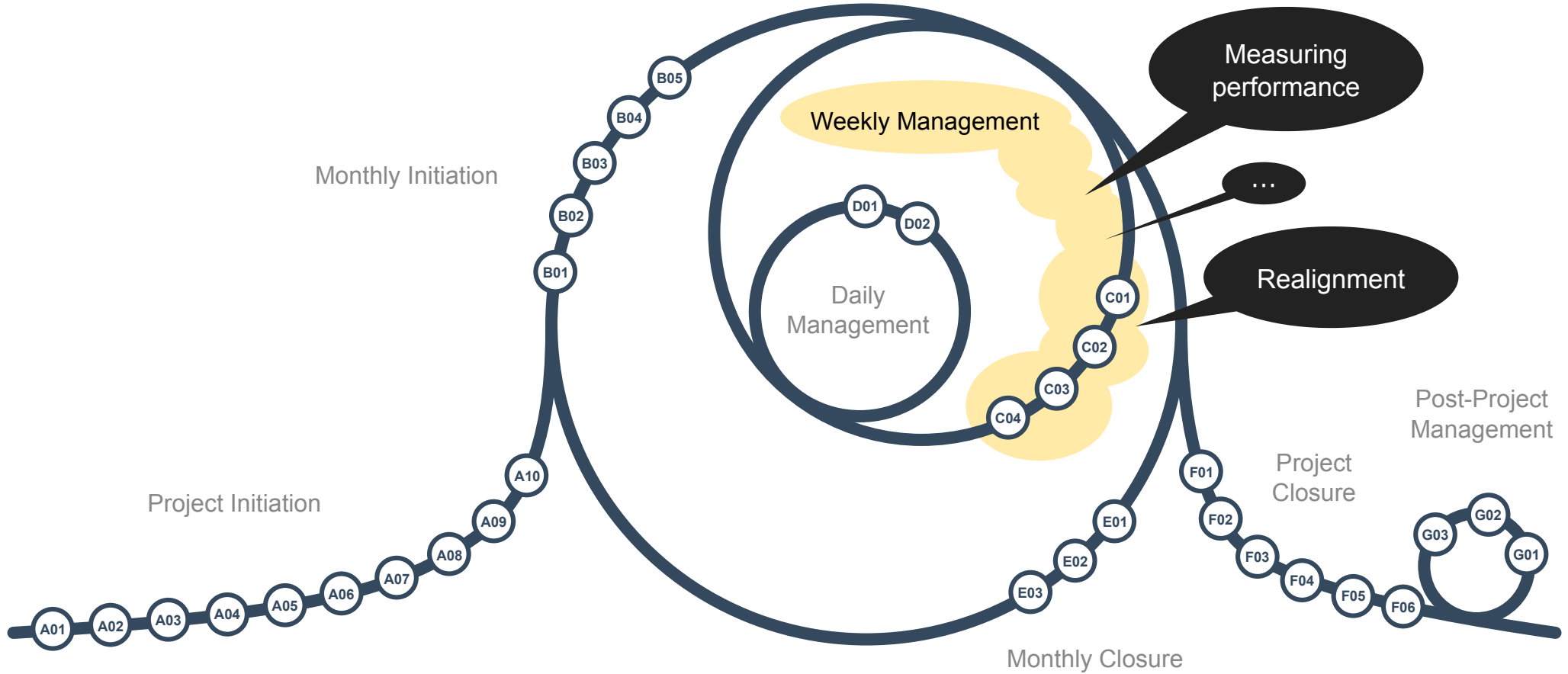
Monthly Closure

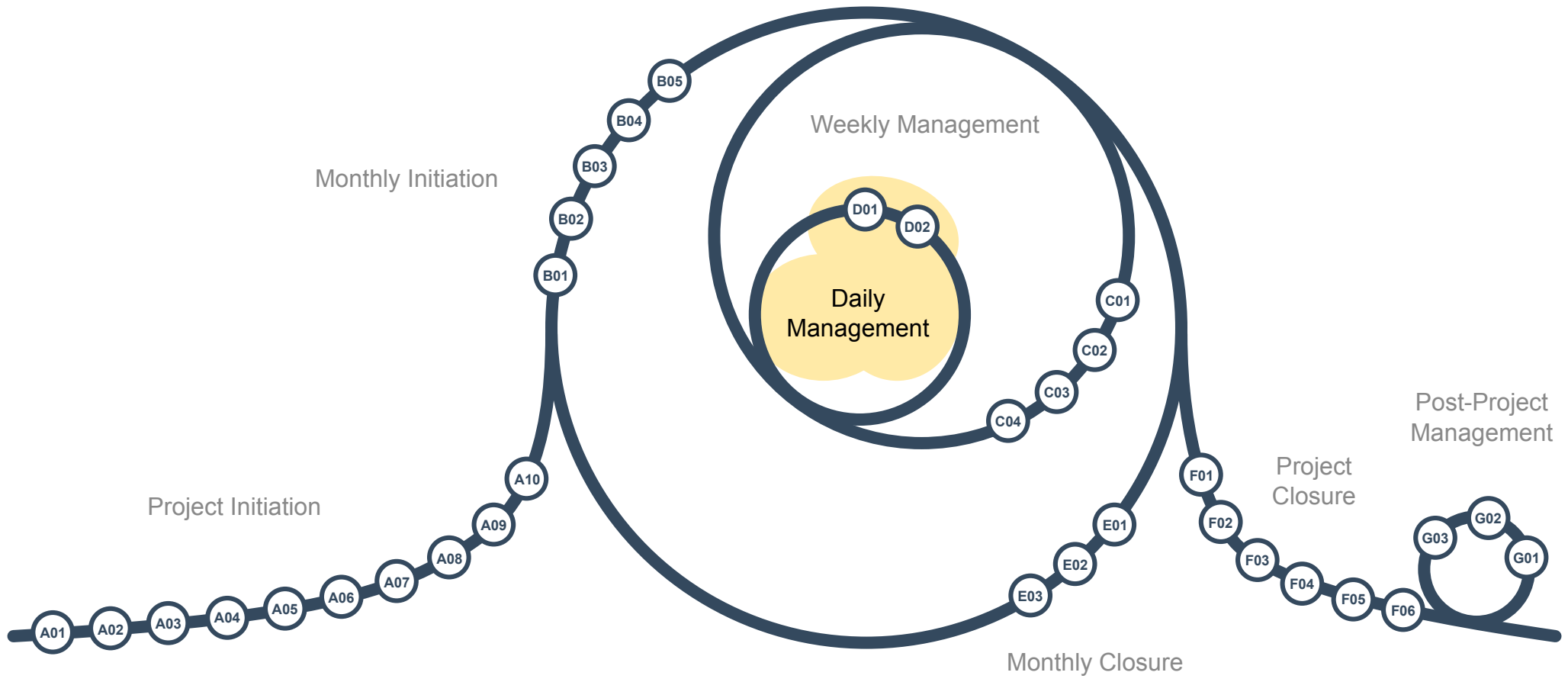
Project Closure

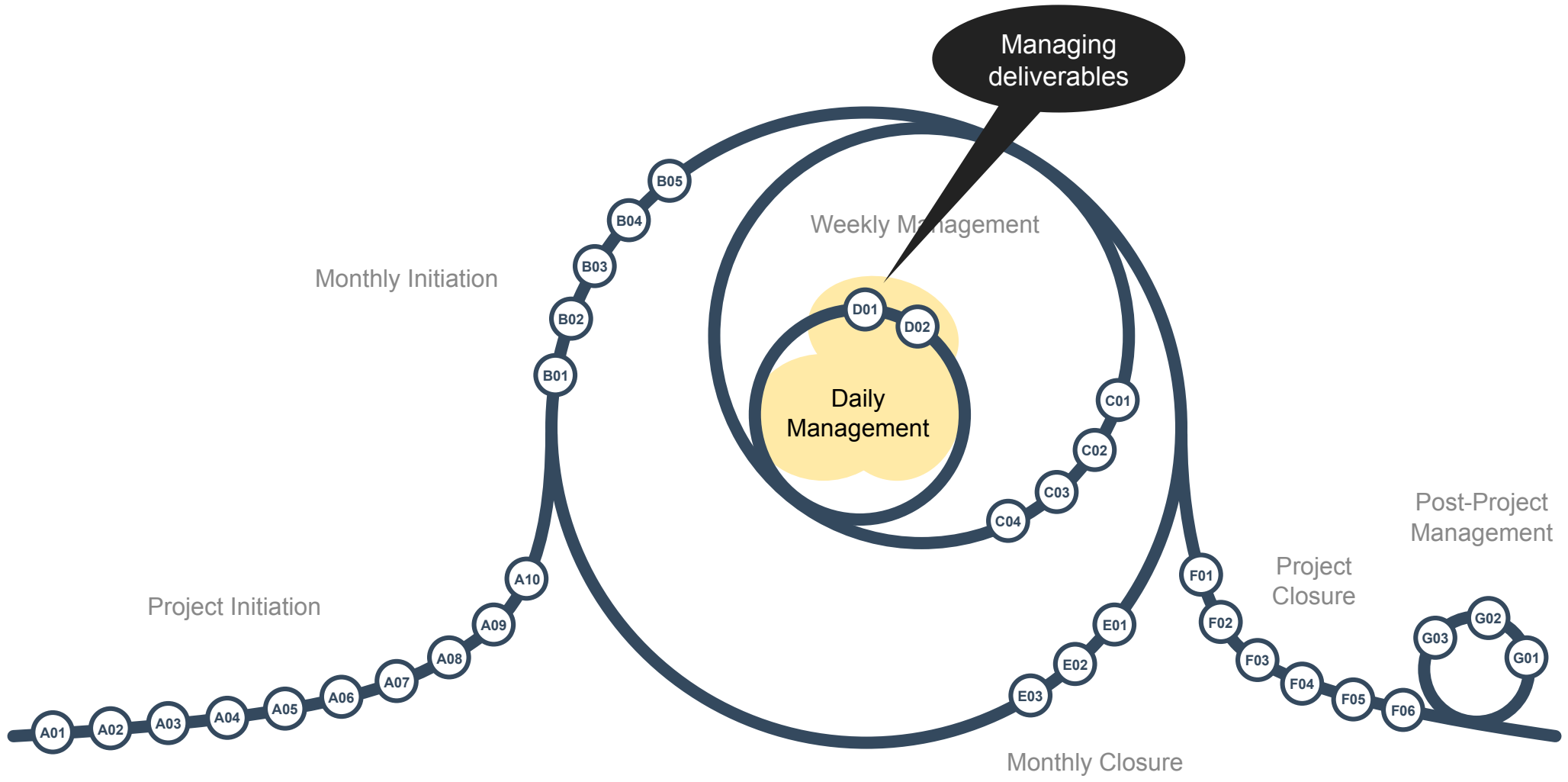
Post-Project Management











Project Initiation

Monthly Initiation

Weekly Management

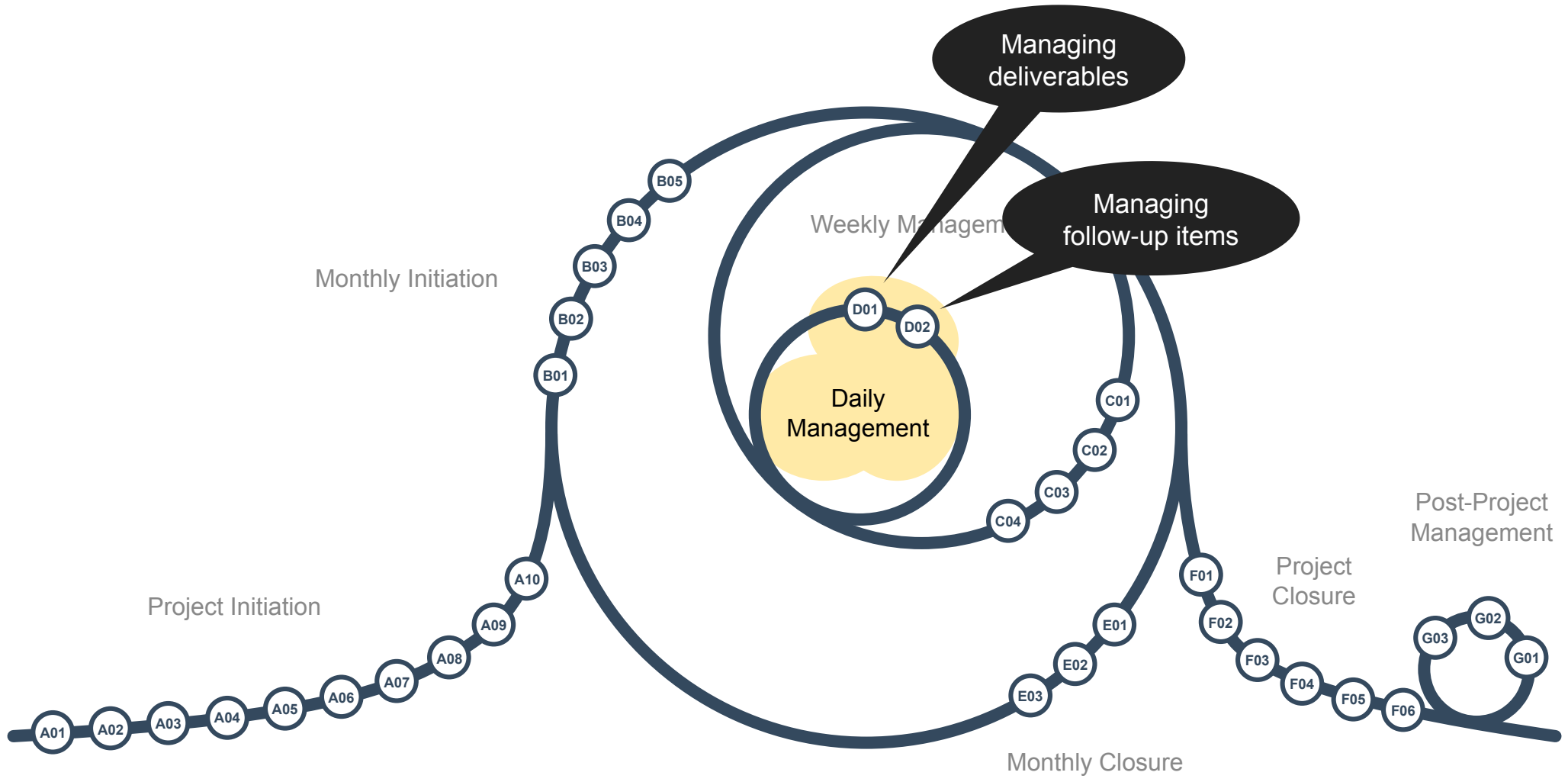
Daily Management

Monthly Closure

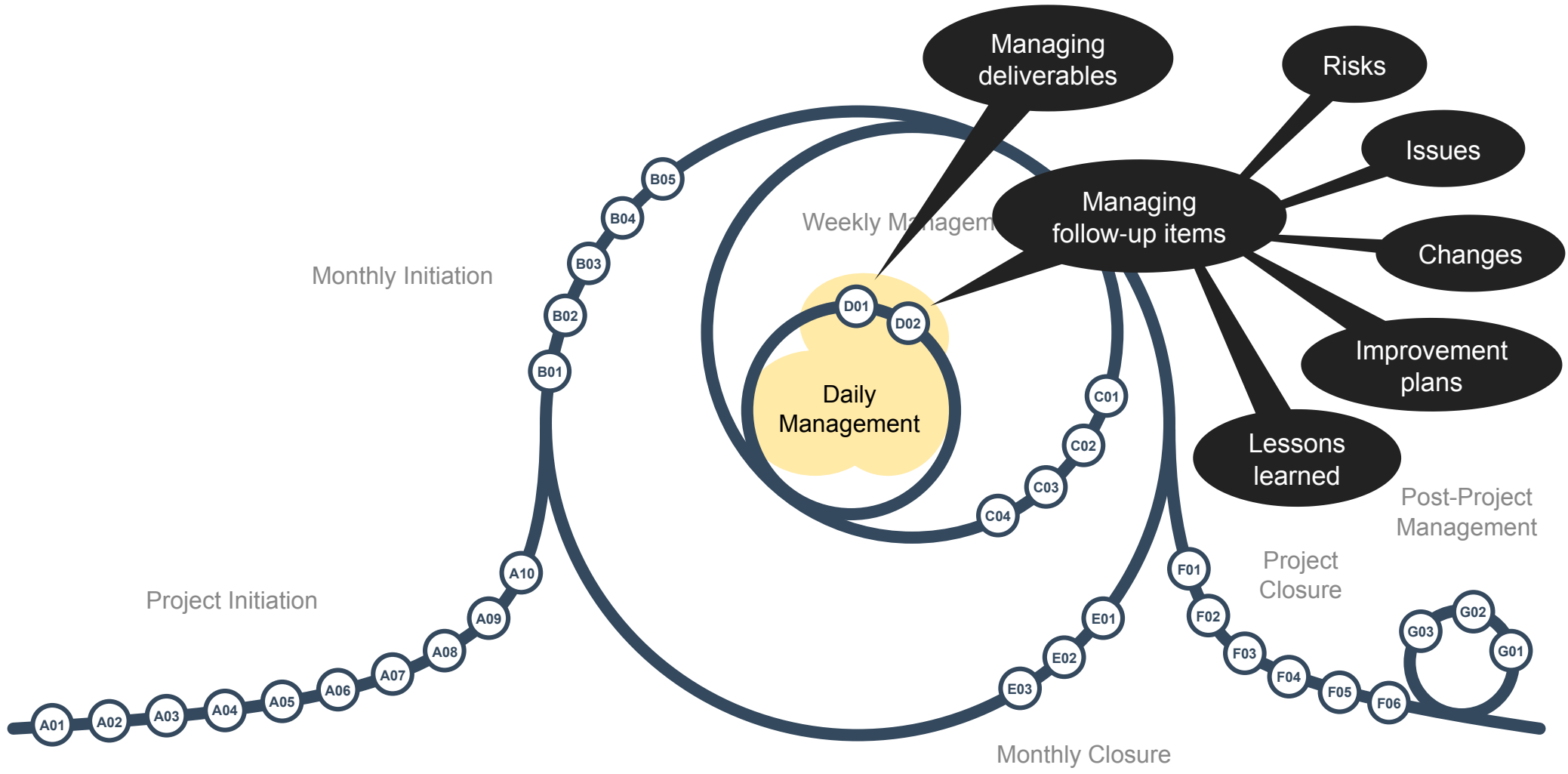
Project Closure

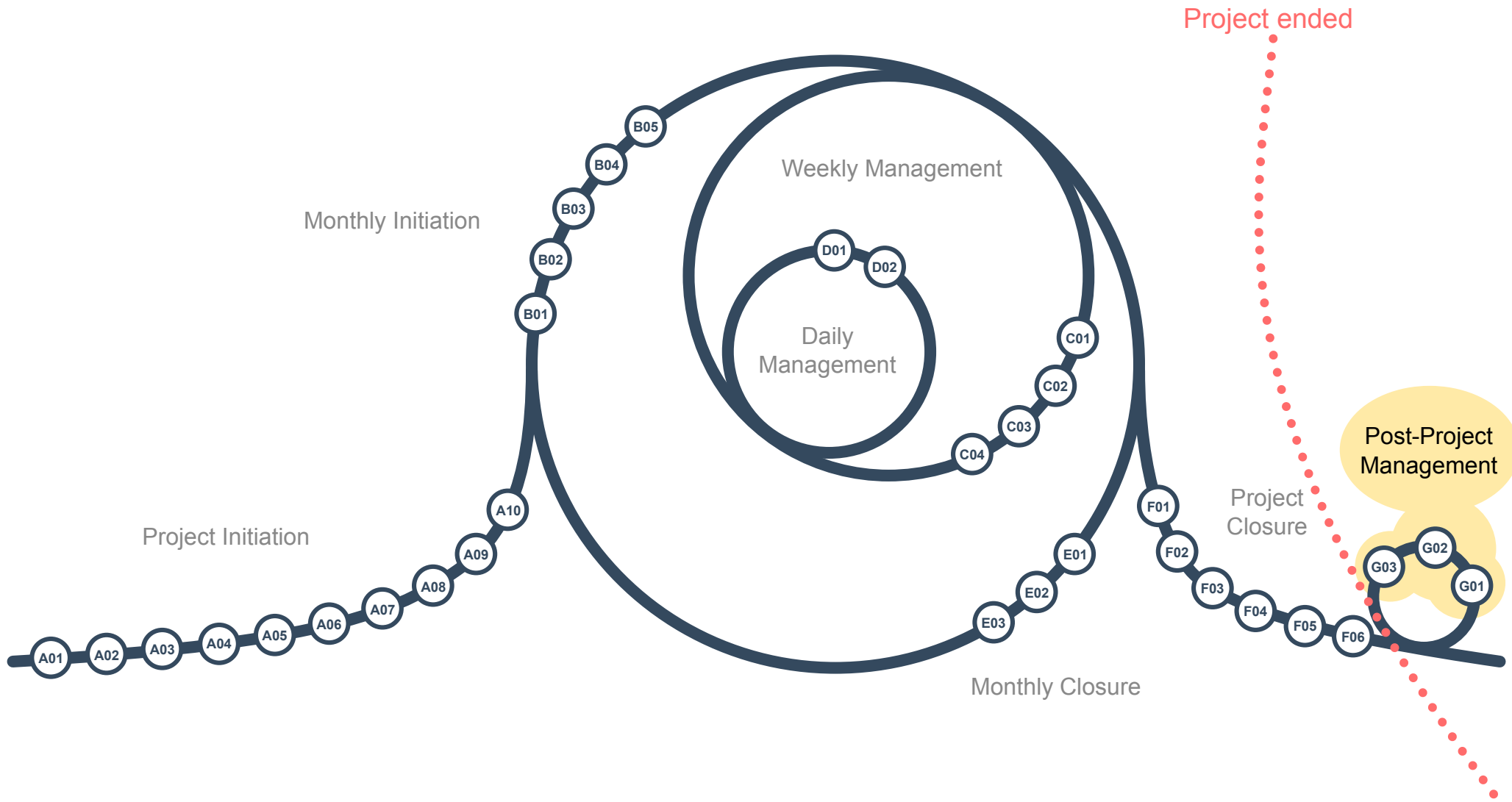
Post-Project Management

Managing deliverables









Project Initiation

Monthly Initiation

Weekly Management

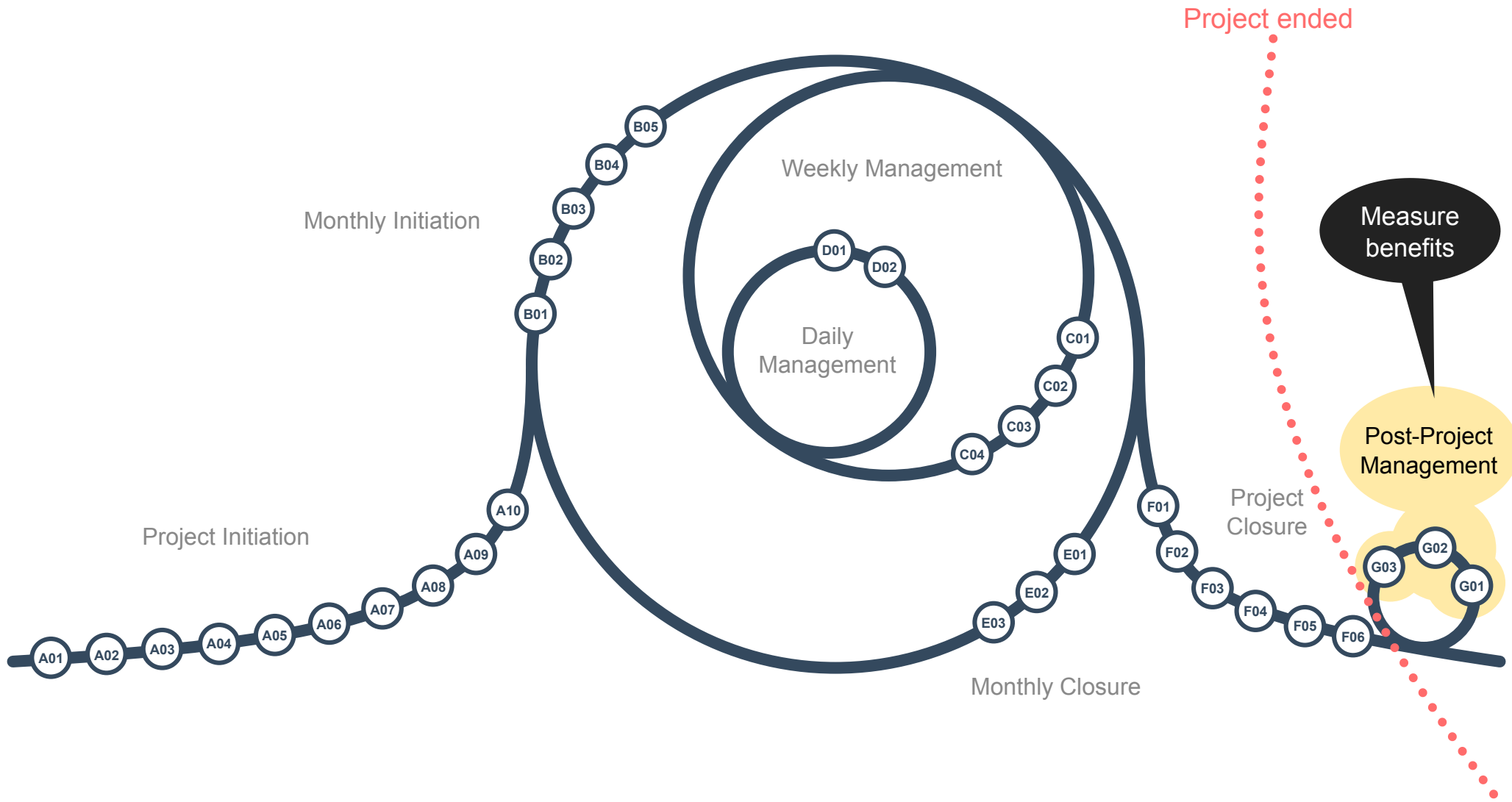
Daily Management

Monthly Closure

Project Closure

Post-Project Management

Project ended



Project ended

Monthly Initiation

Weekly Management

Daily Management

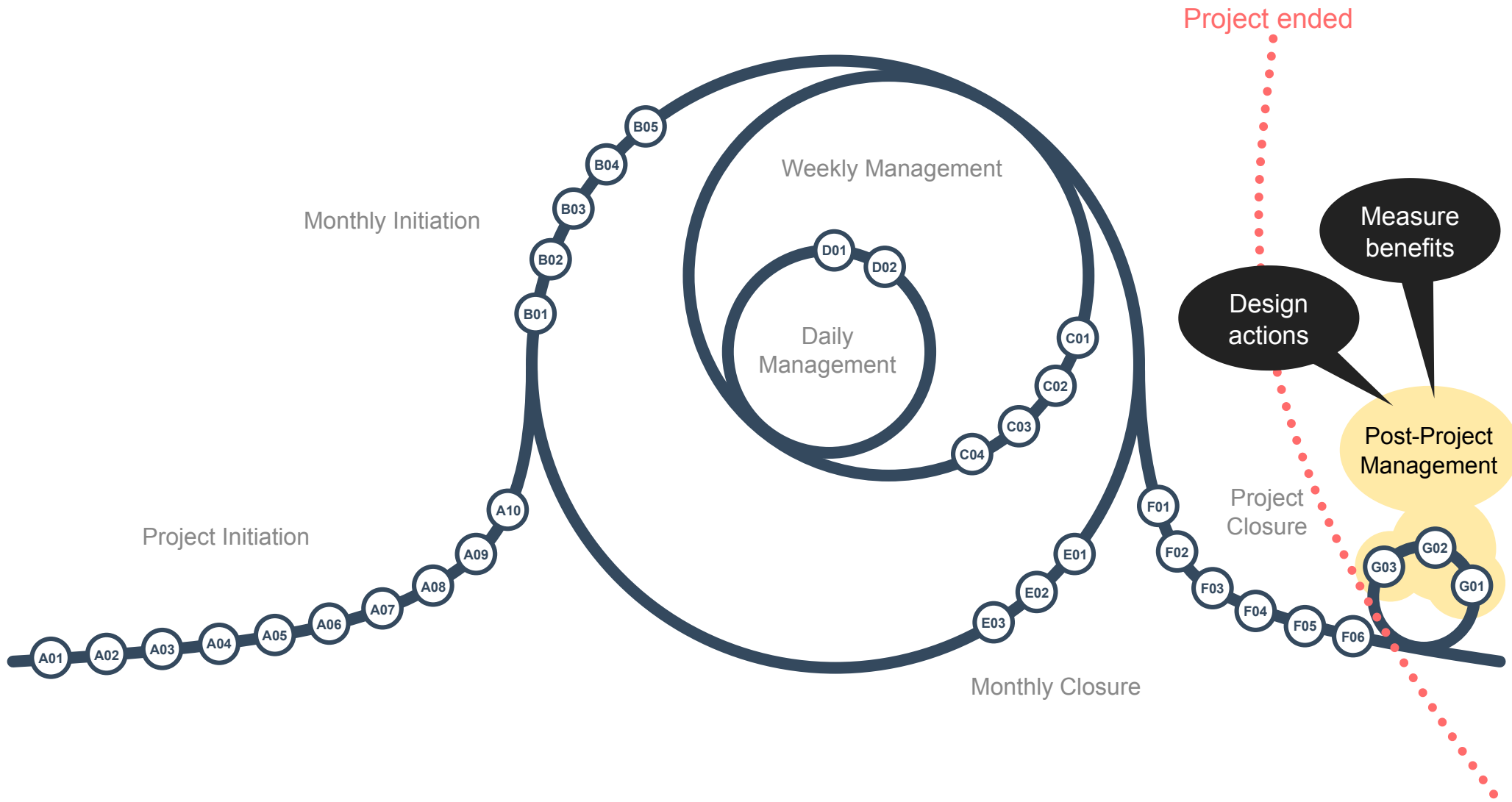
Project Initiation

Monthly Closure

Project Closure

Measure benefits

Post-Project Management



Project ended

Monthly Initiation

Weekly Management

Daily Management

Project Initiation

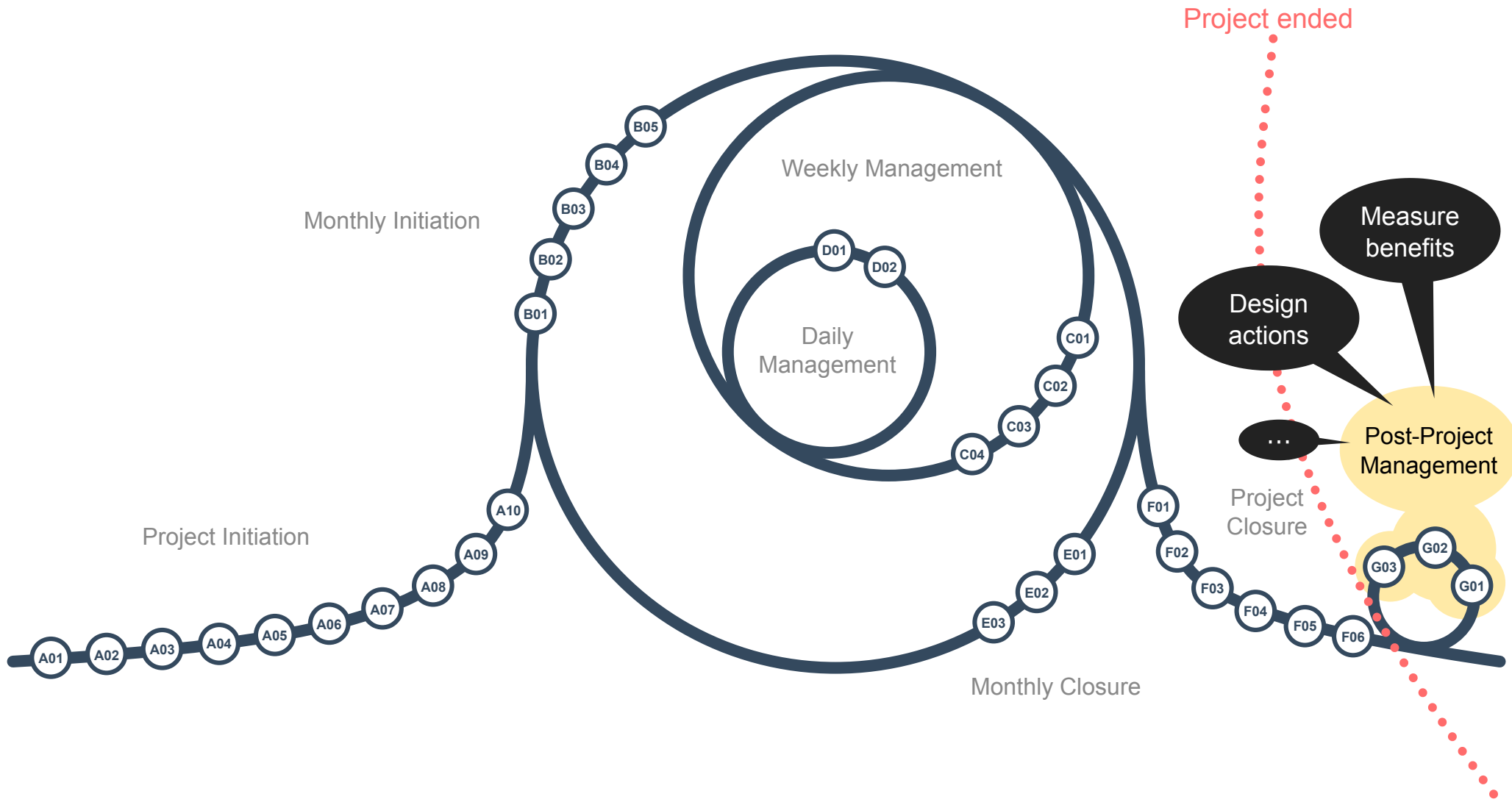
Monthly Closure

Project Closure

Post-Project Management

Design actions

Measure benefits



**① High-level overview**

**② Full review**



- Ⓐ Project Initiation
- Ⓑ Monthly Initiation
- Ⓒ Weekly Management
- Ⓓ Daily Management
- Ⓔ Monthly Closure
- Ⓕ Project Closure
- Ⓖ Post-Project Management

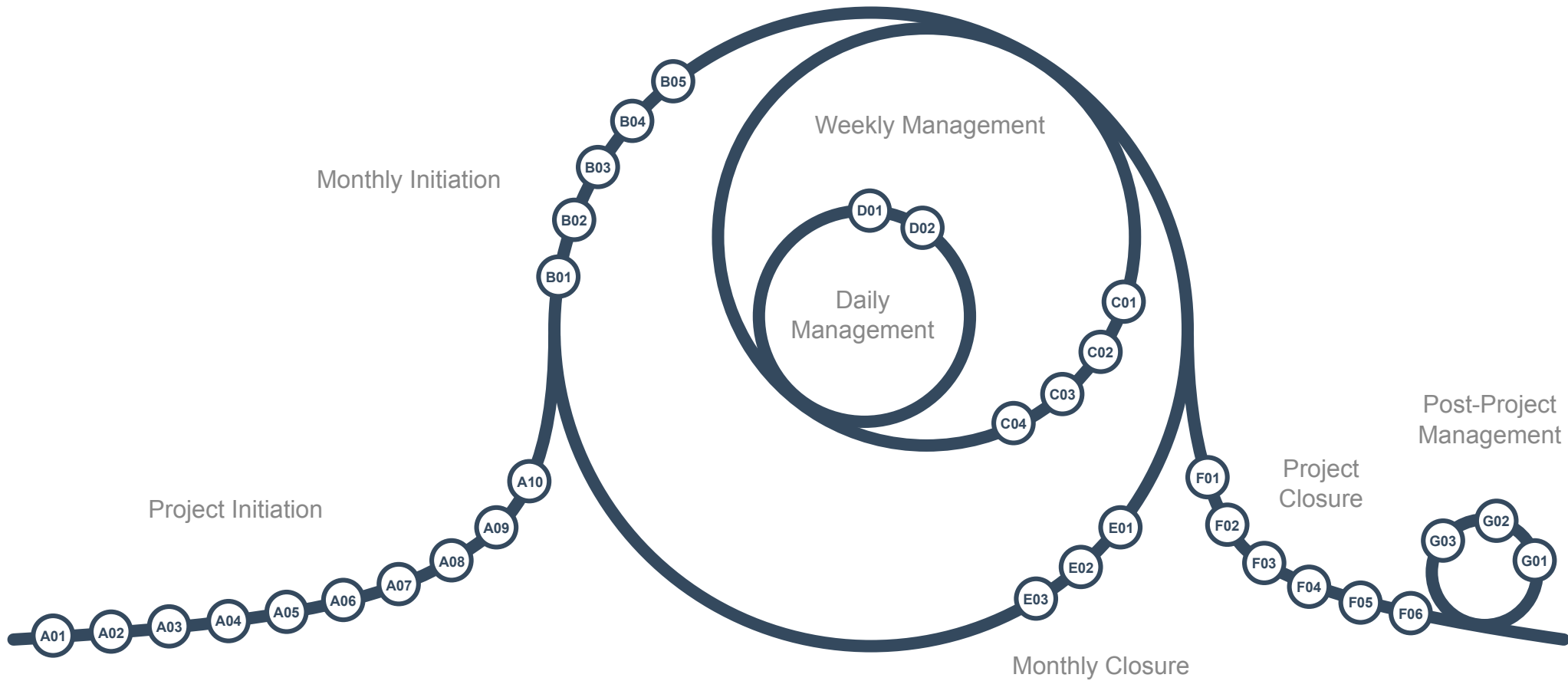
**③ NUPP**

**④ Tailoring**

**⑤ Development methods**

**⑥ Code of conduct**

**⑦ Certification program**



Project Initiation

Monthly Initiation

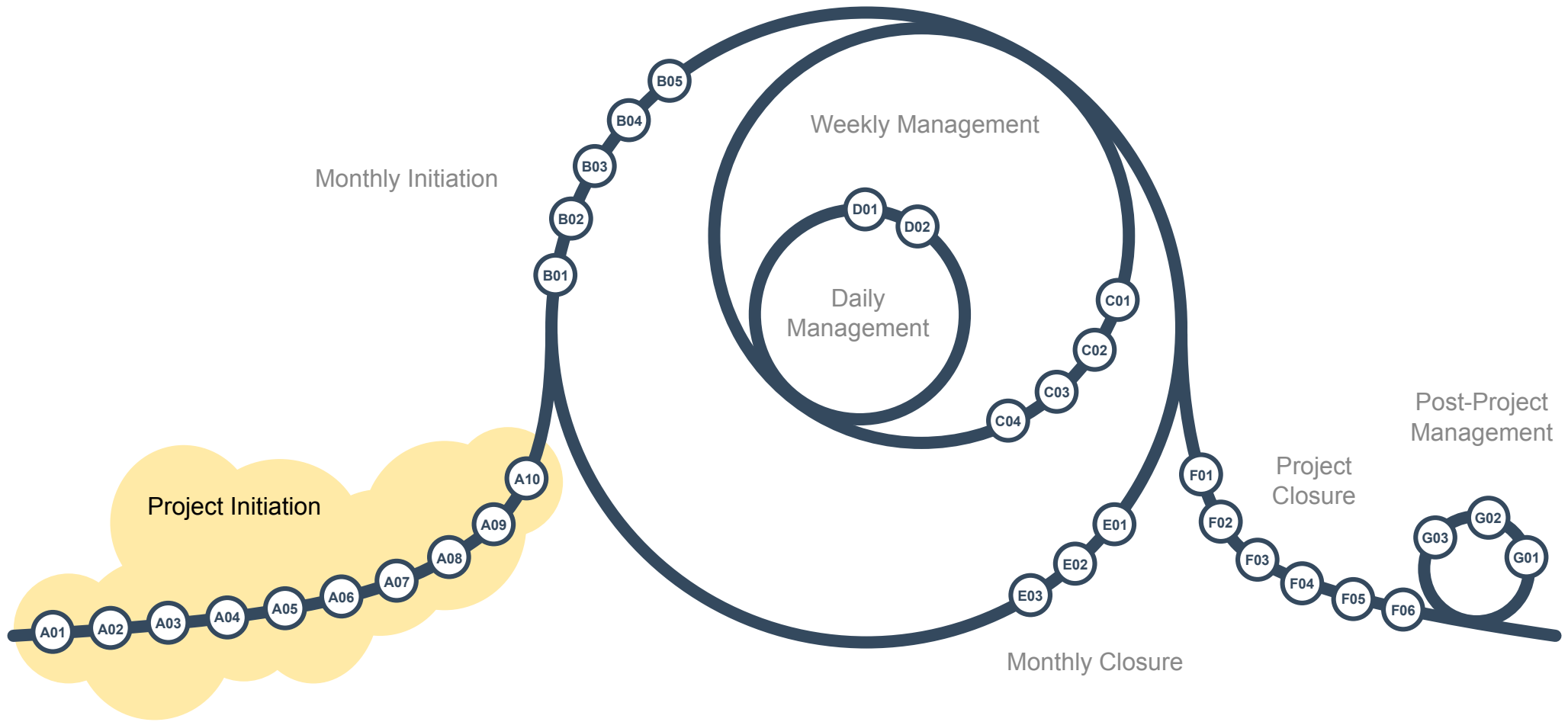
Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management





Appoint the sponsor

Project Initiation

Monthly Initiation

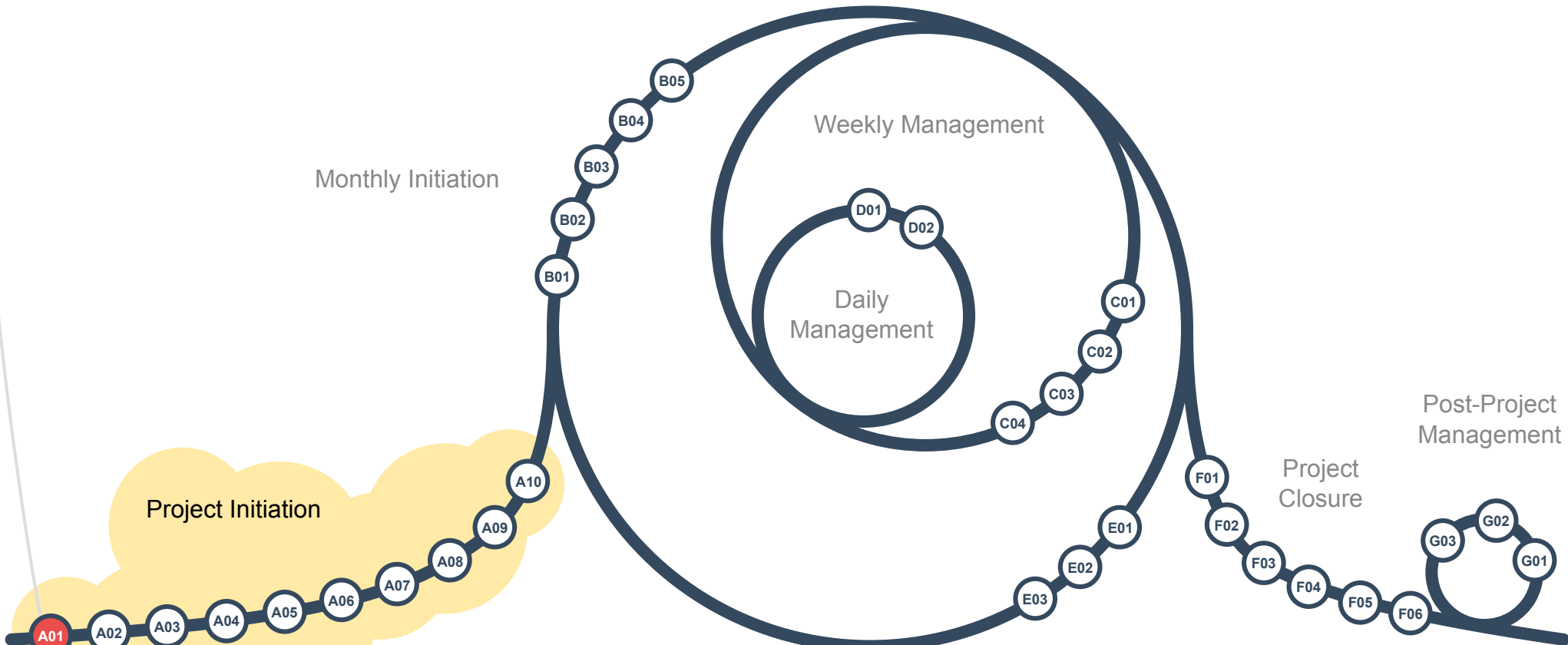
Weekly Management

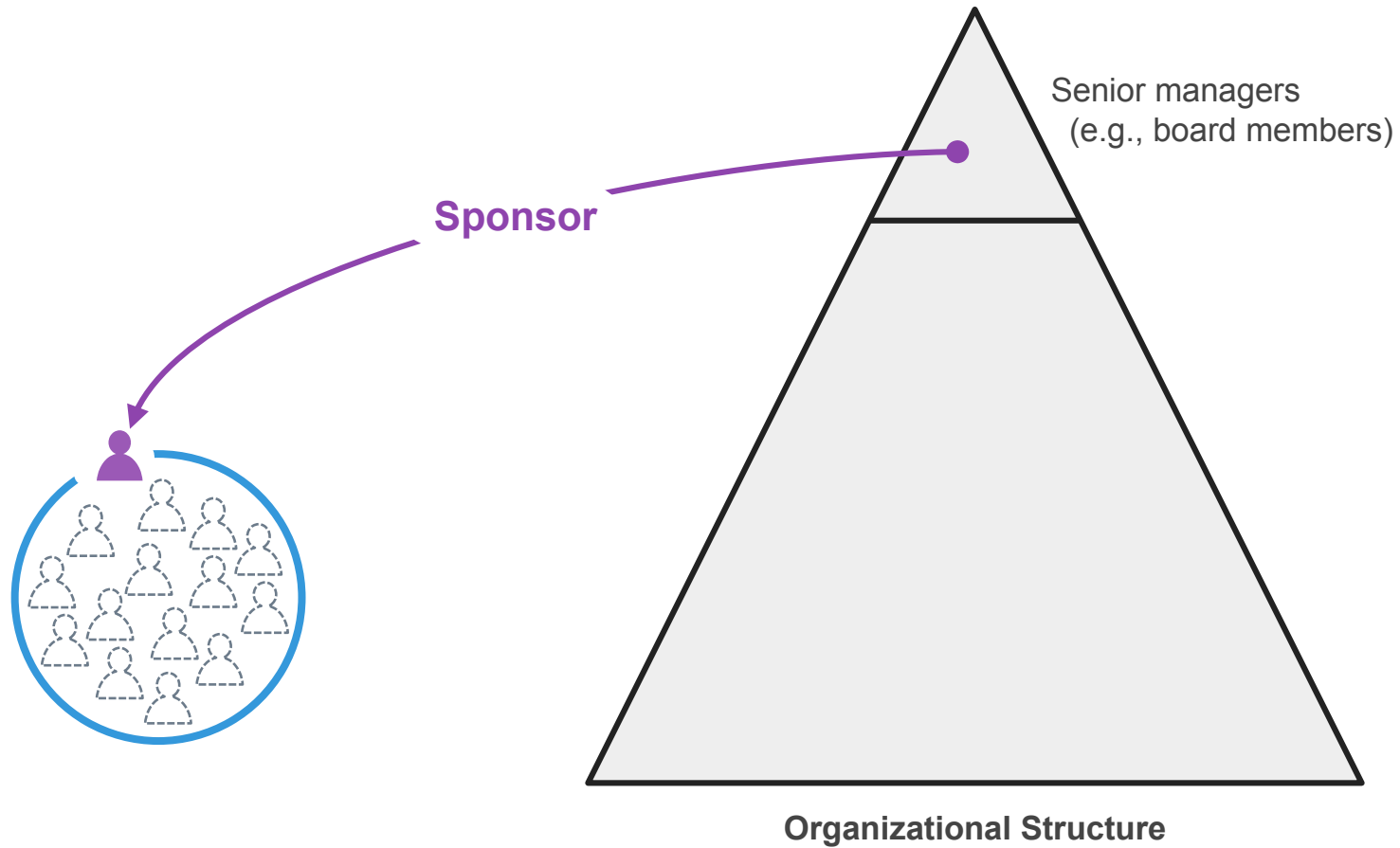
Daily Management

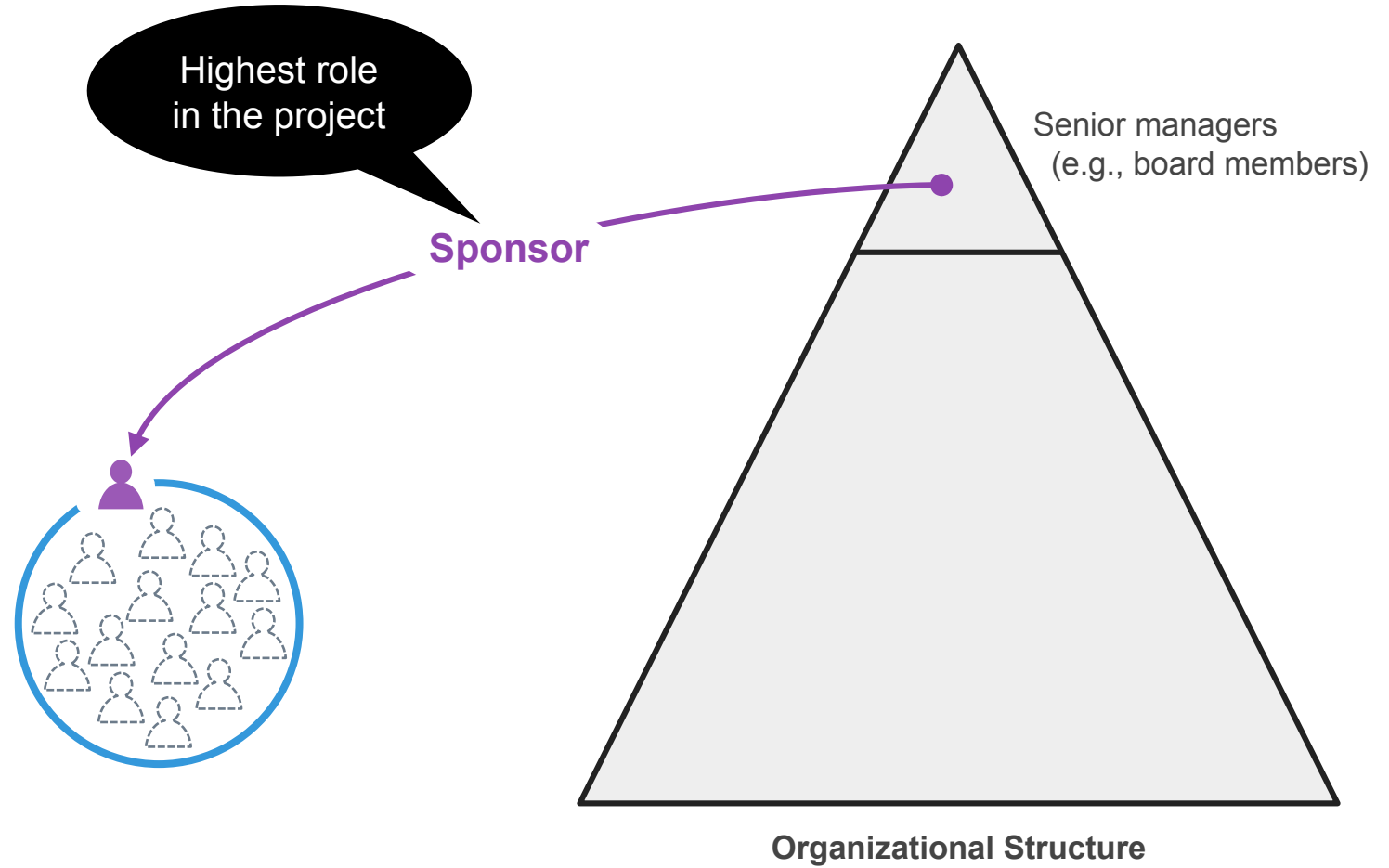
Monthly Closure

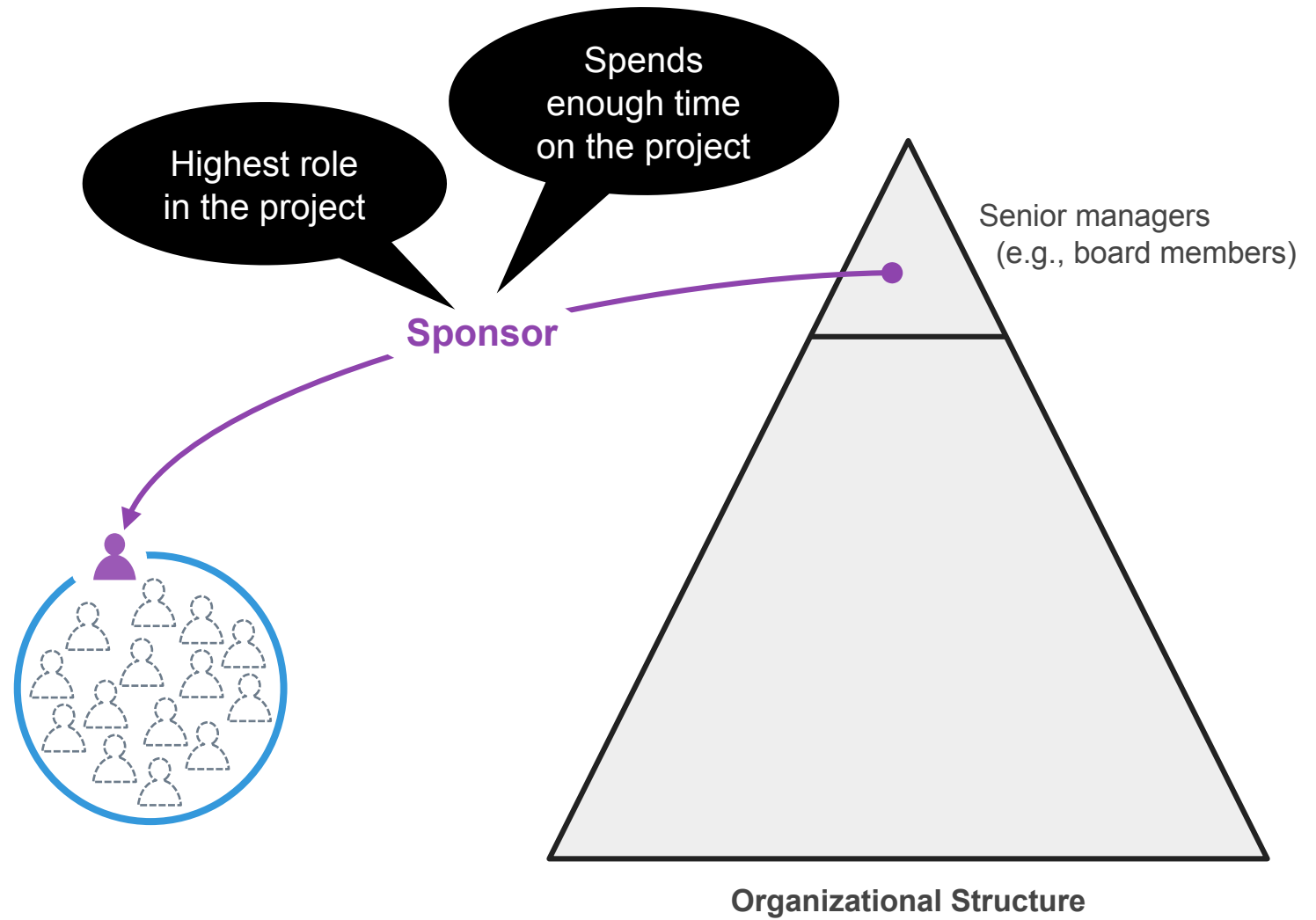
Project Closure

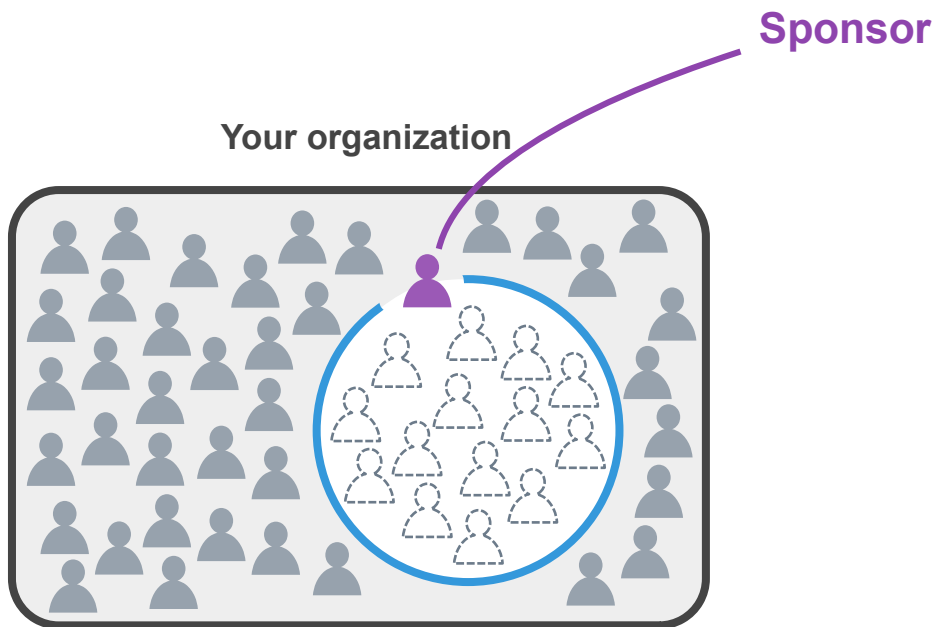
Post-Project Management

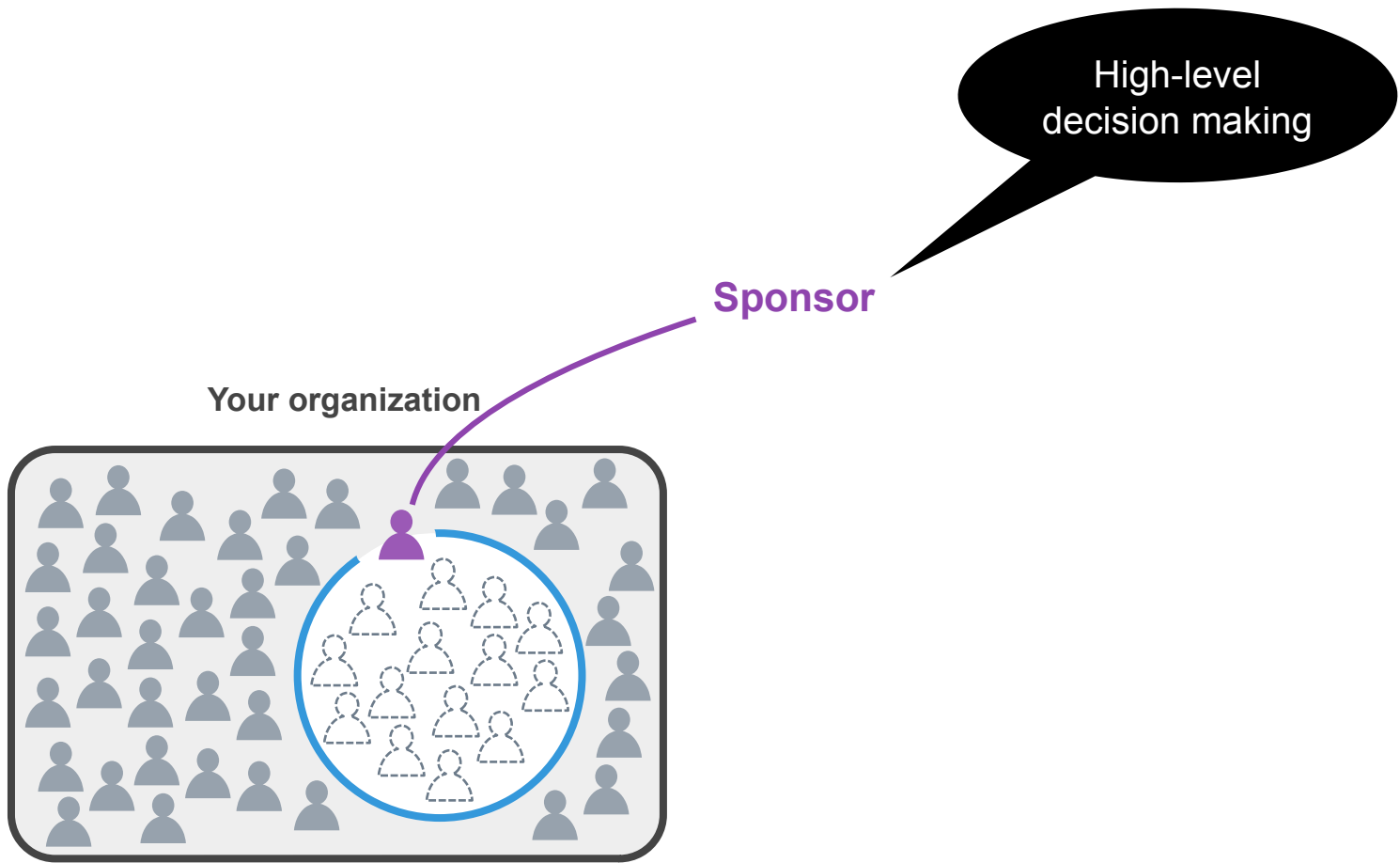


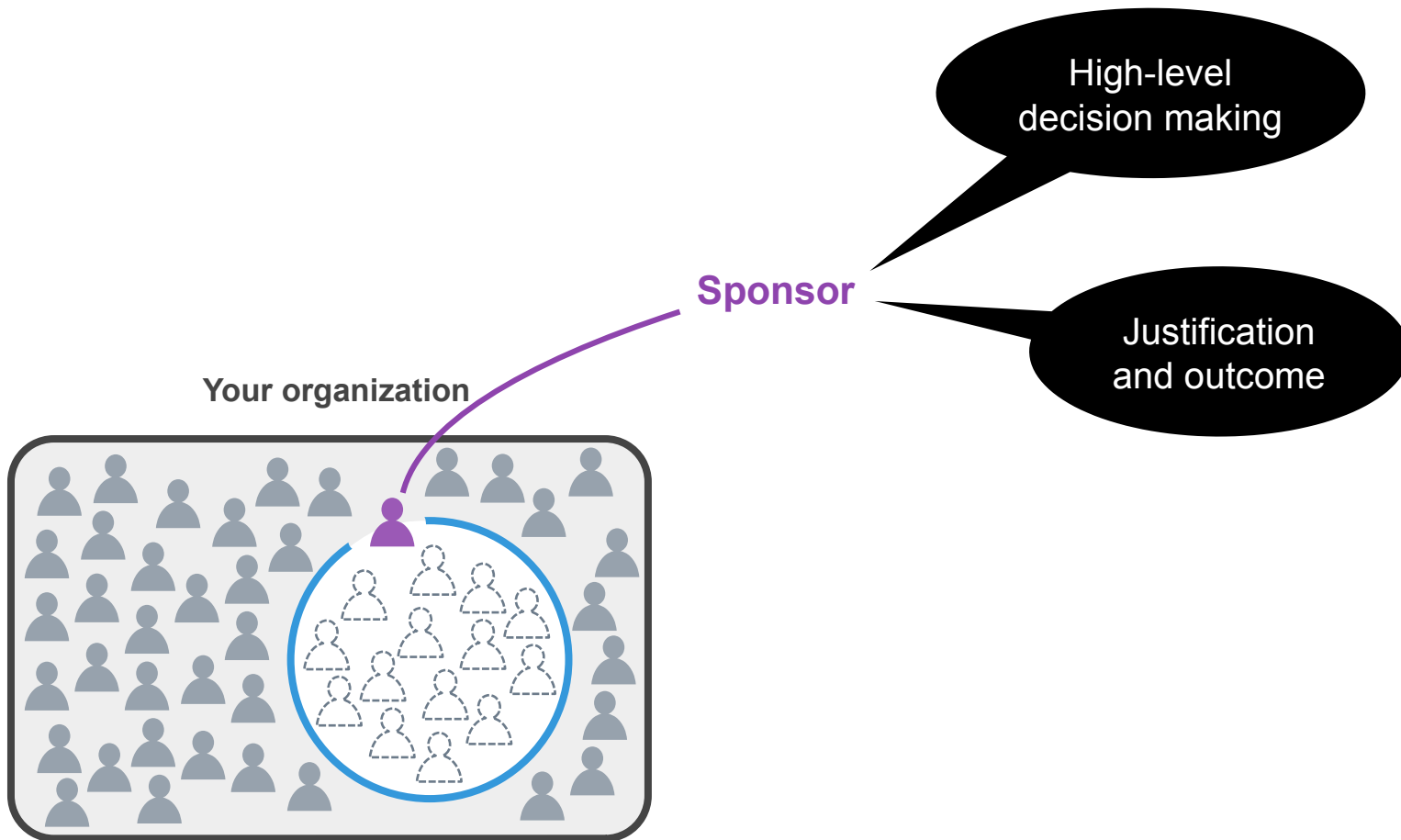


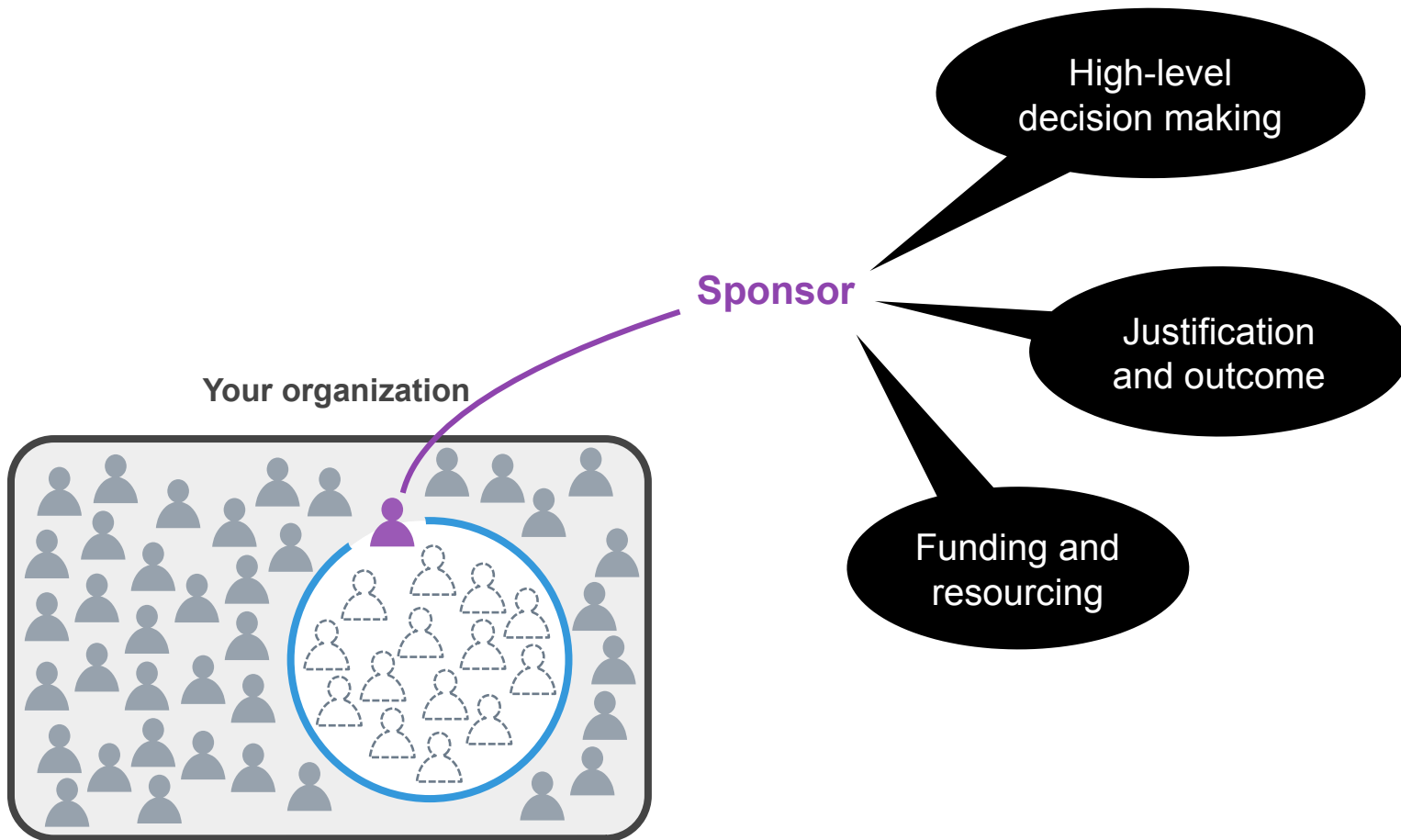




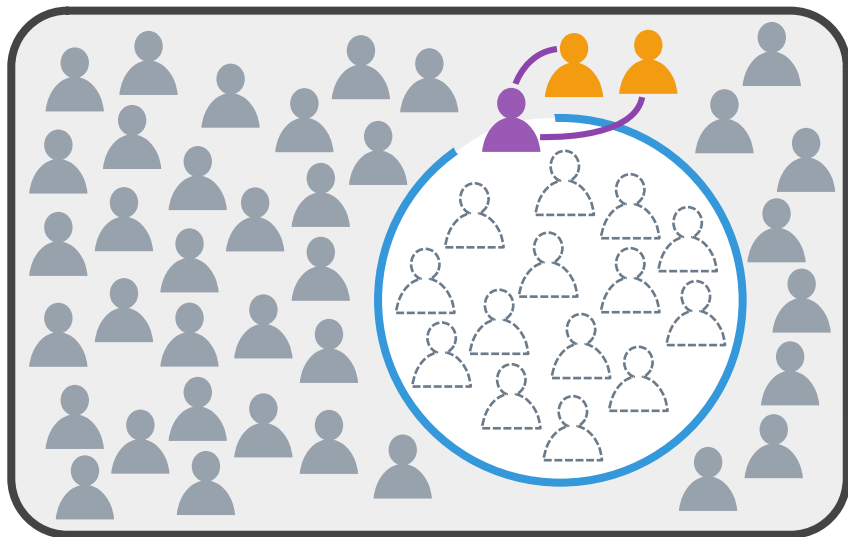
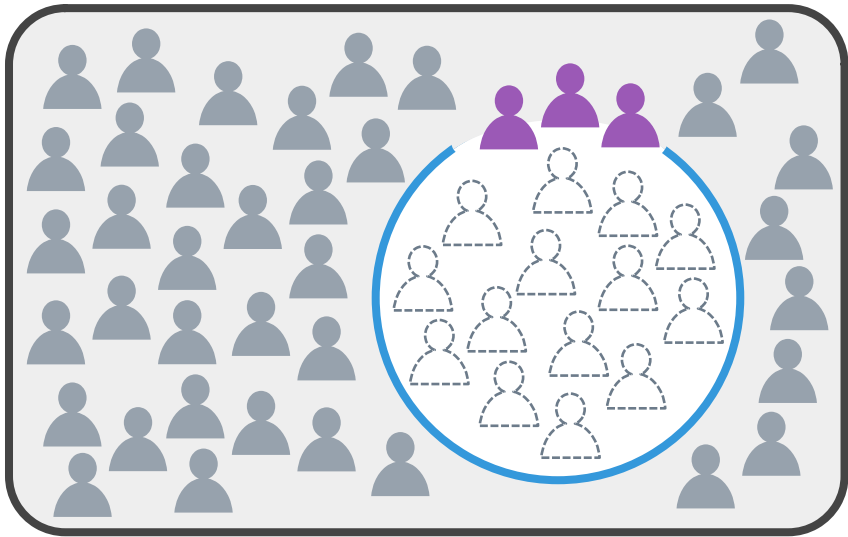




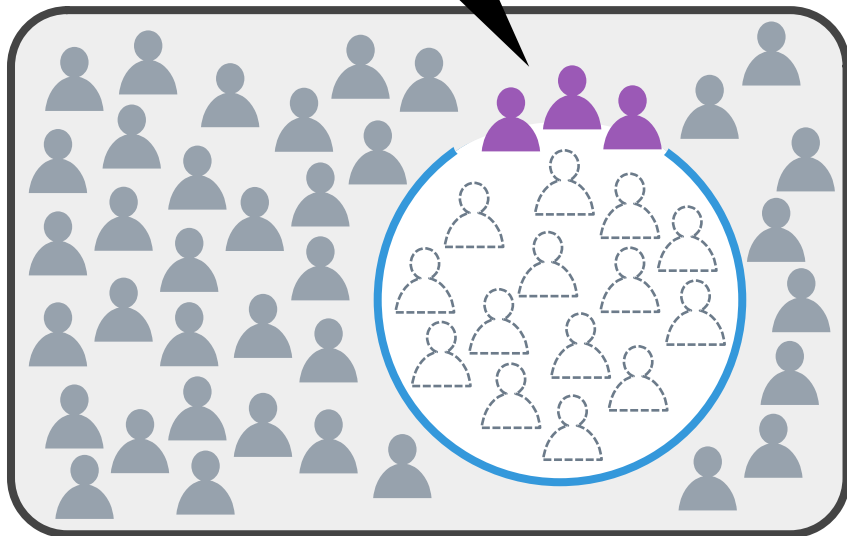




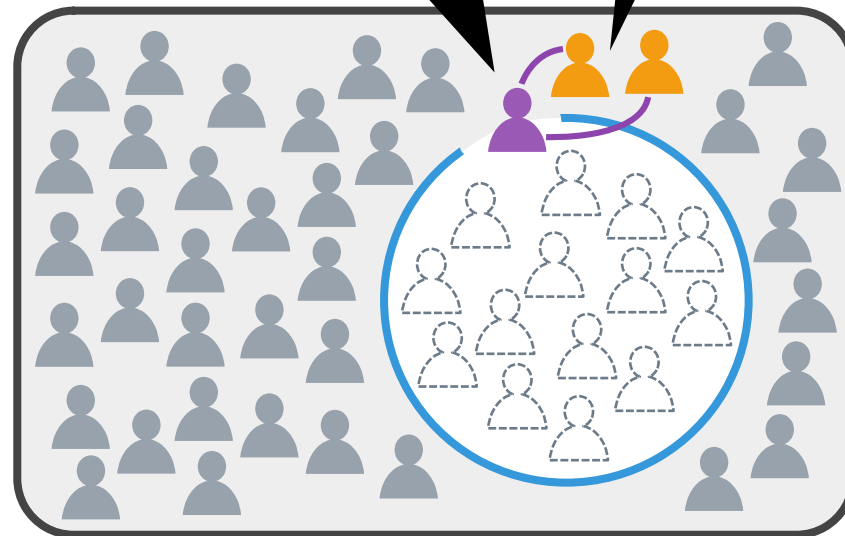




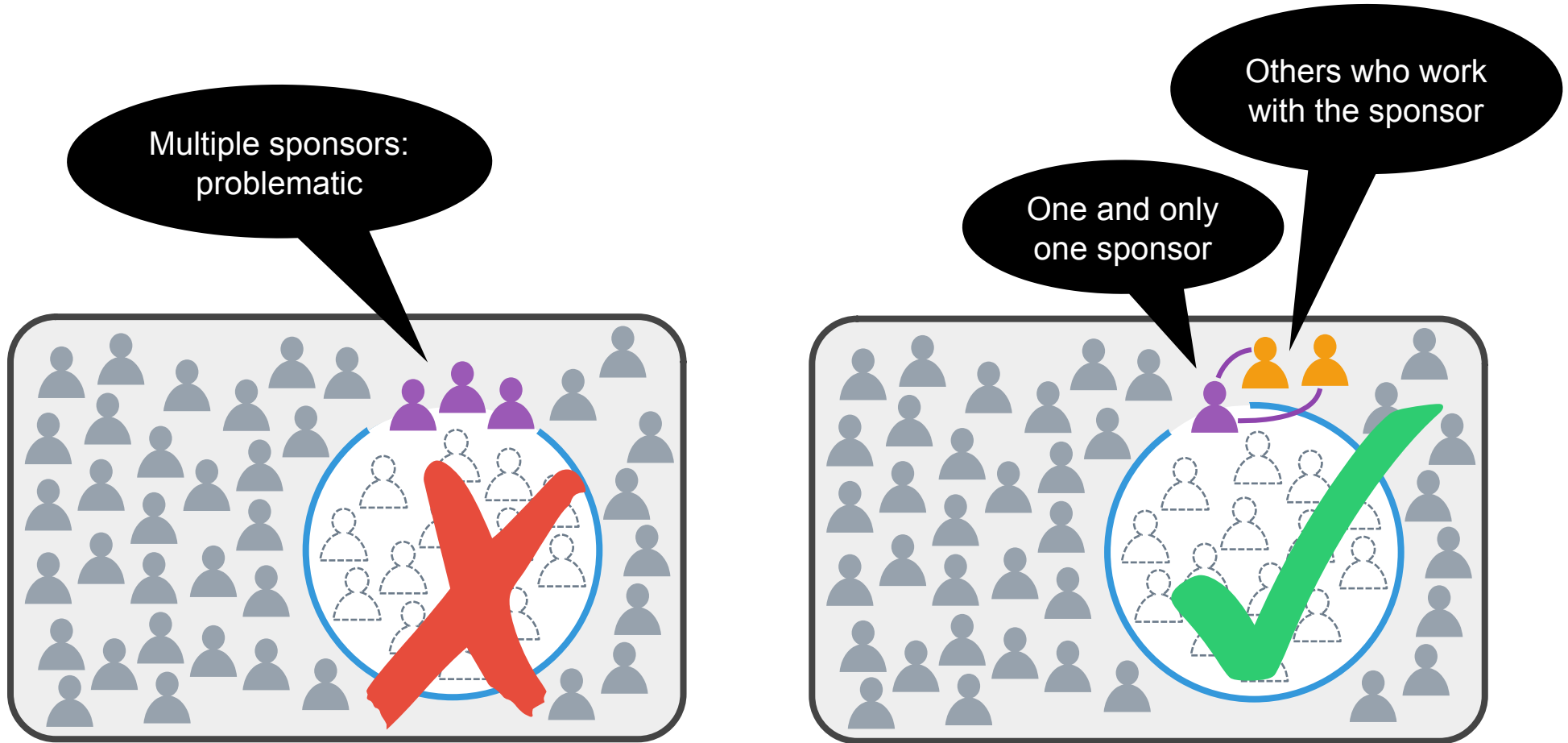
Multiple sponsors:  
problematic



One and only  
one sponsor



Others who work  
with the sponsor



The sponsor is the single point of contact with decision-makers in the organization.

Why do you think we need to have a sponsor in addition to the project manager?



Appoint the sponsor

Appoint the project manager

Project Initiation

Monthly Initiation

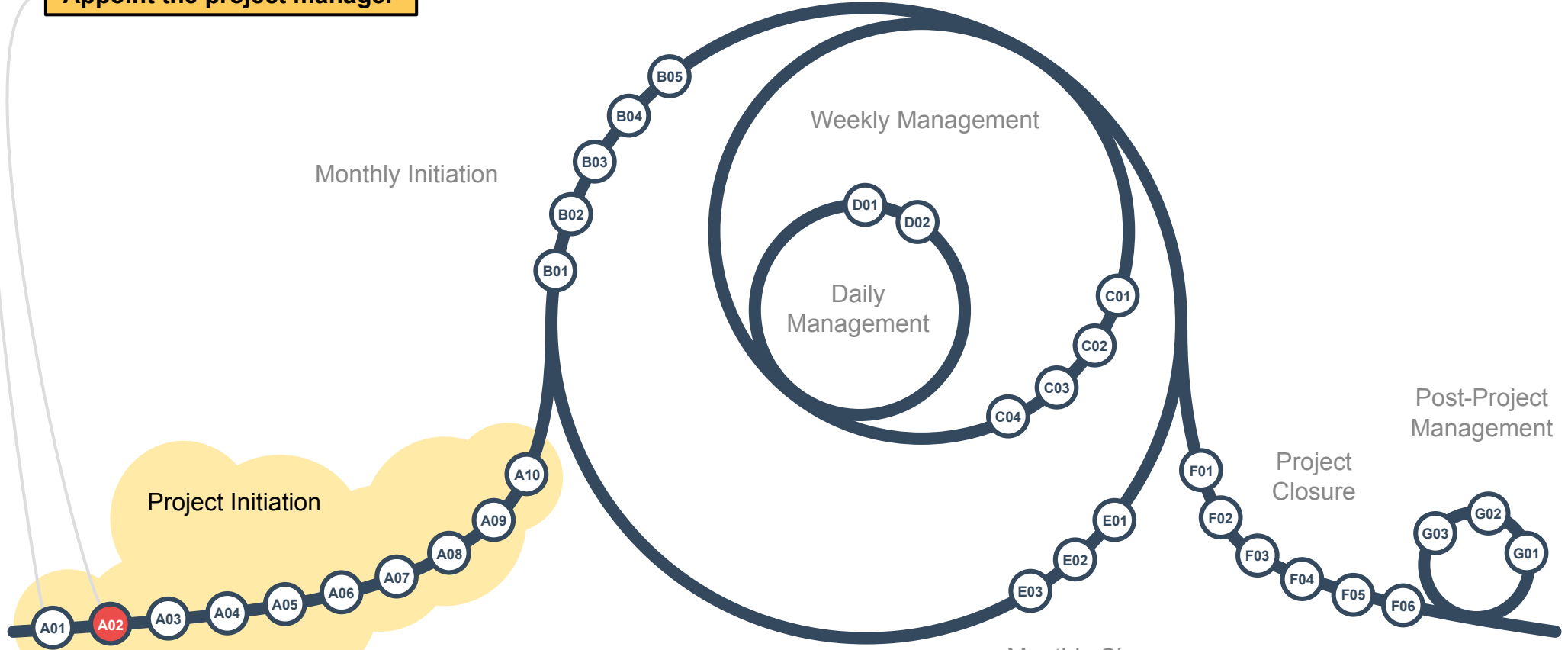
Weekly Management

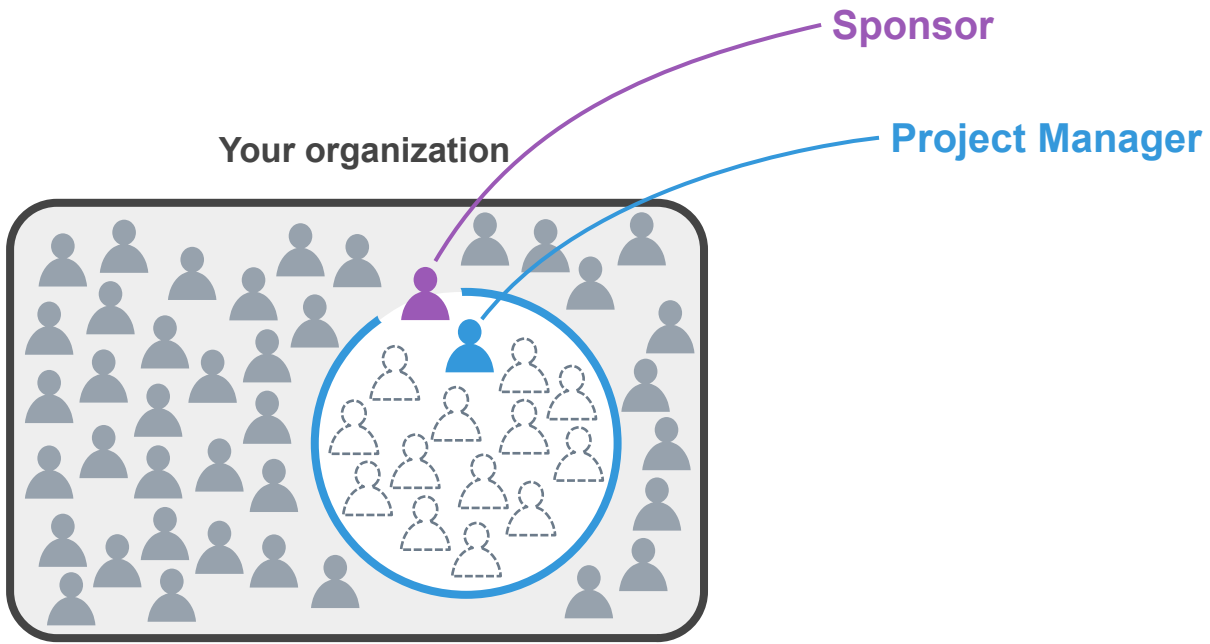
Daily Management

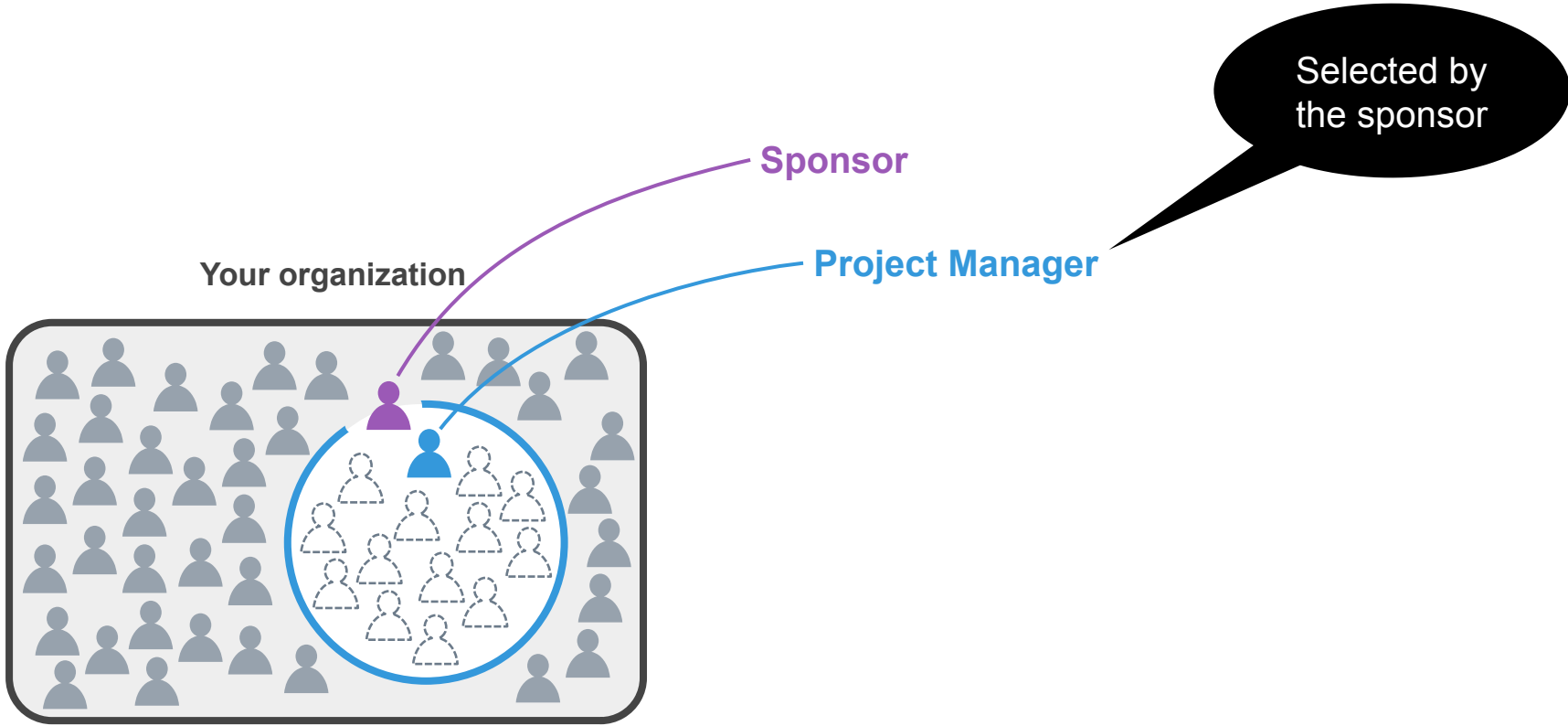
Monthly Closure

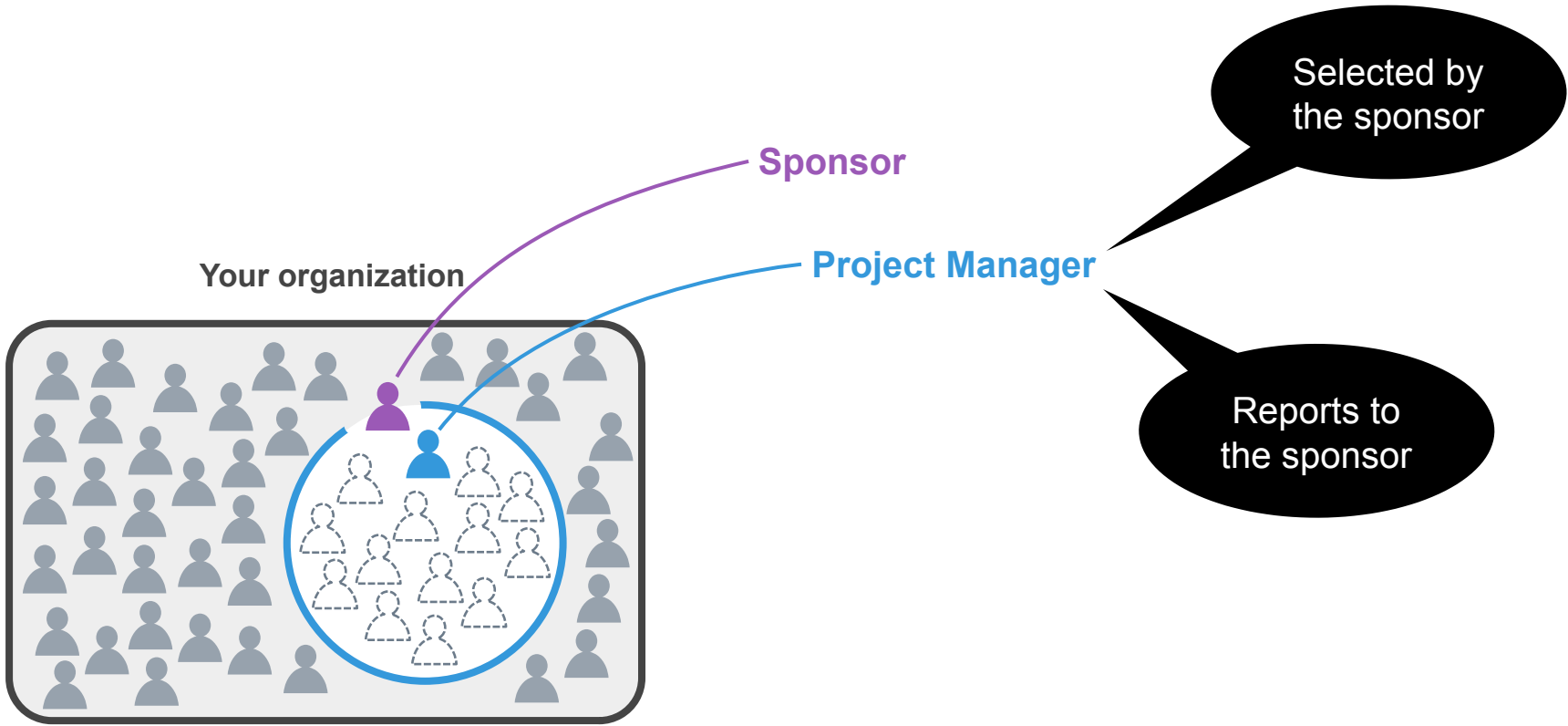
Project Closure

Post-Project Management





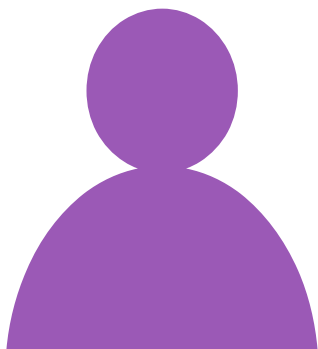
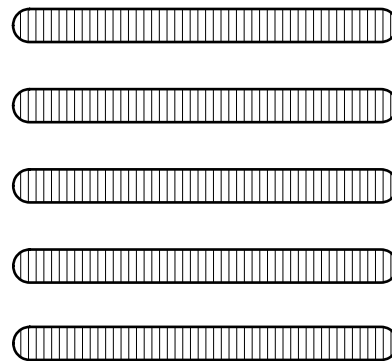








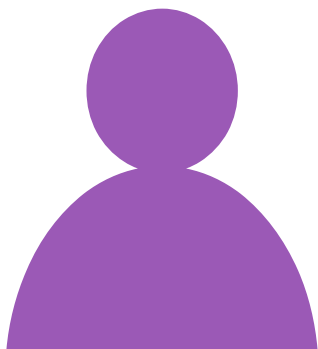
Organizational power  
Time needed for the project  
Strategic mindset  
Soft skills  
Micro-management



Sponsor



Project Manager



Sponsor

Organizational power

Time needed for the project

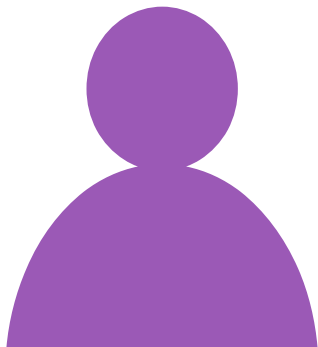
Strategic mindset

Soft skills

Micro-management



Project Manager



Sponsor

Organizational power

Time needed for the project

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Project Manager



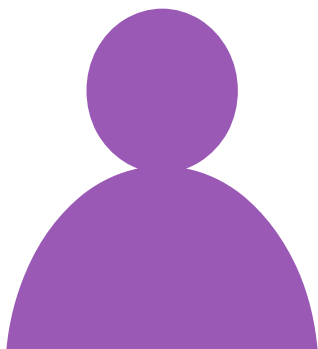
Organizational power

Time needed for the project

Strategic mindset

Soft skills

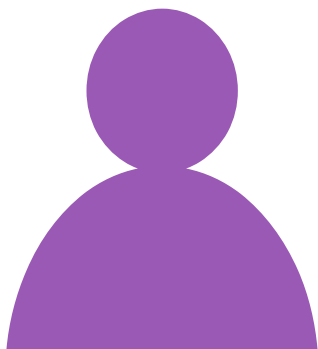
Micro-management



Sponsor



Project Manager

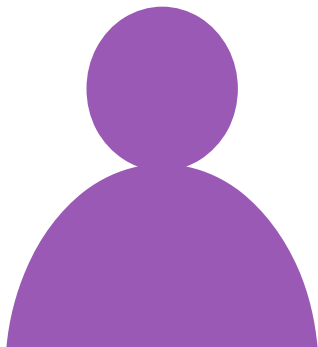


Sponsor

Organizational power  
Time needed for the project  
Strategic mindset  
Soft skills  
Micro-management

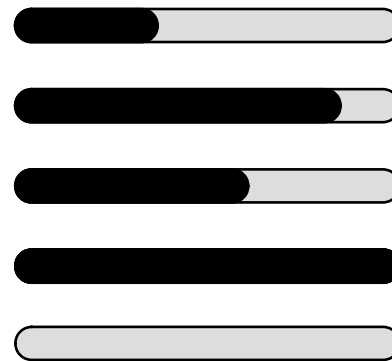


Project Manager



Sponsor

Organizational power  
Time needed for the project  
Strategic mindset  
Soft skills  
Micro-management



Project Manager



I'M THE BOSS!



Project Manager



Coordination

Problem Solving

Facilitation

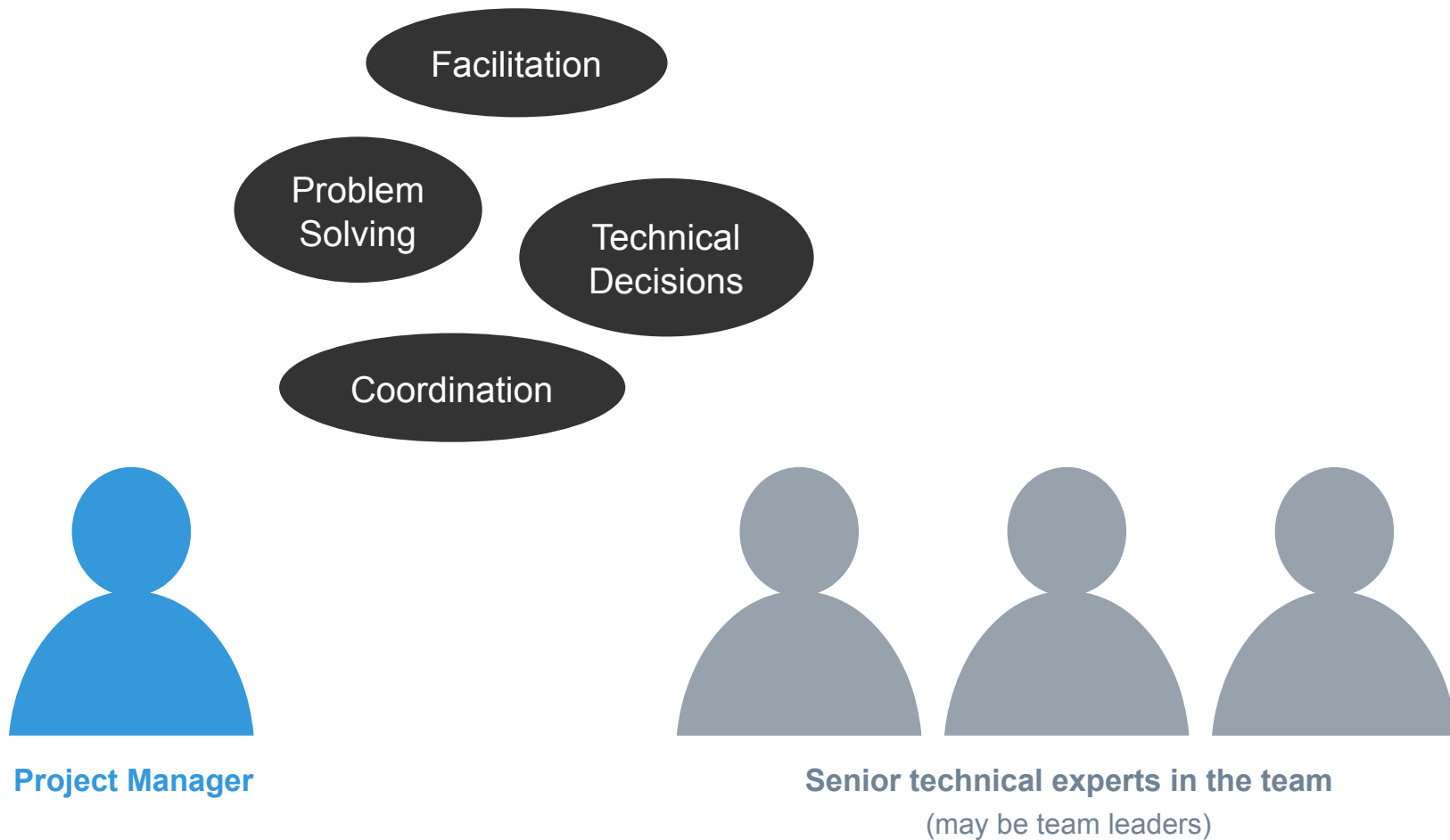
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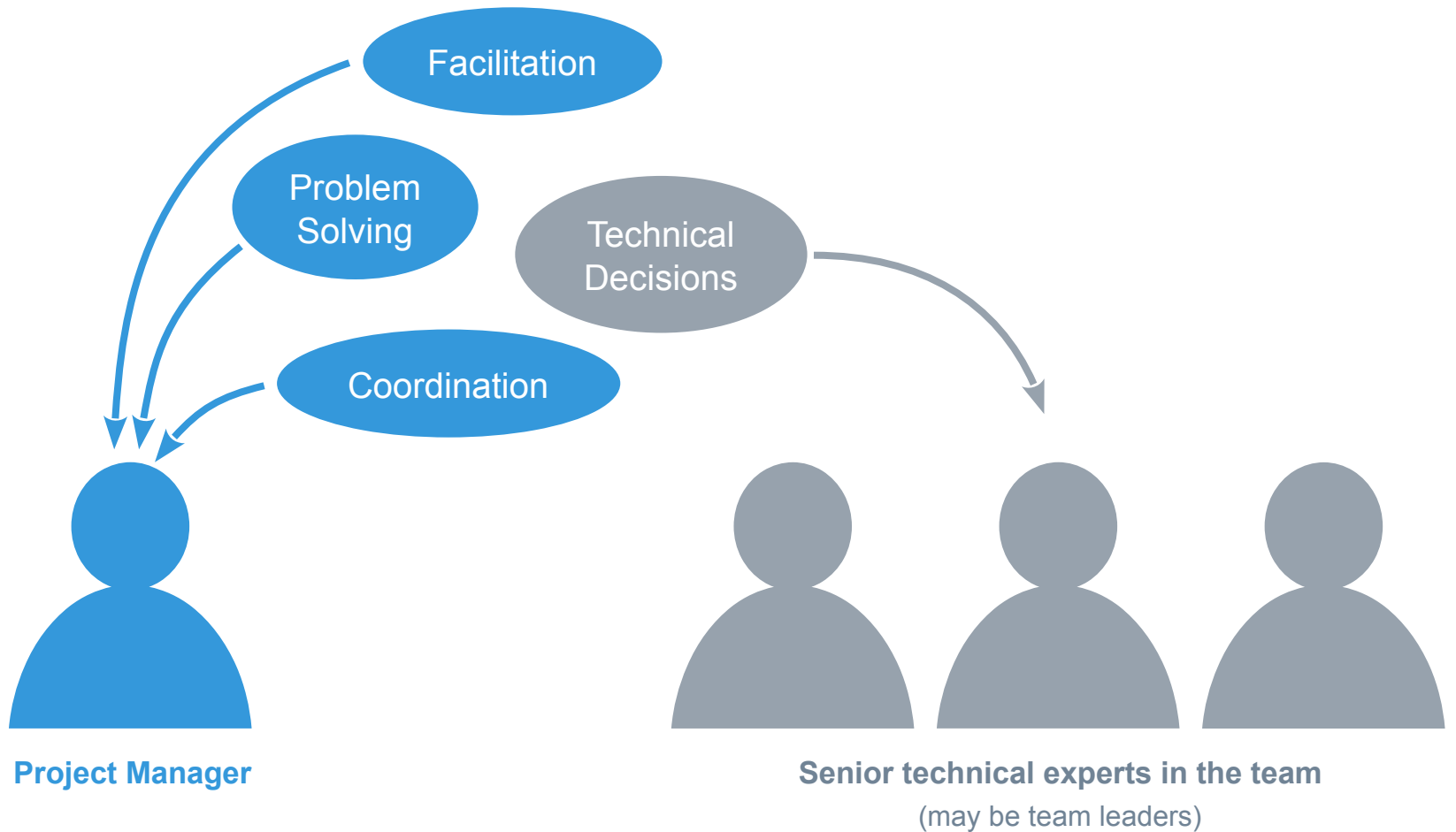


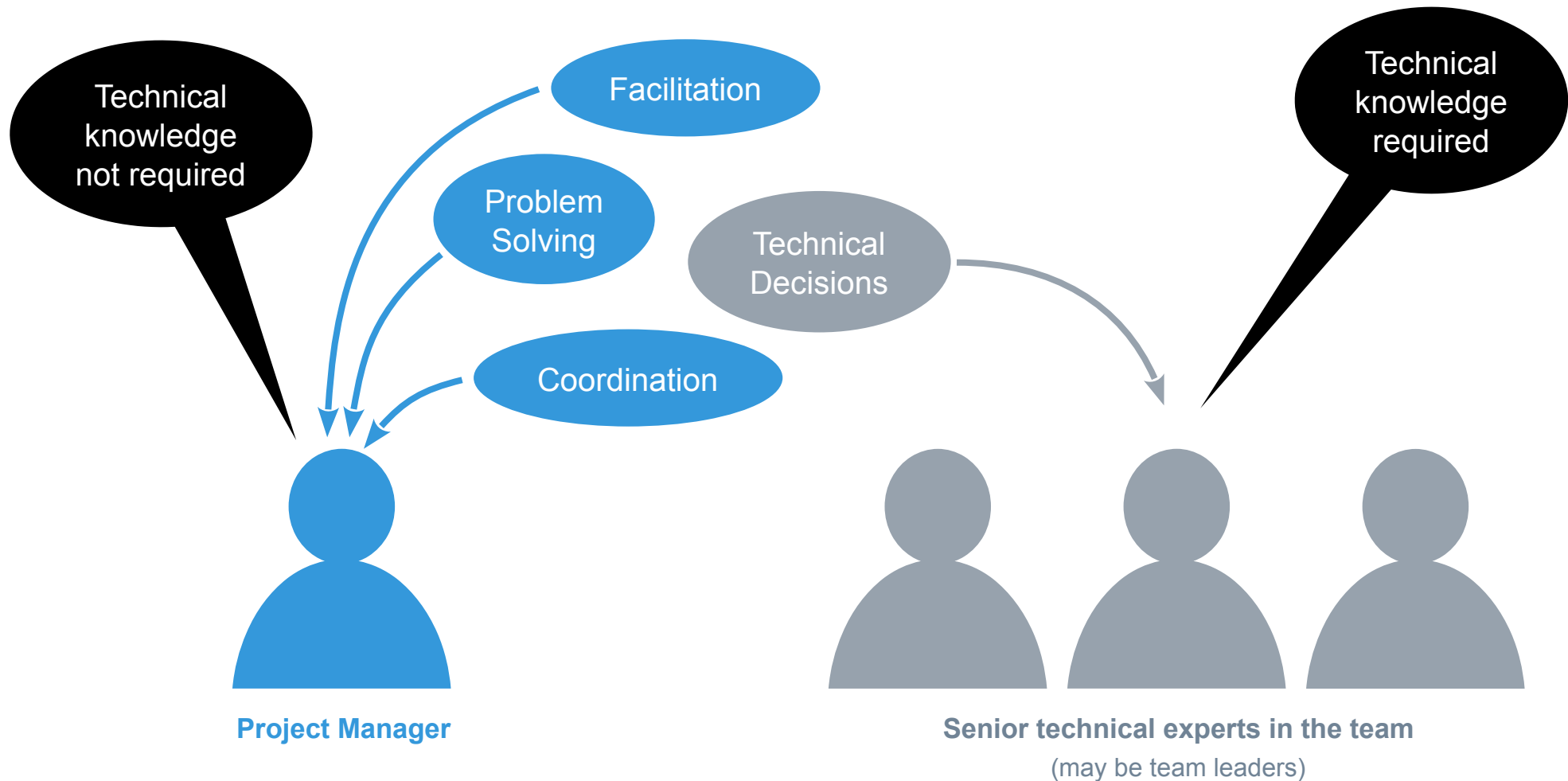
Project Manager

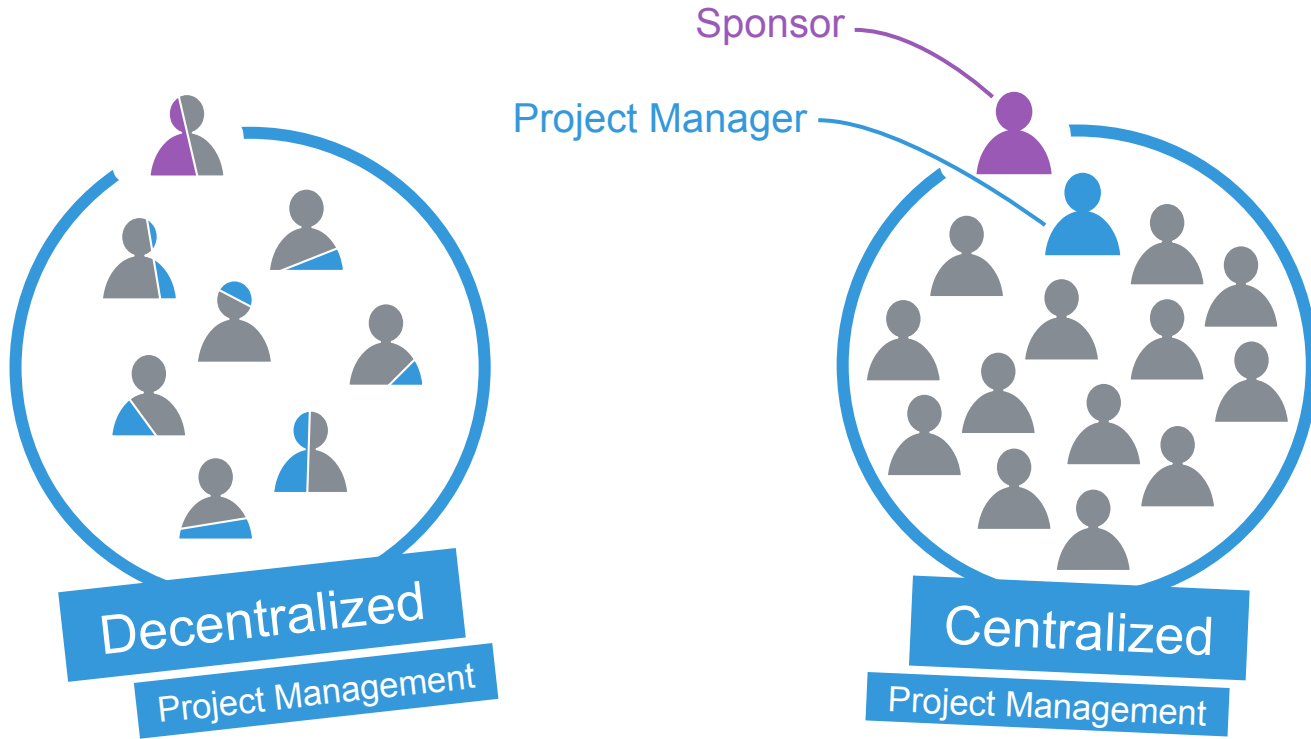


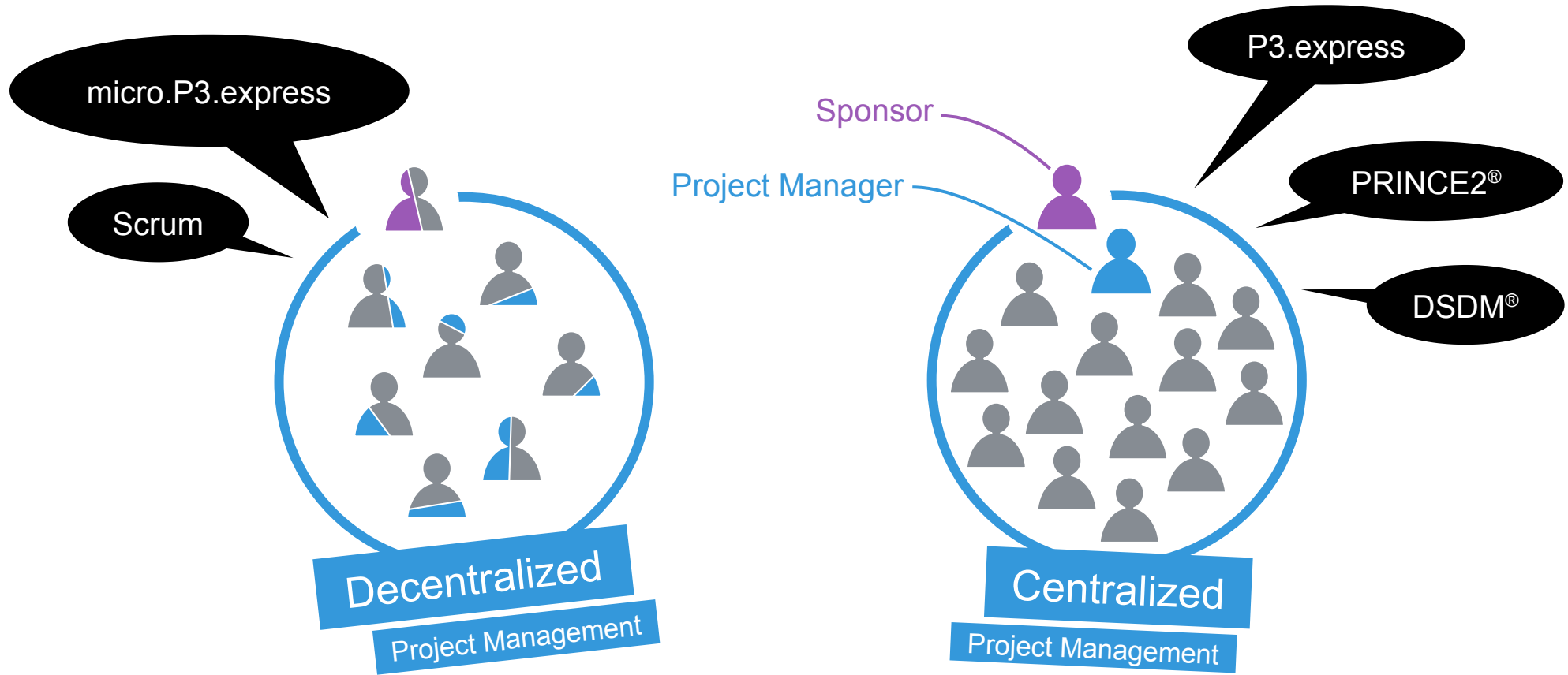




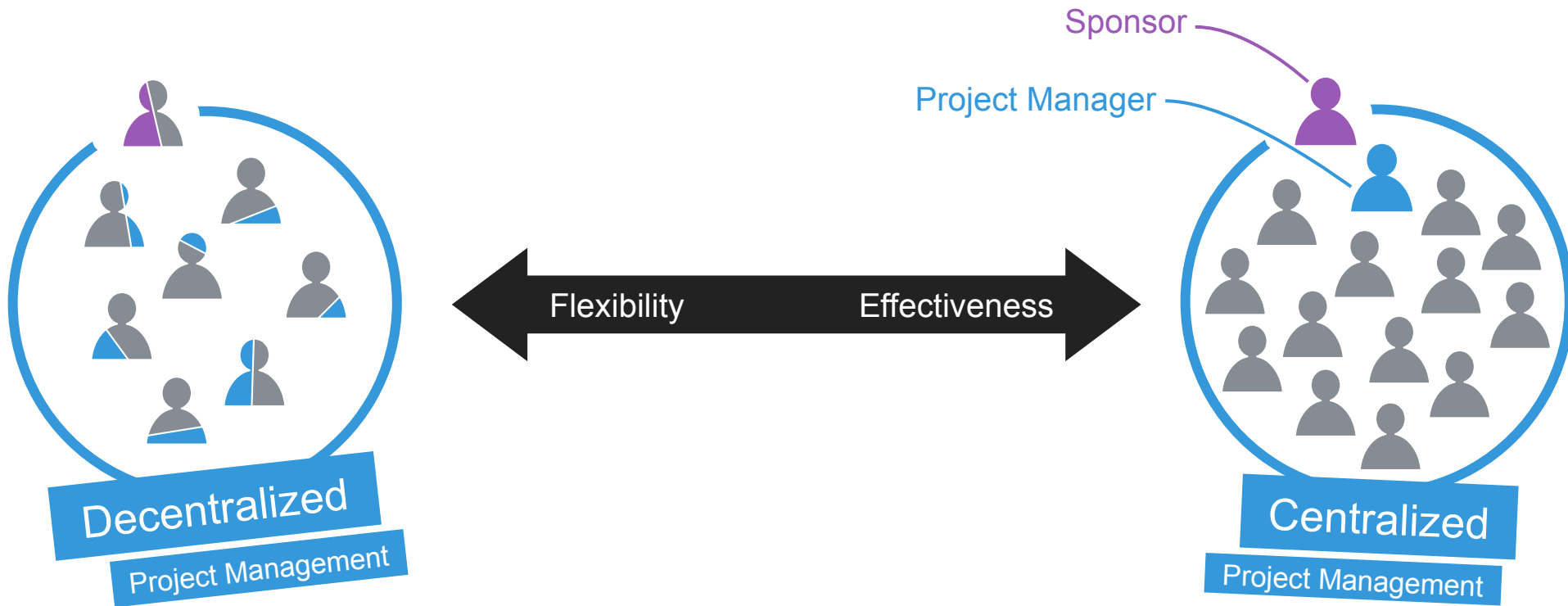


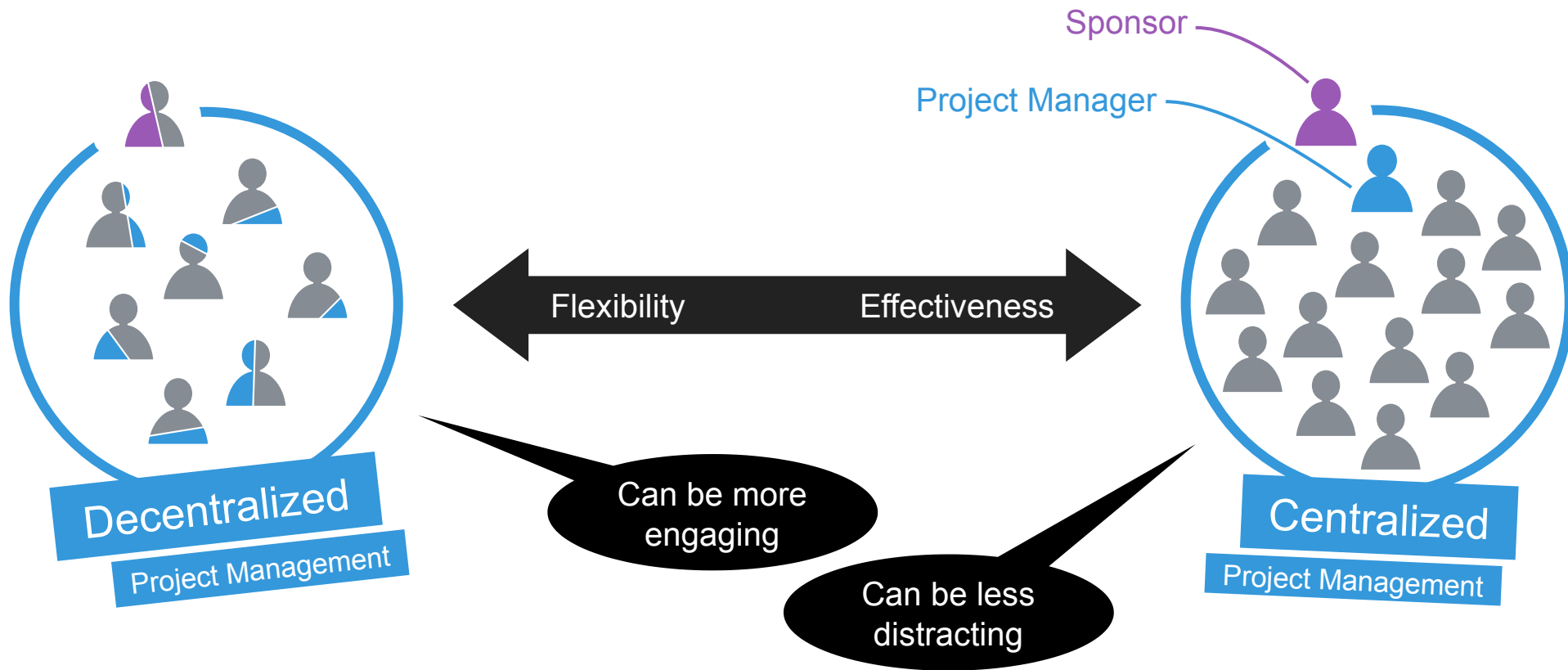


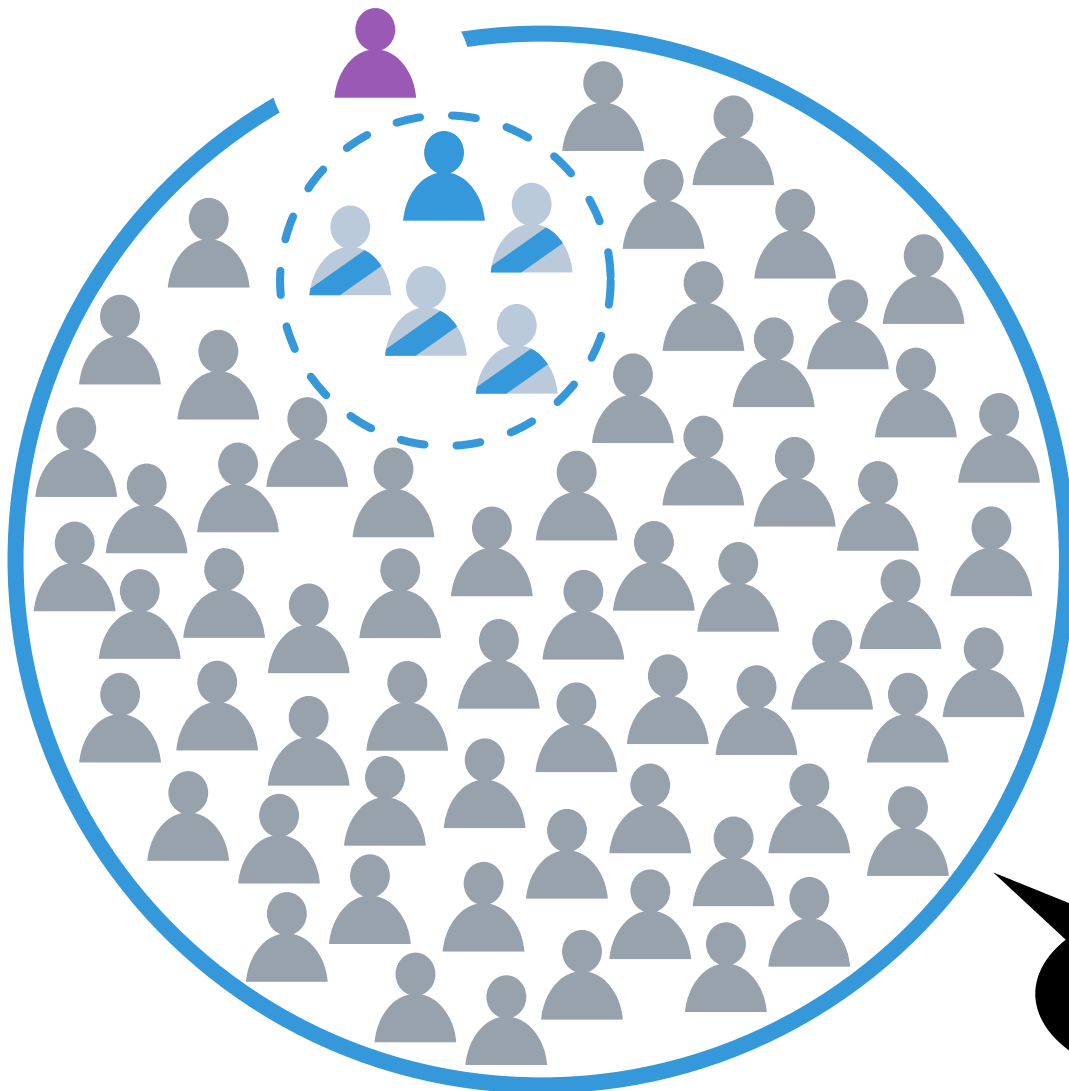




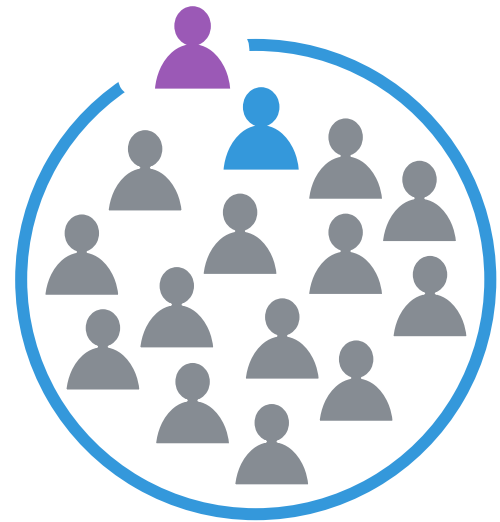
Only usable in micro-projects





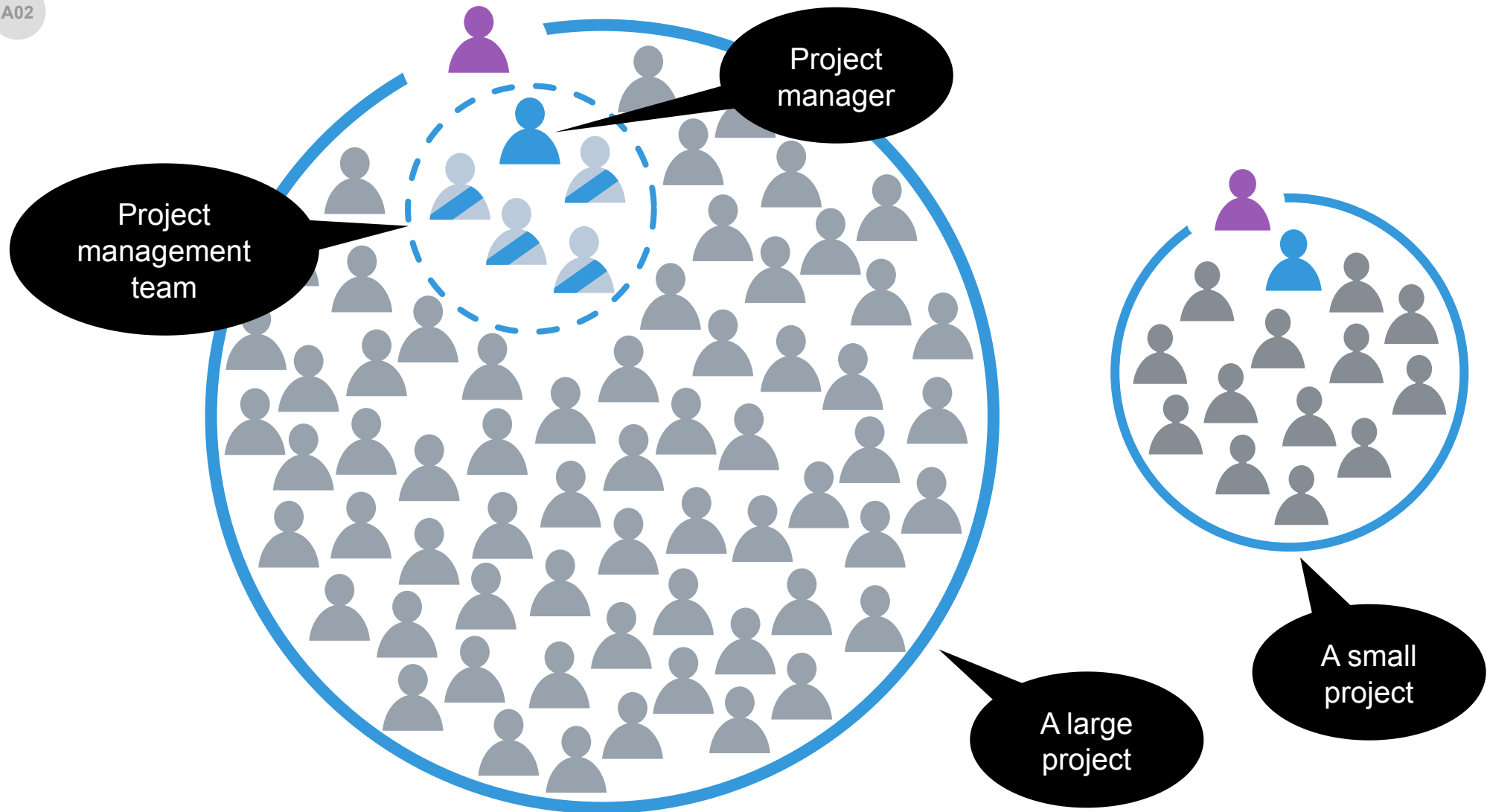


A large project



A small project





Project manager

Project management team

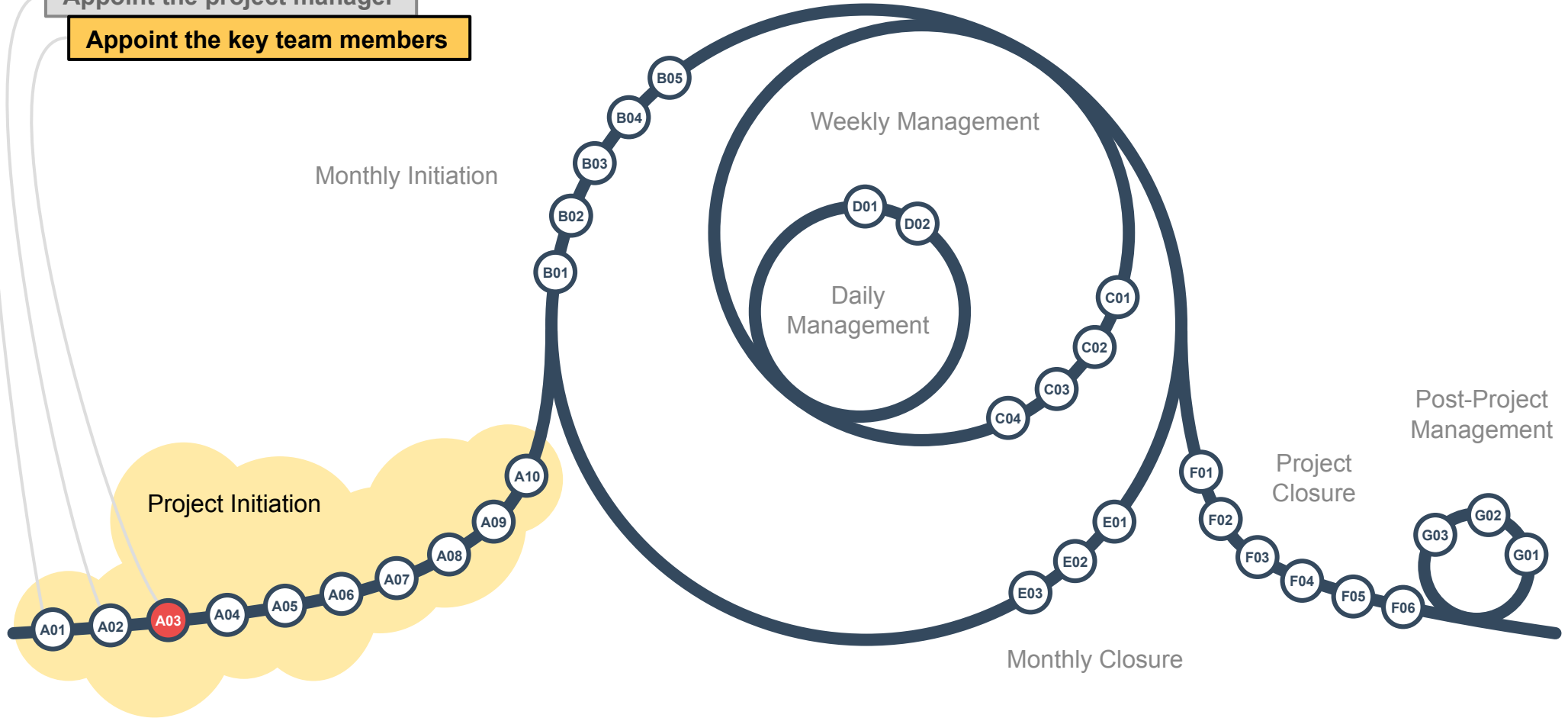
A large project

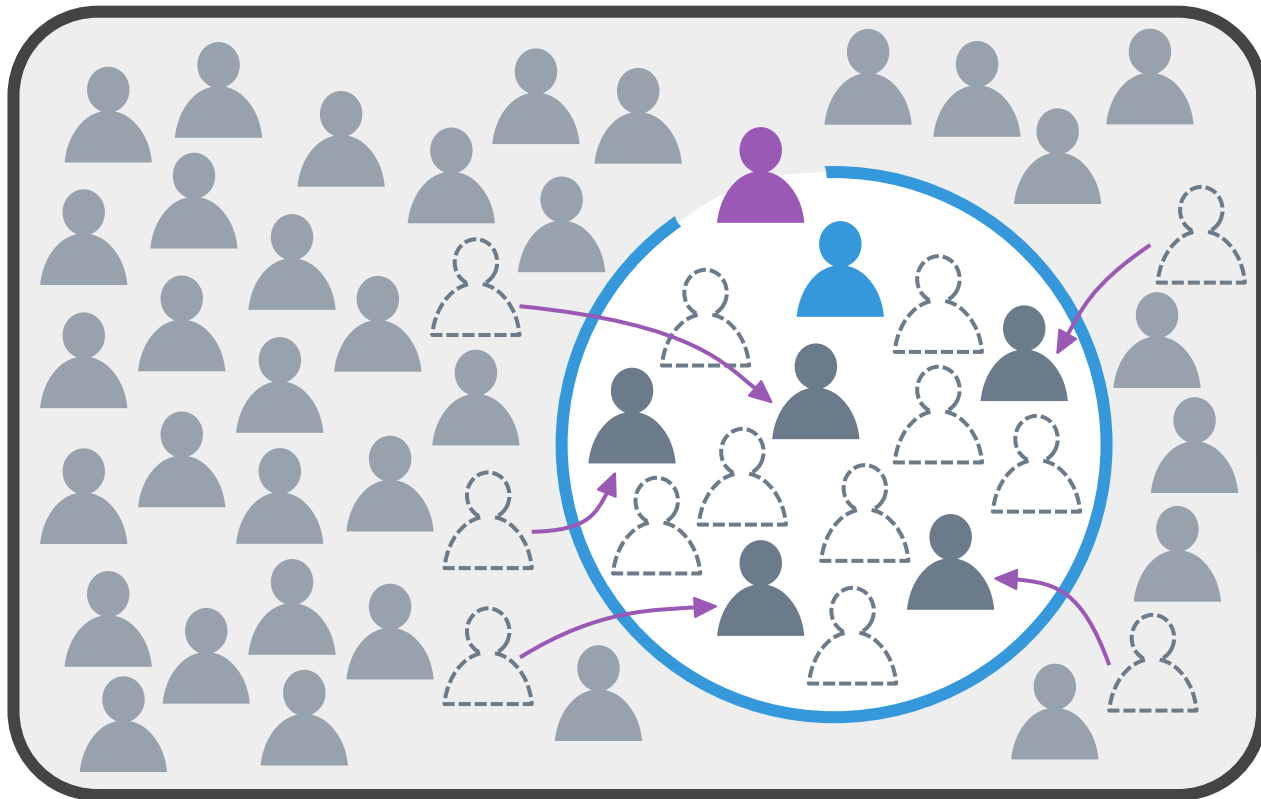
A small project

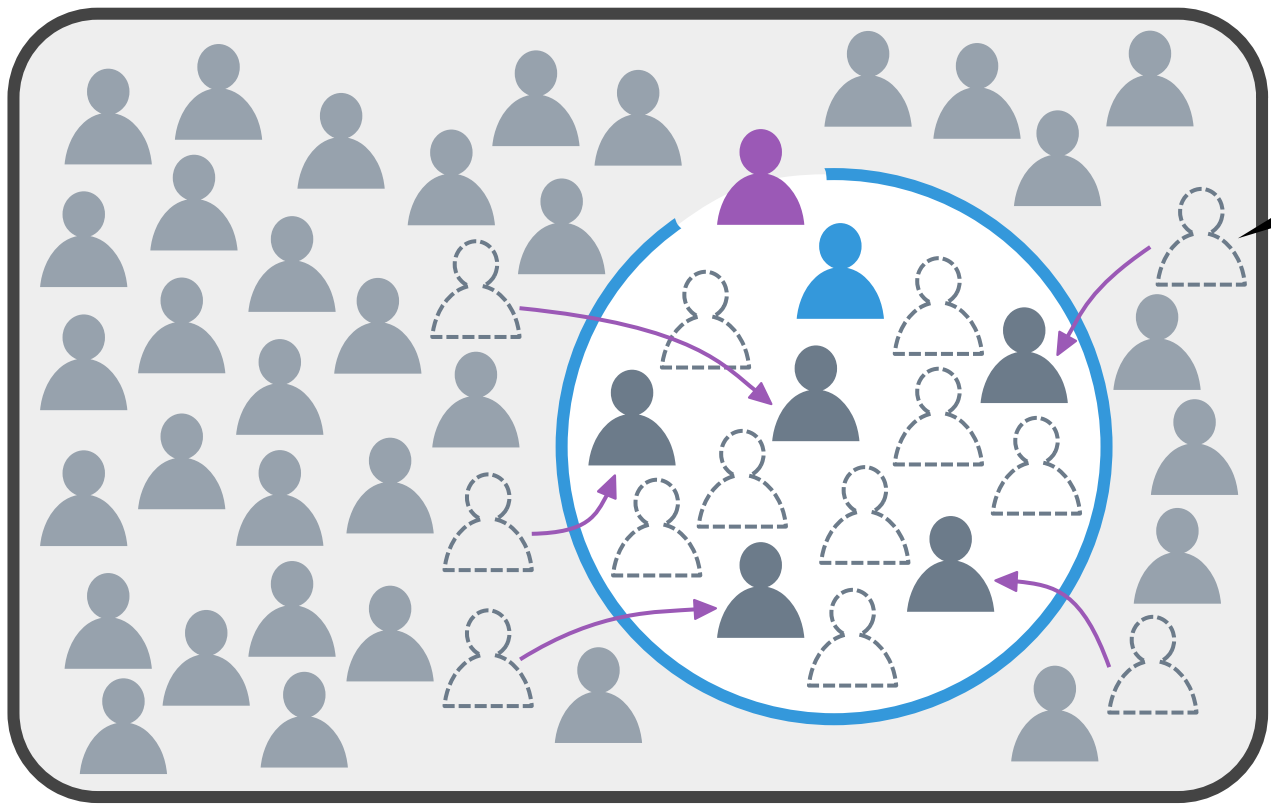
Appoint the sponsor

Appoint the project manager

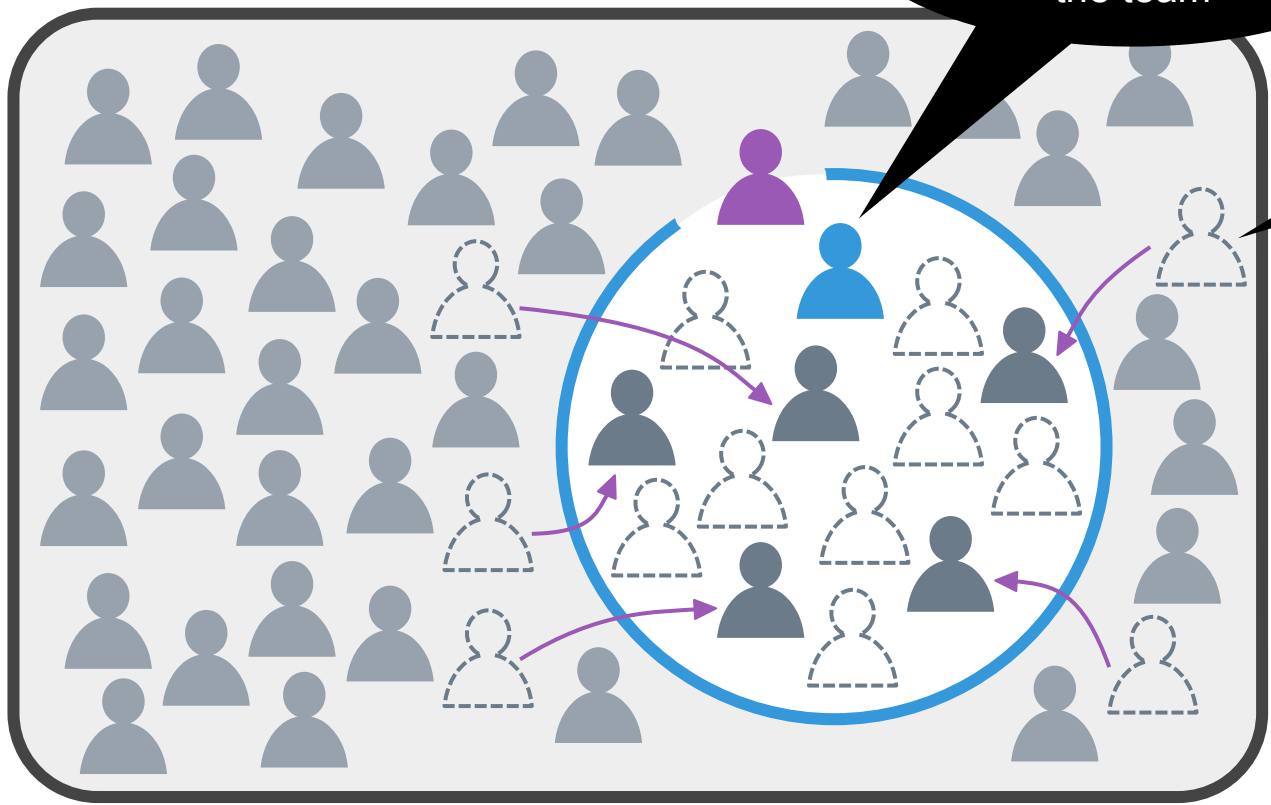
Appoint the key team members





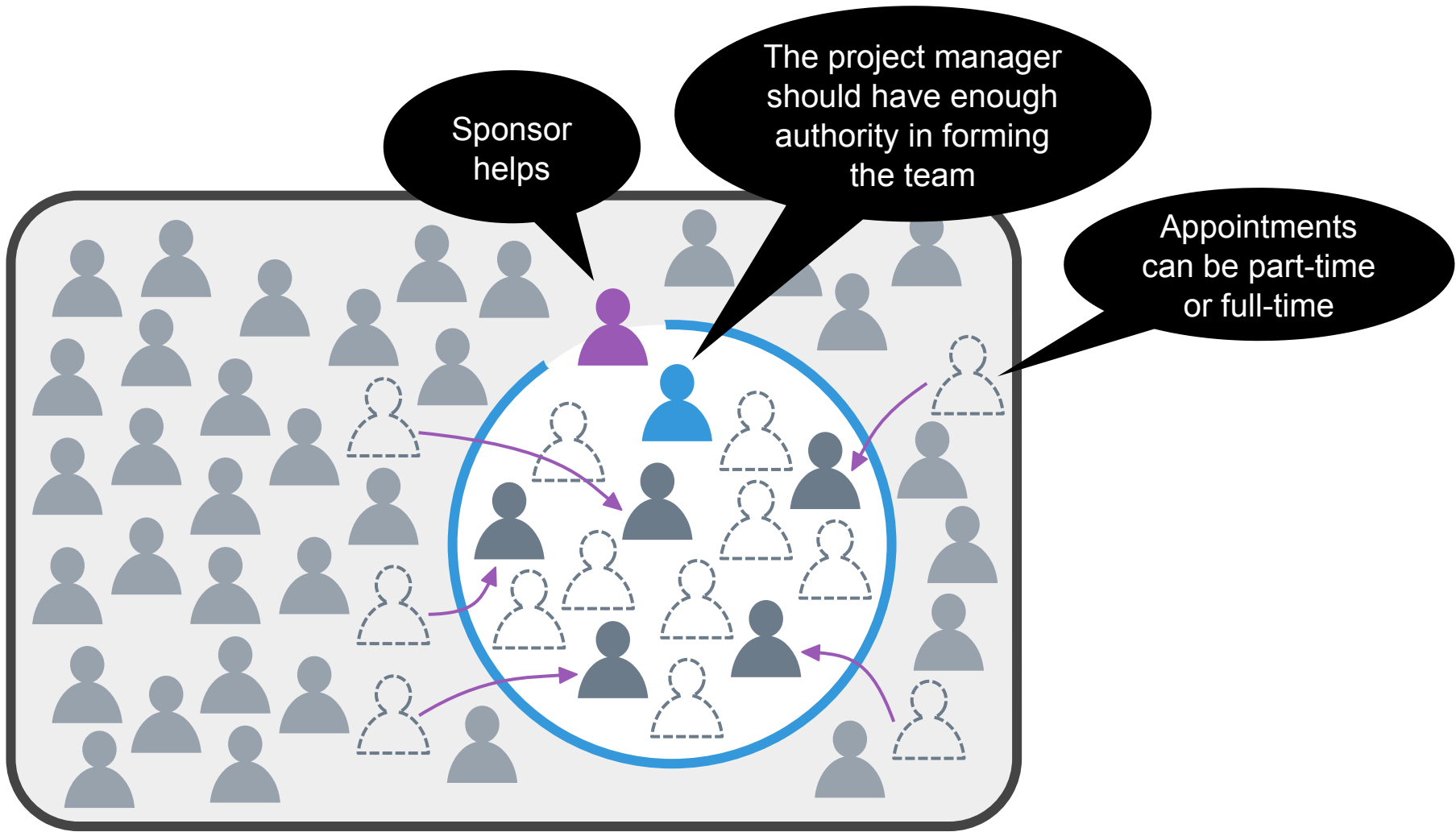


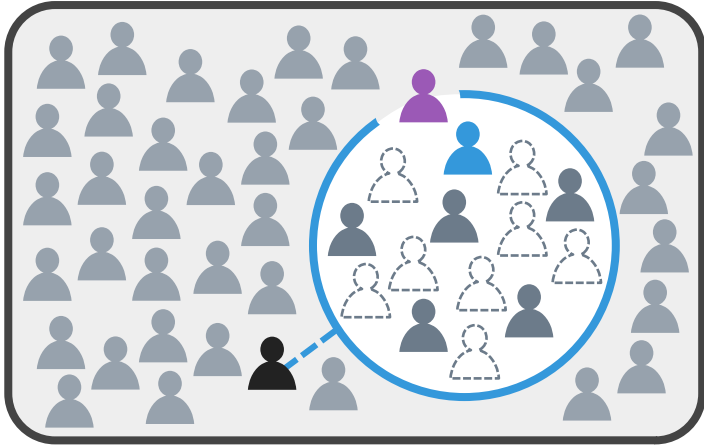
Appointments can be part-time or full-time



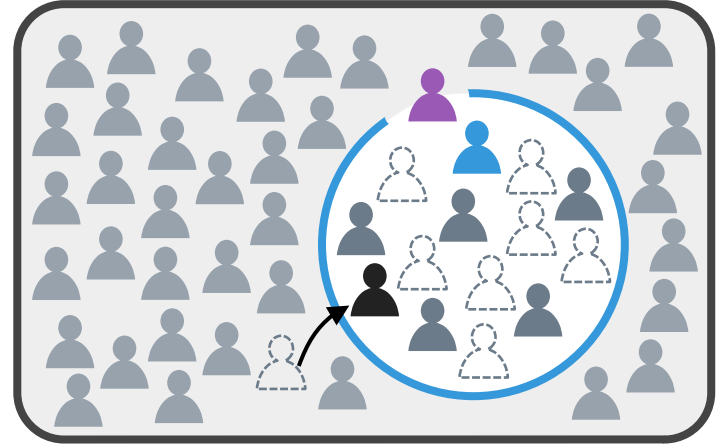
The project manager should have enough authority in forming the team

Appointments can be part-time or full-time

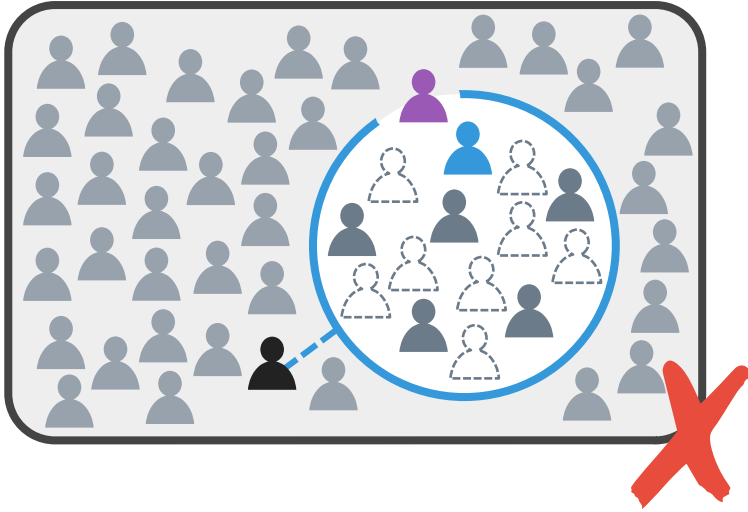




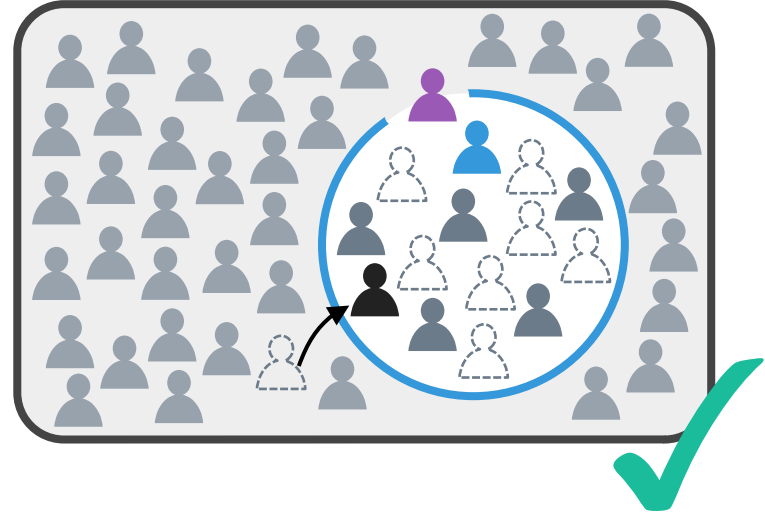
Assigning project work to random people from the organization's departments



Officially appoint people to the project (even though it's not approved yet)



Assigning project work to random people from the organization's departments



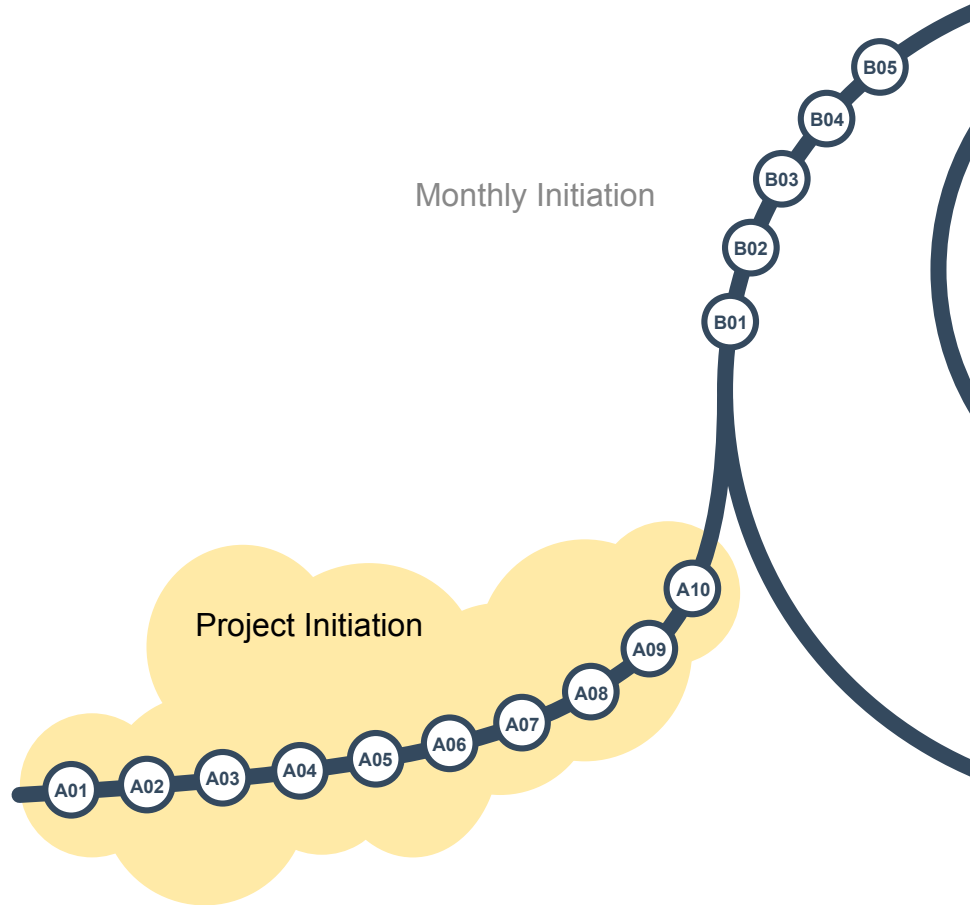
Officially appoint people to the project (even though it's not approved yet)

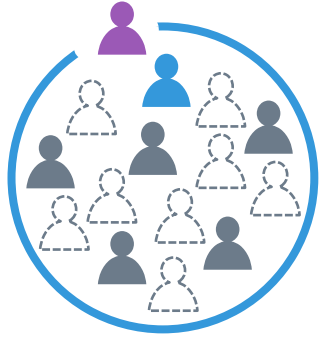
Realistic initiation



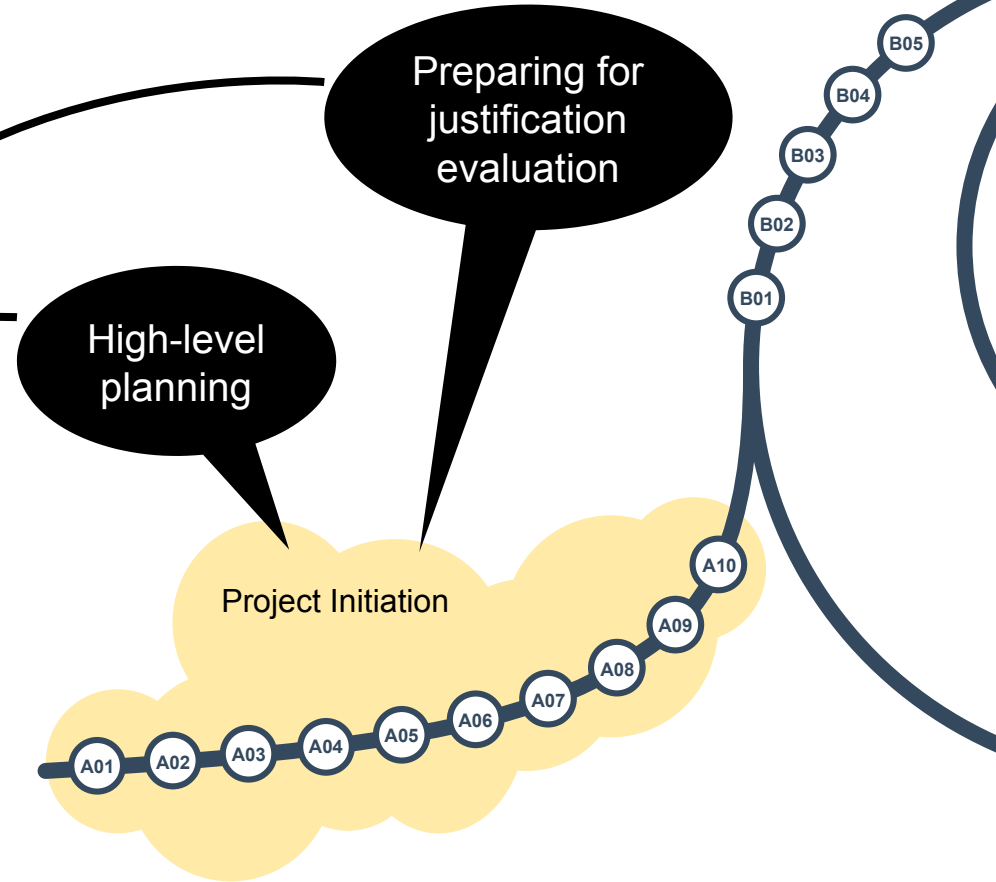


## Key team members

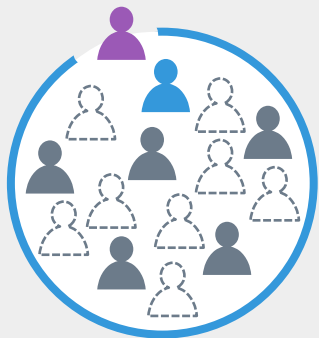




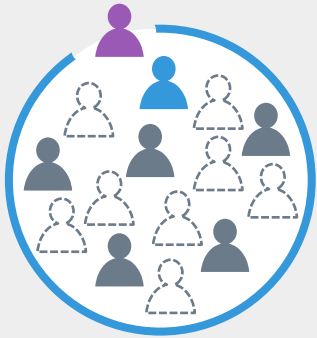
**Key team members**



# Project Initiation



## Project Initiation



## Project execution in monthly cycles



The same people who will do the project should initiate it rather than a separate team.

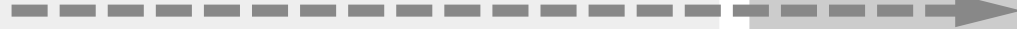
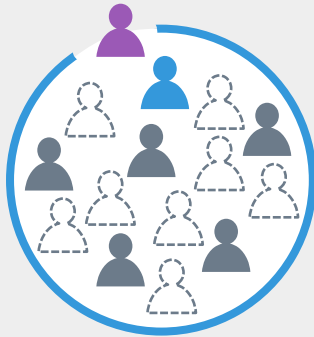
# Project Initiation



## Project Initiation

NO!!

We should initiate the project in my department to ensure contractual aspects are considered properly!

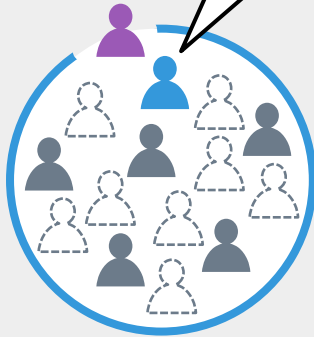


## Project Initiation

NO!!

We should initiate the project in my department to ensure contractual aspects are considered properly!

Appoint one of your experts to our project to help us with those aspects.



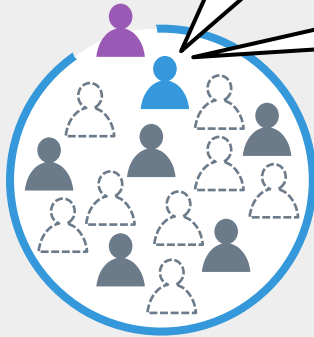
## Project Initiation

NO!!

We should initiate the project in my department to ensure contractual aspects are considered properly!

Appoint one of your experts to our project to help us with those aspects.

That way, we can address those concerns throughout the project as well.





Appoint the sponsor

Appoint the project manager

Appoint the key team members

**Describe the project**

Monthly Initiation

Project Initiation

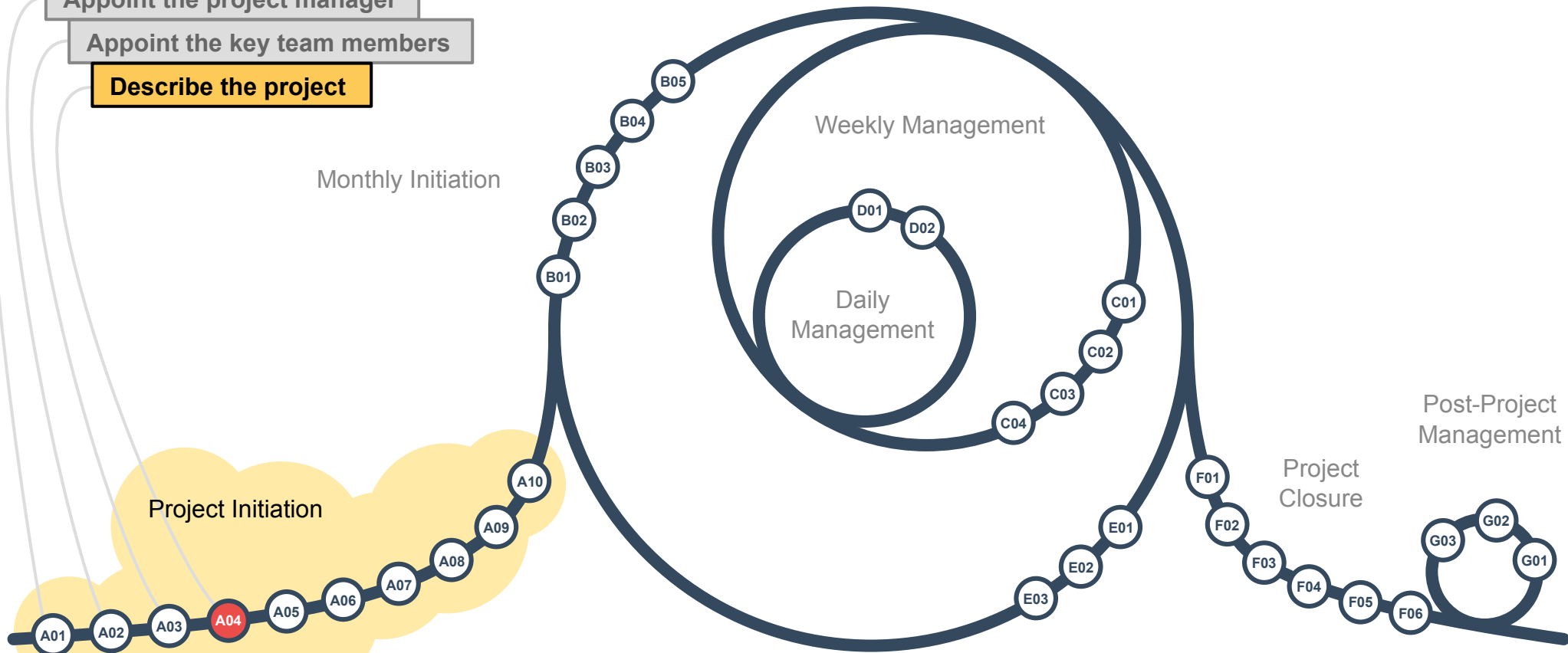
Weekly Management

Daily Management

Monthly Closure

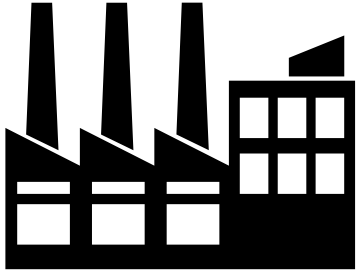
Project Closure

Post-Project Management



What information would you gather to create a high-level description of a project?





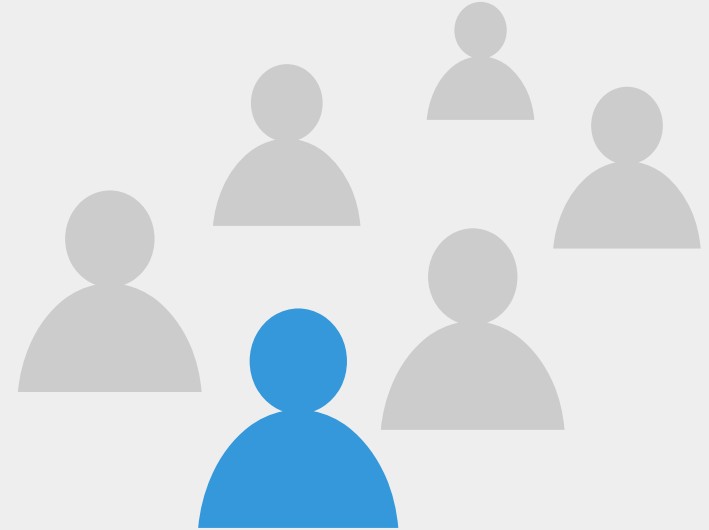
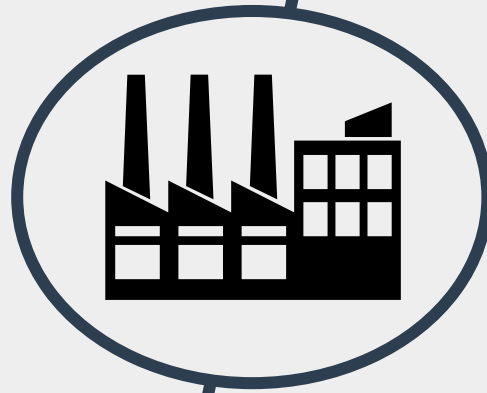
# Describe the project!



- ① ##### ##### ##### #####
- ② ##### ### #####
- ③ ##### ##### #####
- ④ ##### ##### ##### #####
- ⑤ ##### ## #####

World #41

World #42



World #41

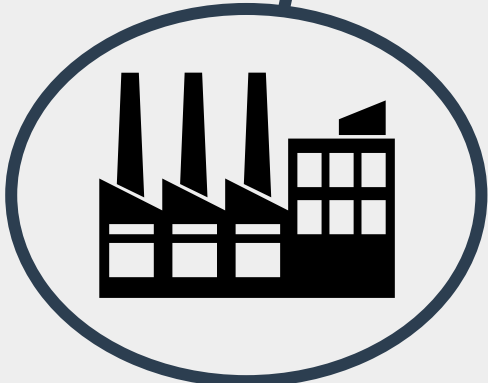
World #42

We're doing this project mainly to earn money.



# World #41

# World #42



We're doing this project mainly to earn money.

Then it's OK to reduce quality to the minimum acceptable level to recover from a delay.



## World #41

We're doing this project mainly to earn money.

Then it's OK to reduce quality to the minimum acceptable level to recover from a delay.

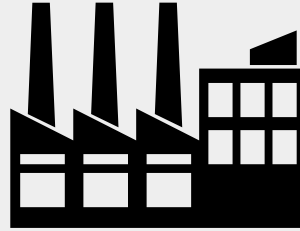
## World #42

We're doing this project mainly to enter a new market.



## World #41

## World #42



We're doing this project mainly to earn money.

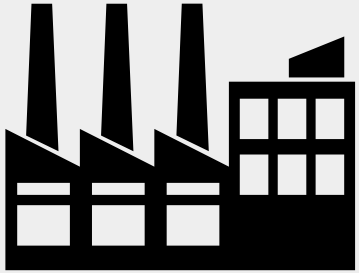
We're doing this project mainly to enter a new market.

Then it's OK to reduce quality to the minimum acceptable level to recover from a delay.

Then it would defeat the purpose if we reduce quality to recover from a delay!







# Describe

Otherwise similar projects with different purposes may have to be run differently



**1** Purpose and expected benefits

**2** ##### ### #####

**3** ##### ##### #####

**4** ##### ##### #####

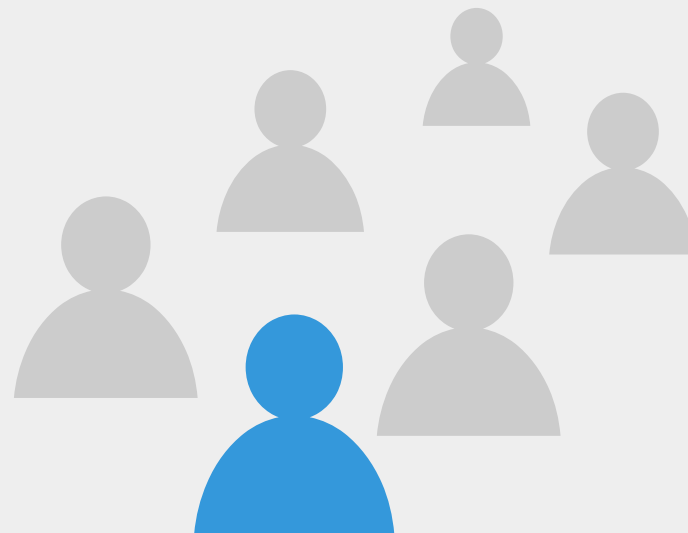
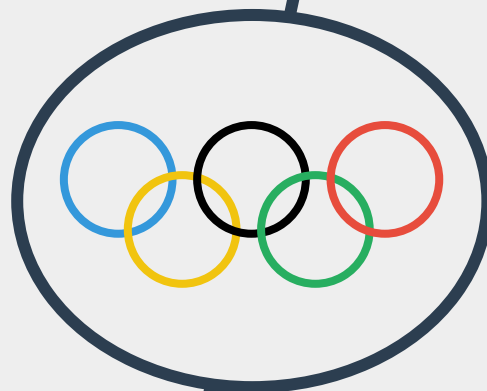
**5** ##### ## #####



To ensure we can satisfy the purpose.

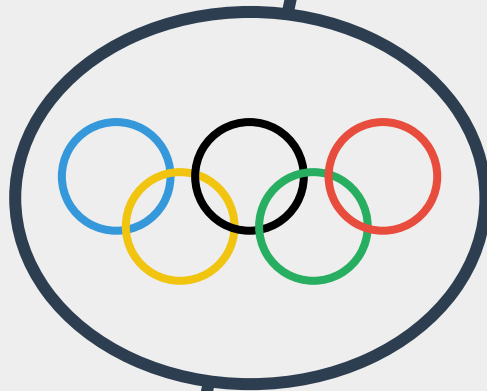
World #35

World #36



# World #35

It must be finished in 18 months, otherwise it would be a disaster!



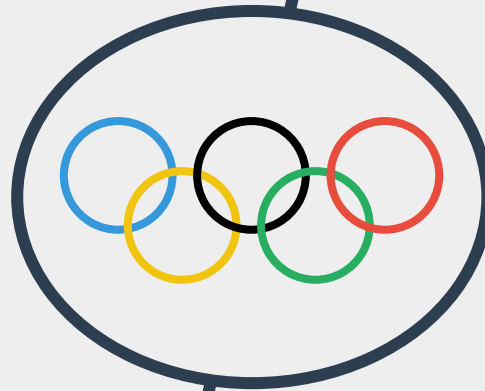
# World #36



## World #35

It must be finished in 18 months, otherwise it would be a disaster!

Then we should reduce quality to the minimum acceptable level to recover from a delay.



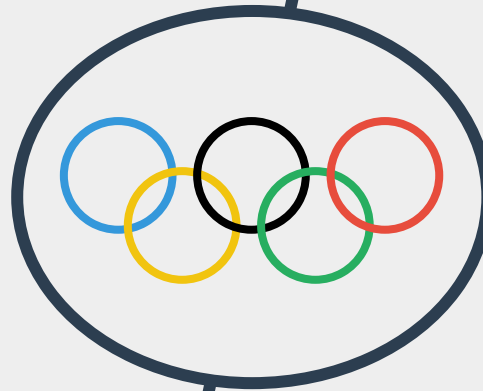
## World #36



## World #35

It must be finished in 18 months, otherwise it would be a disaster!

Then we should reduce quality to the minimum acceptable level to recover from a delay.



## World #36

Let's see if we can finish it in 18 months.



## World #35

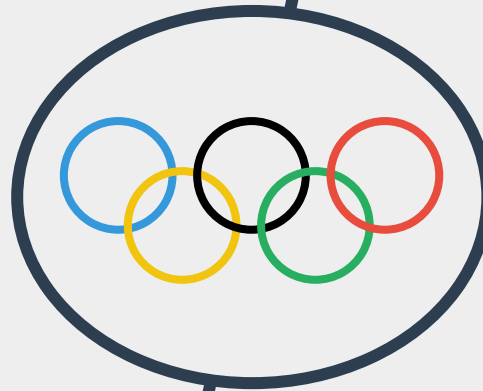
It must be finished in 18 months, otherwise it would be a disaster!

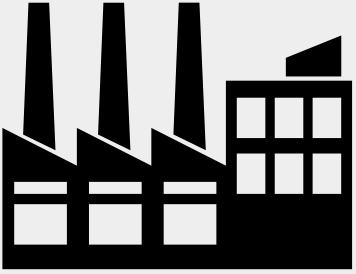
Then we should reduce quality to the minimum acceptable level to recover from a delay.

## World #36

Let's see if we can finish it in 18 months.

Then a little delay would be fine and we don't have to make any sacrifices.





# Describe the project!



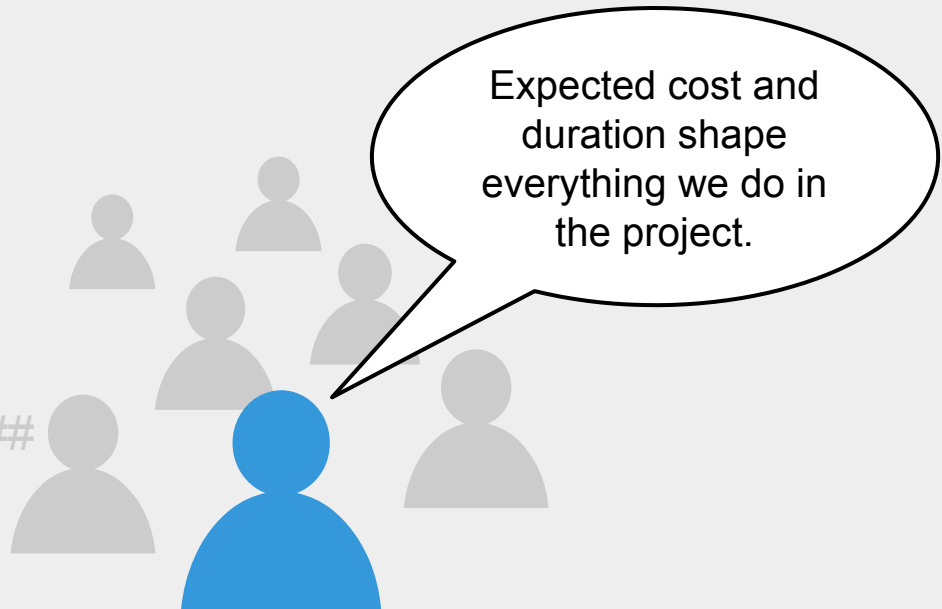
① Purpose and expected benefits

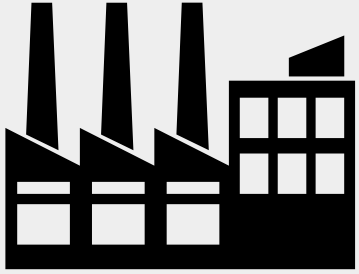
② Expected cost and duration

③ ##### ##### ##### #####

④ ##### ##### ##### #####

⑤ ##### ## #####





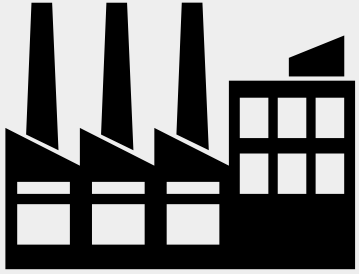
# Describe the project!



- 1 Purpose and expected benefits
- 2 Expected cost and duration
- 3 Requirements and quality expectations
- 4 ##### #####
- 5 ##### ## #####



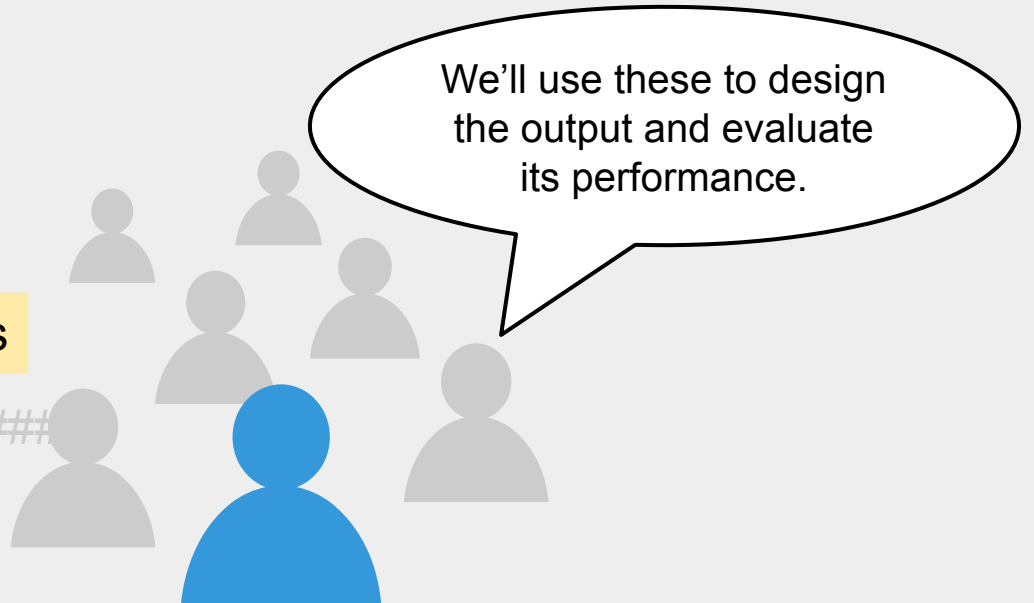


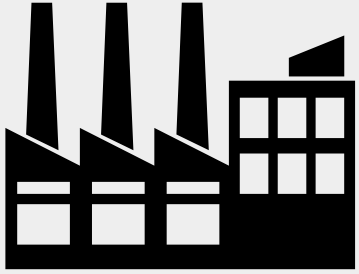


# Describe the project!



- 1 Purpose and expected benefits
- 2 Expected cost and duration
- 3 Requirements and quality expectations
- 4 ##### ##### ##### ##### #####
- 5 ##### ## #####

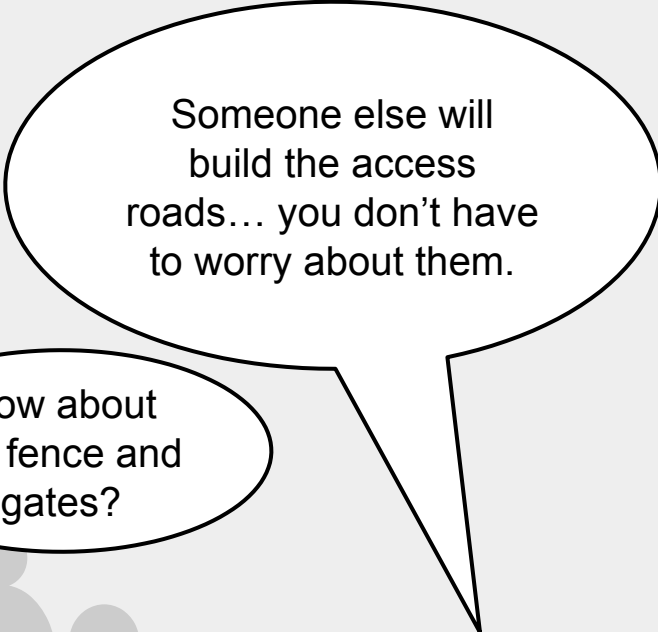




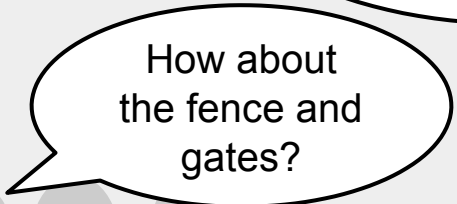
# Describe th



- 1 Purpose and expected benefits
- 2 Expected cost and duration
- 3 Requirements and quality expectations
- 4 In-scope and out-of-scope elements (high-level)
- 5 ##### ## #####



Someone else will build the access roads... you don't have to worry about them.



How about the fence and gates?

World #66

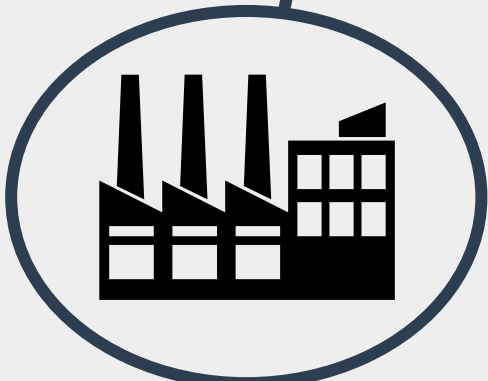
World #67



World #66

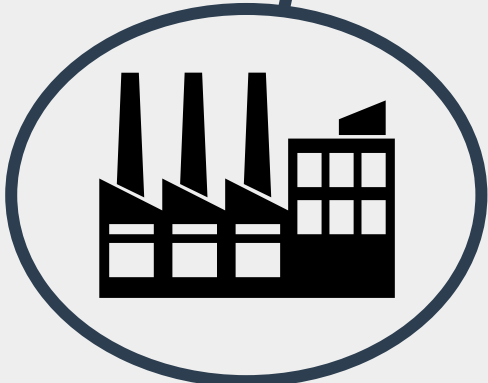
World #67

I don't have time for this! Talk to someone else.



# World #66

# World #67



I don't have time for this! Talk to someone else.

Oh... we have to deal with these horrible people for the whole duration of the project!



## World #66

I don't have time for this! Talk to someone else.

Oh... we have to deal with these horrible people for the whole duration of the project!

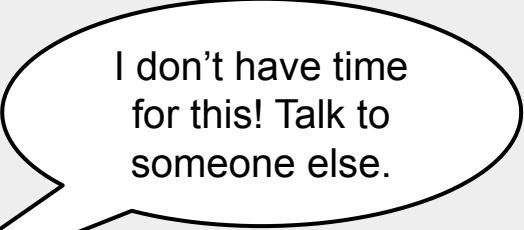


## World #67


Sure... let me elaborate on what I meant.



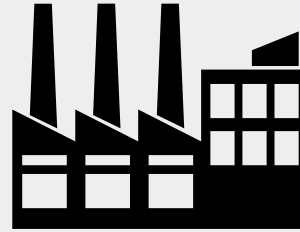
## World #66



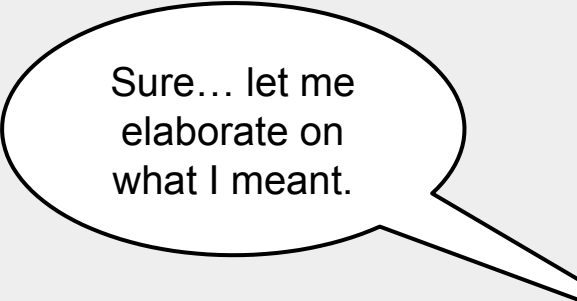
I don't have time for this! Talk to someone else.




Oh... we have to deal with these horrible people for the whole duration of the project!



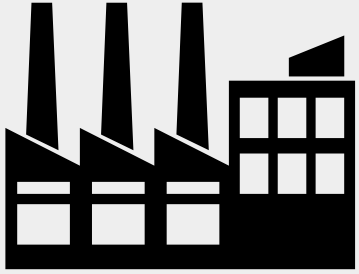
## World #67



Sure... let me elaborate on what I meant.




What a helpful person!



# Describe the project!

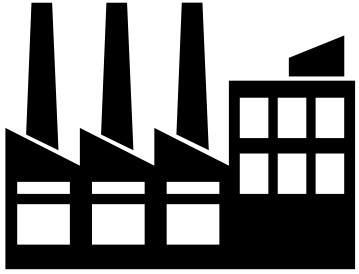


- ❶ Purpose and expected benefits
- ❷ Expected cost and duration
- ❸ Requirements and quality expectations
- ❹ In-scope and out-of-scope elements (high-level)
- ❺ List of stakeholders

A group of stylized human icons. One icon in the foreground is blue, while the others in the background are grey. A speech bubble originates from the blue icon.

The people involved in the project have a great impact on how it works.



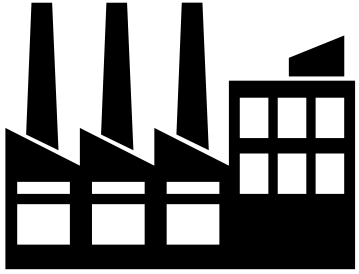


# Describe the project!



- ① Purpose and expected benefits
- ② Expected cost and duration
- ③ Requirements and quality expectations
- ④ In-scope and out-of-scope elements (high-level)
- ⑤ List of stakeholders

A **stakeholder** is anyone who has an interest in the project and can impact it; e.g., customer, suppliers, competition, and regulators.



# Describe the project!



- ❶ Purpose and expected benefits
- ❷ Expected cost and duration
- ❸ Requirements and quality expectations
- ❹ In-scope and out-of-scope elements (high-level)
- ❺ List of stakeholders

Check archives  
of old projects for  
inspiration.

# Project Description

- ❶ Purpose and expected benefits
- ❷ Expected cost and duration
- ❸ Requirements and quality expectations
- ❹ In-scope and out-of-scope elements (high-level)
- ❺ List of stakeholders

# Project Description

- ❶ Purpose and expected benefits
- ❷ Expected cost and duration
- ❸ Requirements and quality expectations
- ❹ In-scope and out-of-scope elements (high-level)
- ❺ List of stakeholders

Anyone can understand what the project is by reading this document.

# Project Description

- ❶ Purpose and expected benefits
- ❷ Expected cost and duration
- ❸ Requirements and quality expectations
- ❹ In-scope and out-of-scope elements (high-level)
- ❺ List of stakeholders

Anyone can understand what the project is by reading this document.

One or two pages of simple text.

# Project Description

- ❶ Purpose and expected benefits
- ❷ Expected cost and duration
- ❸ Requirements and quality expectations
- ❹ In-scope and out-of-scope elements (high-level)
- ❺ List of stakeholders

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One or two pages of simple text.

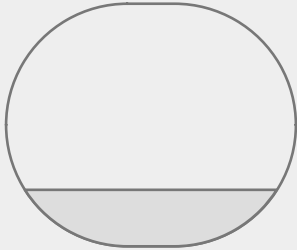
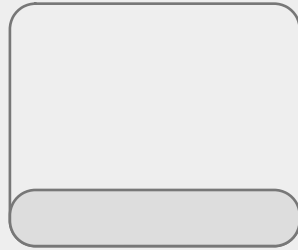
Will be updated throughout the project

1



Project Description


2

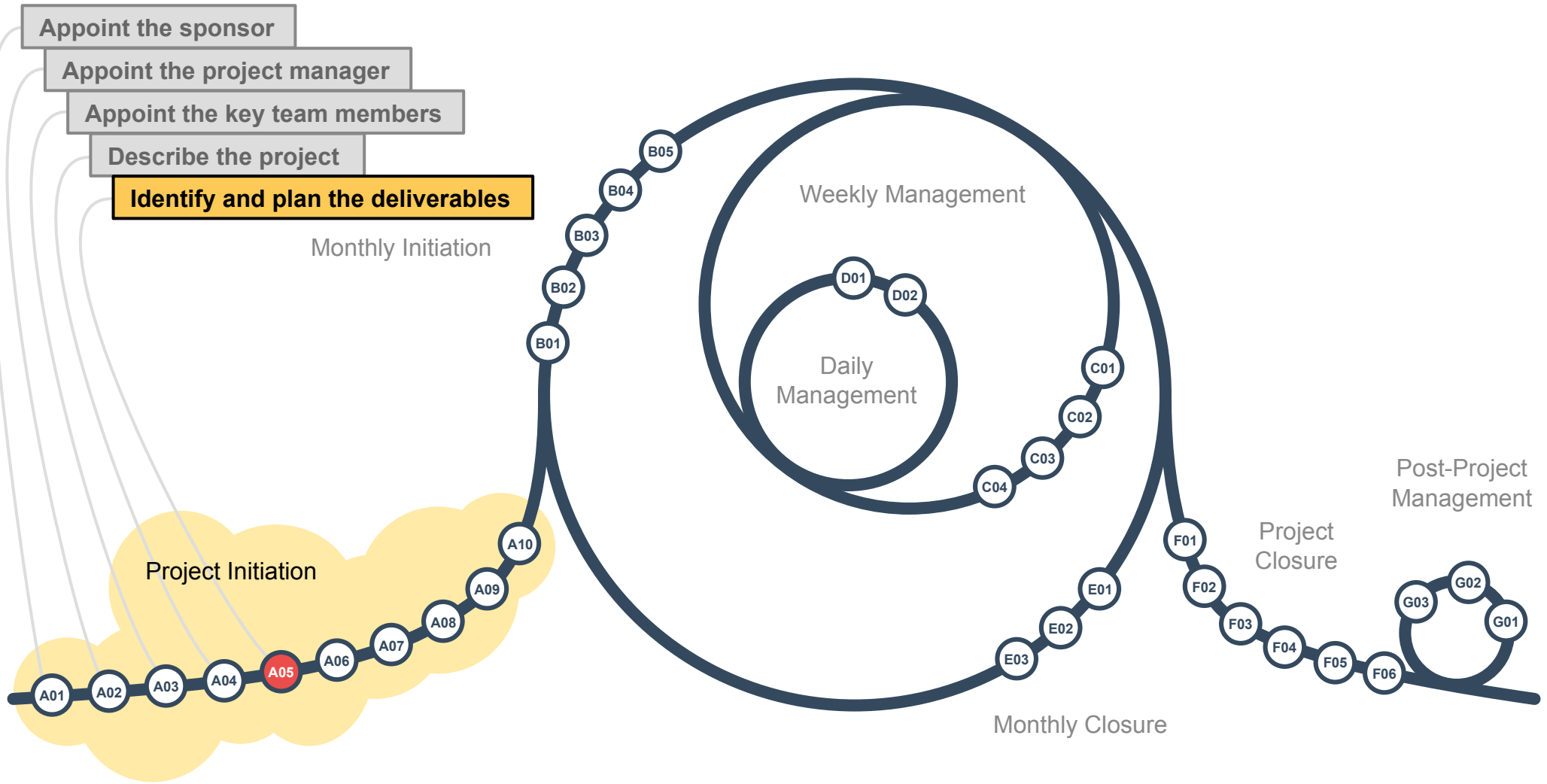


3

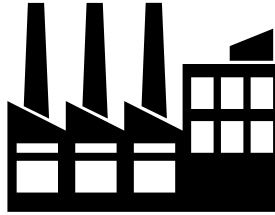


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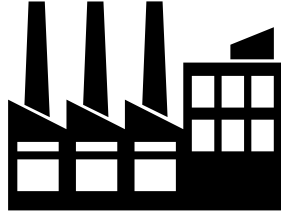


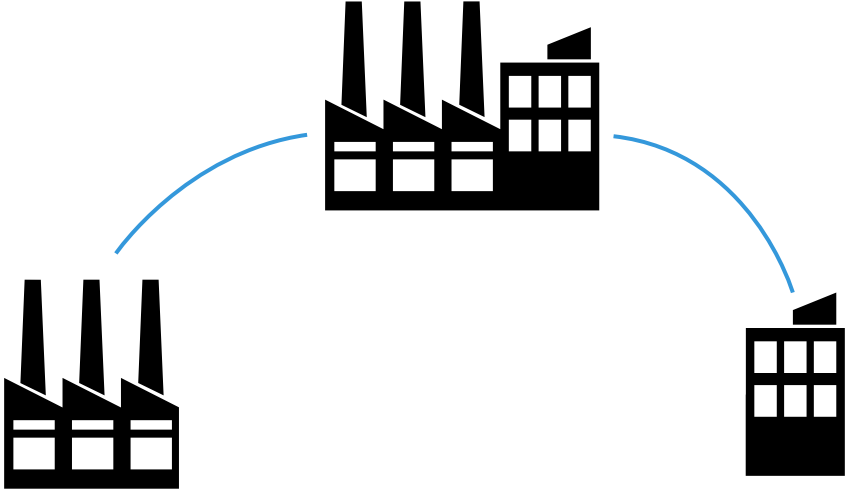


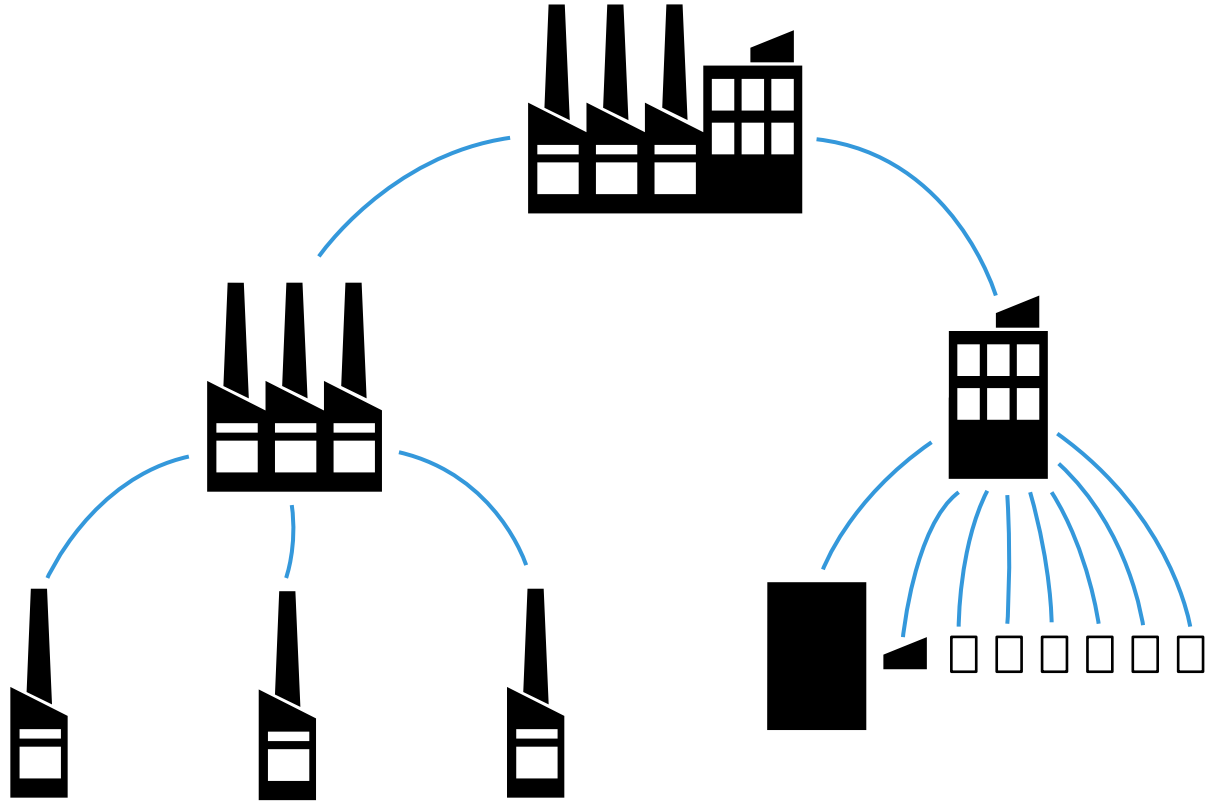


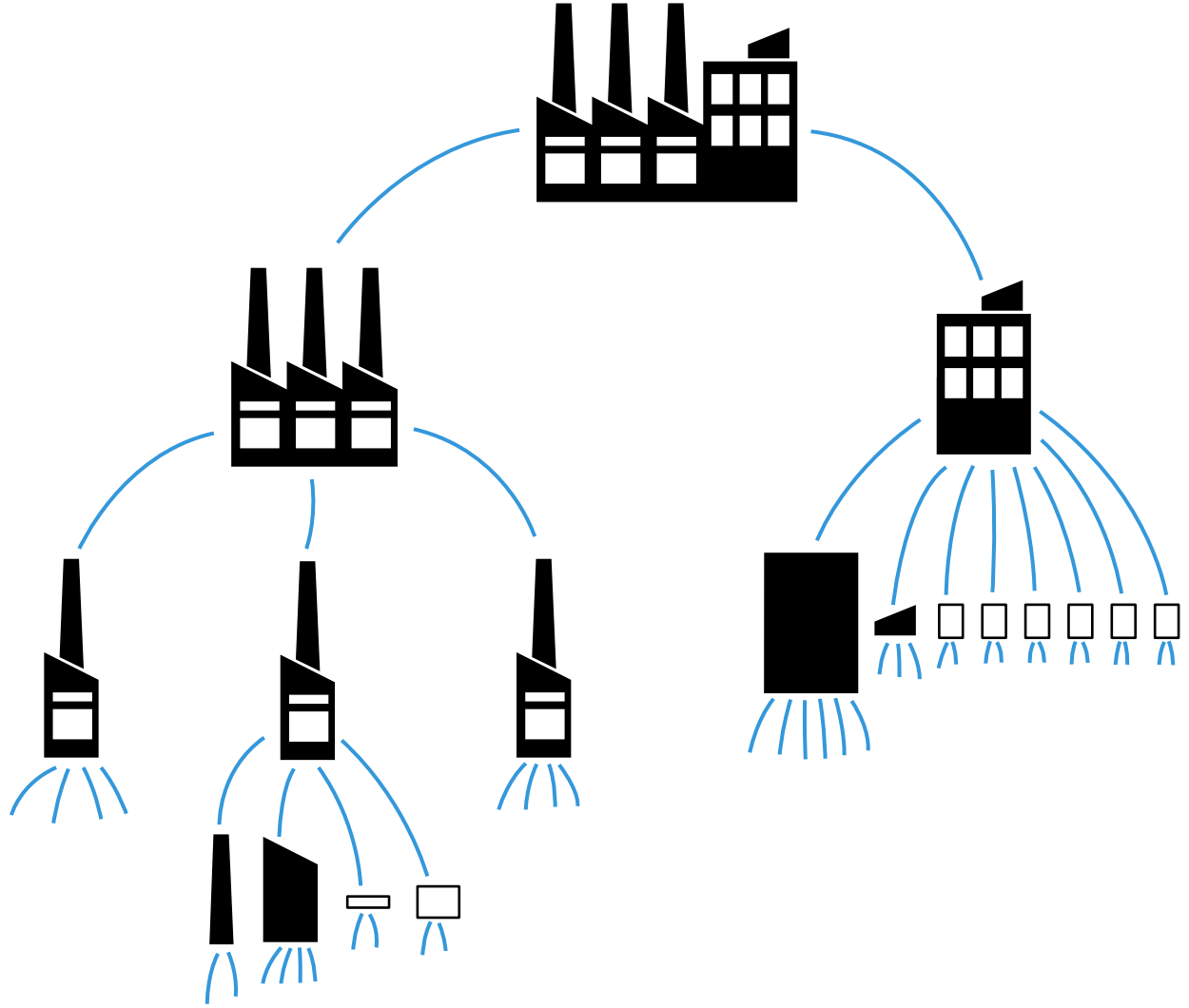
What are the building elements of the output?

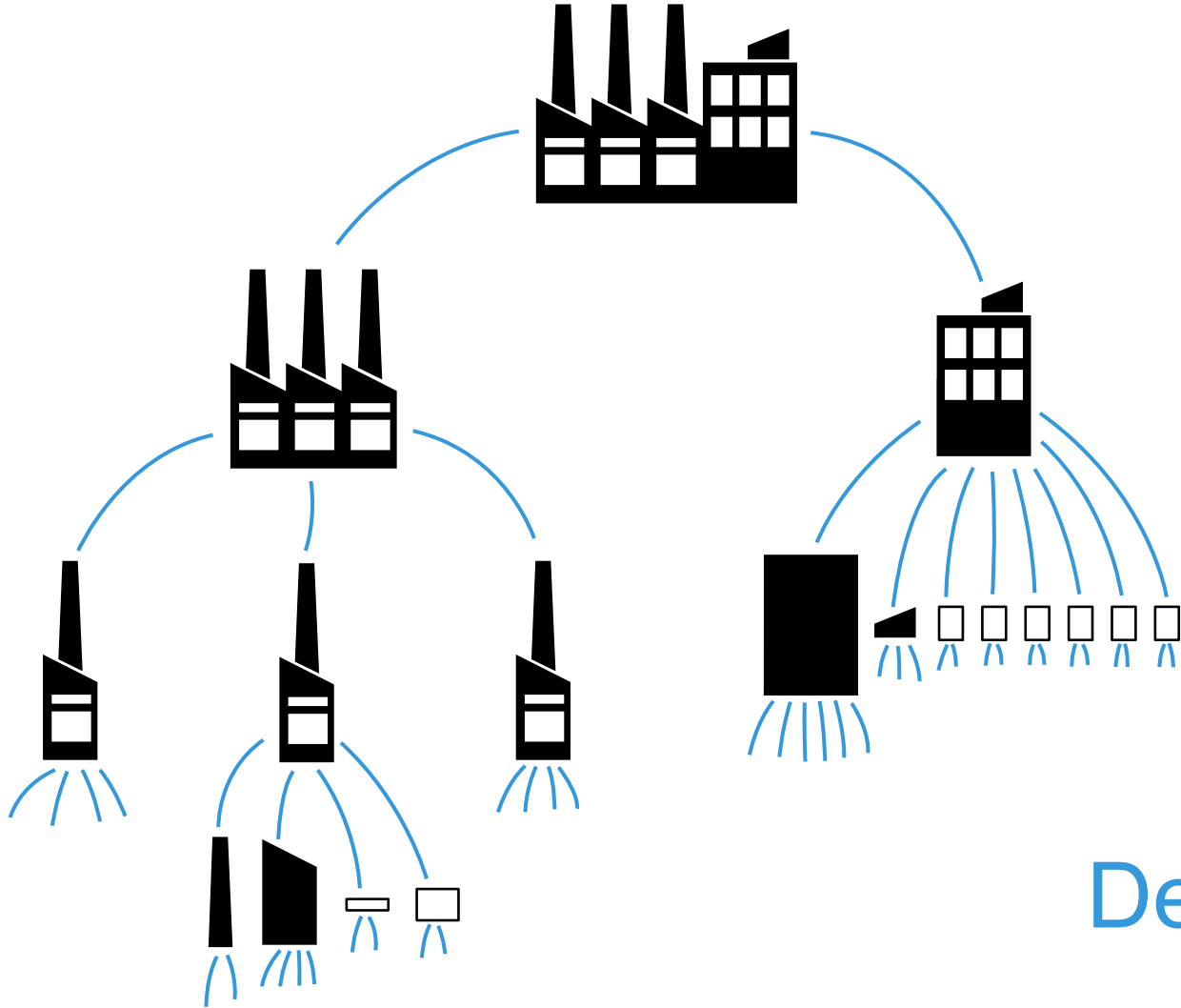
(and their supporting elements)



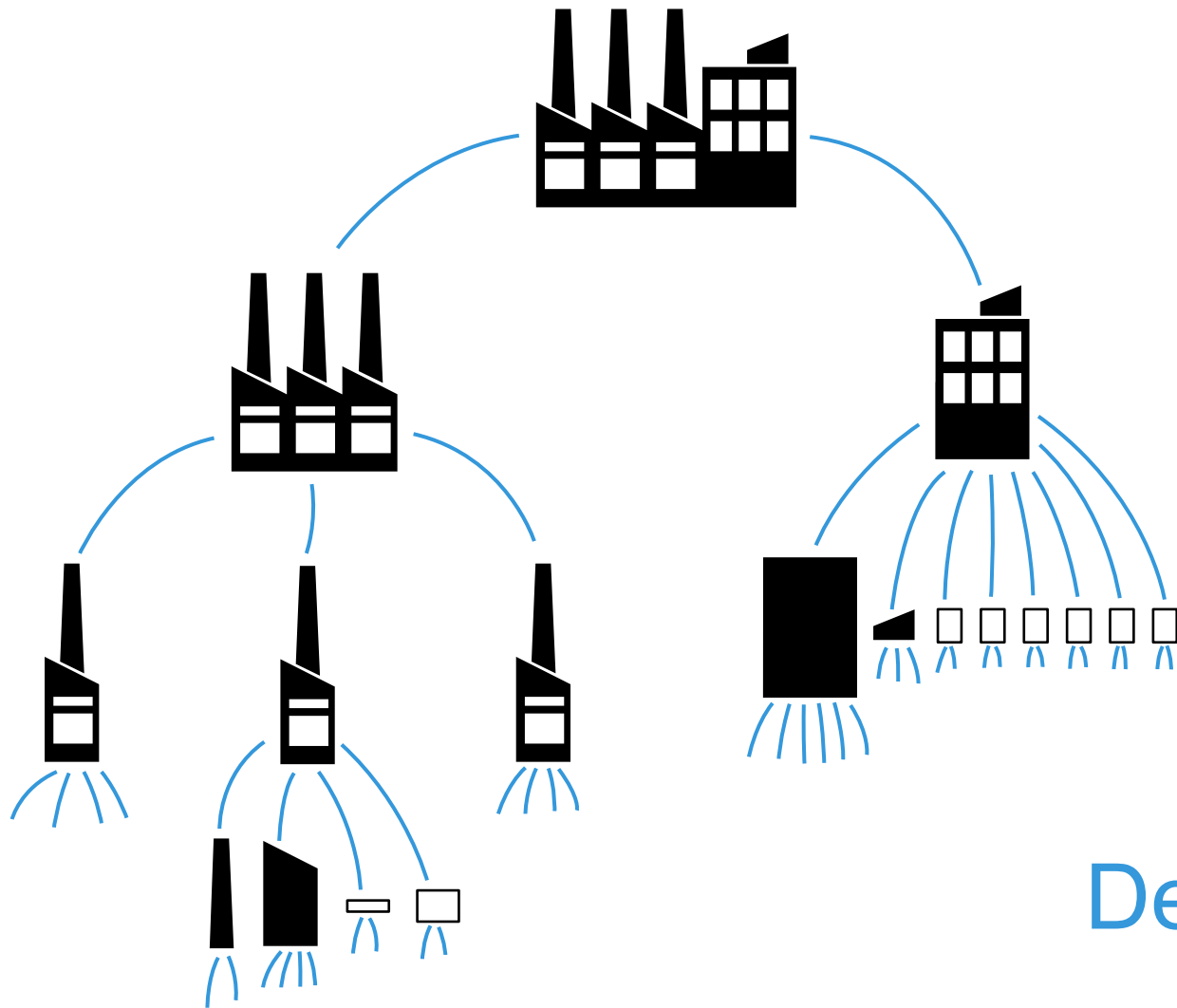








# Deliverables Map

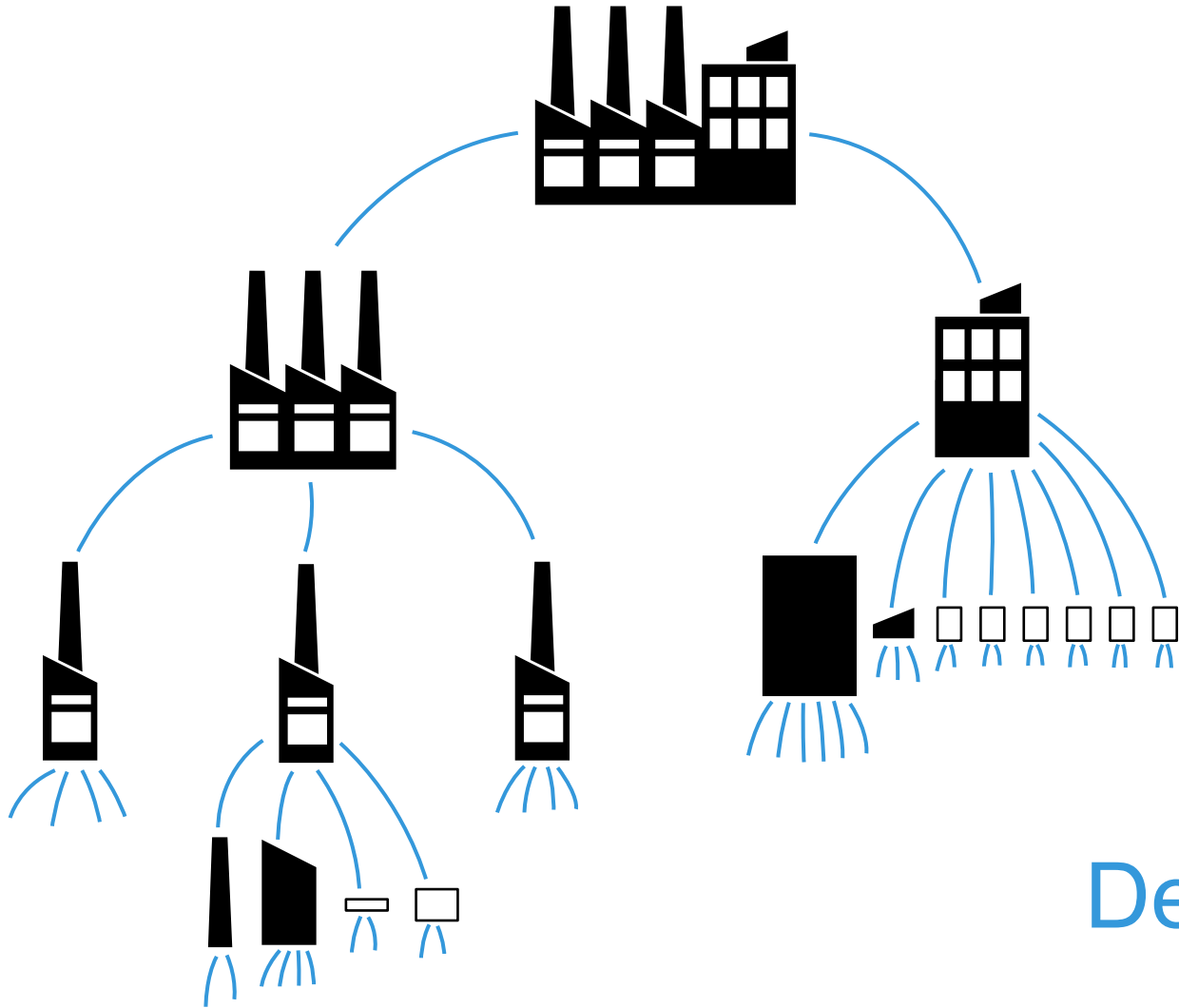


The building elements of the output and their related supporting elements.

Deliverables Map

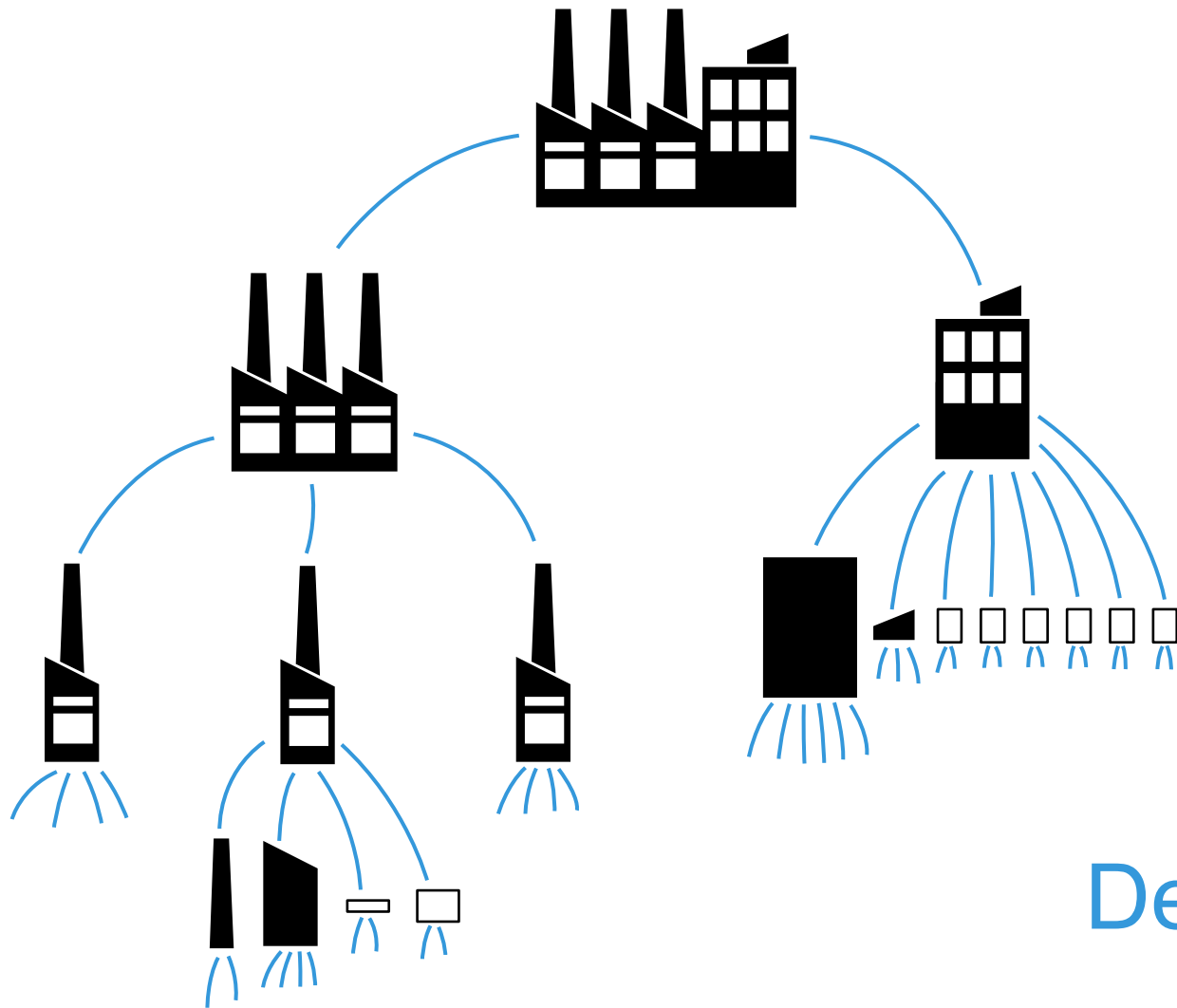






A high-level map is enough for now. We'll detail it in Monthly Initiations.

# Deliverables Map



## Deliverables Map

How would you create a Deliverables Map for a website that sells ebooks?

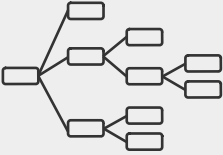


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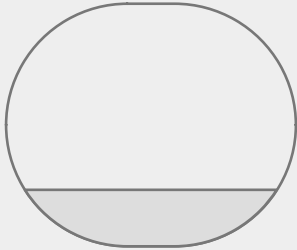


Project Description

2

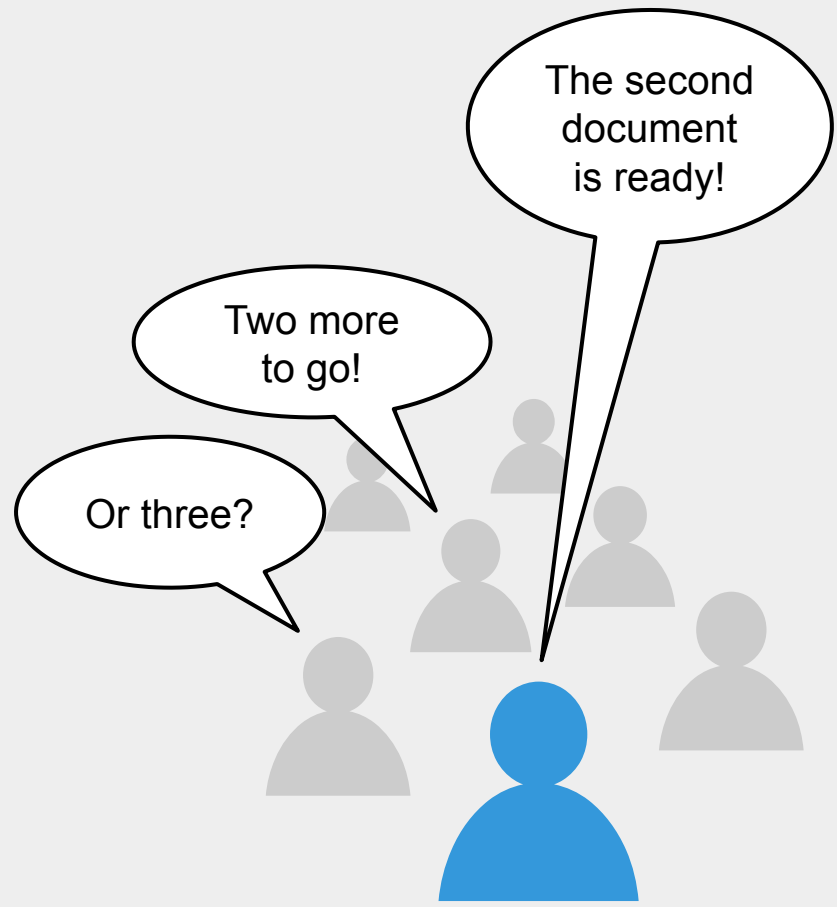


Deliverables Map




3

4

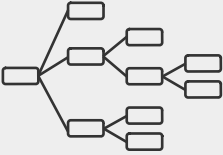


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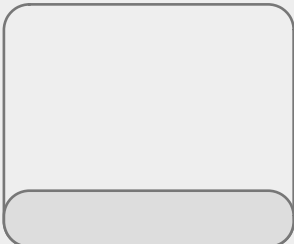
Project Description

2

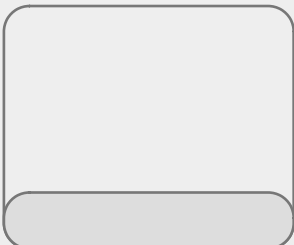


Deliverables Map

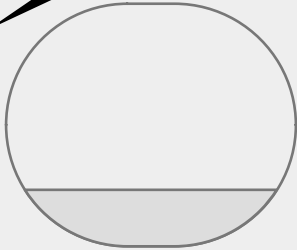
3



4



Usually a mind map



Or three?

Two more to go!

The second document is ready!

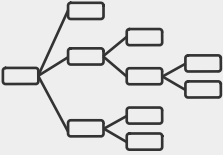


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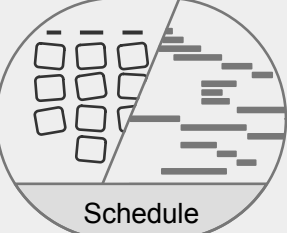


Project Description

2

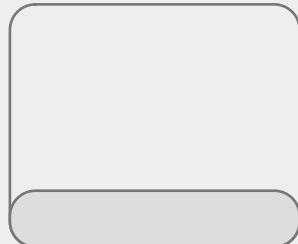


Deliverables Map

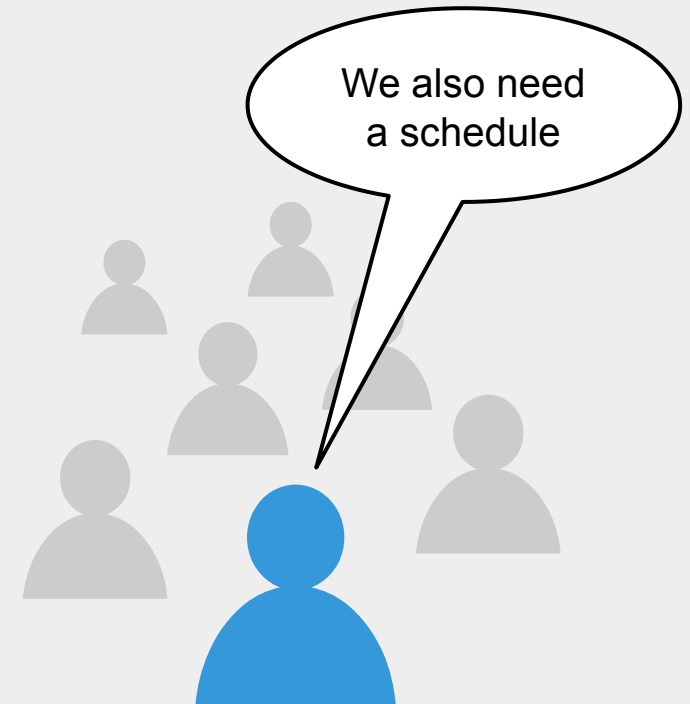
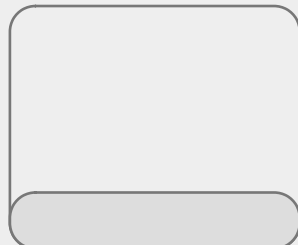


Schedule

3



4

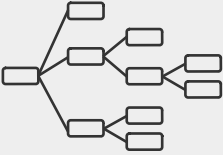


1




Project Description

2



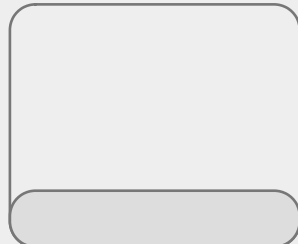
Deliverables Map



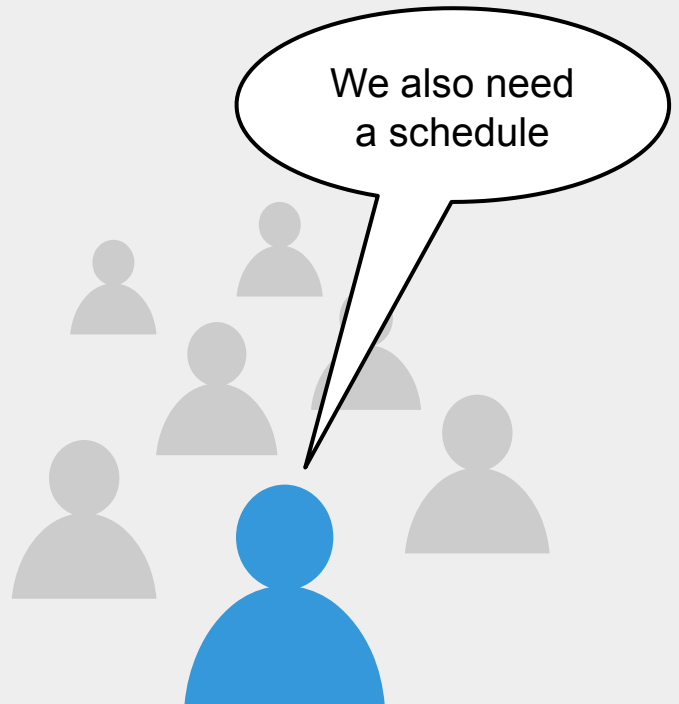
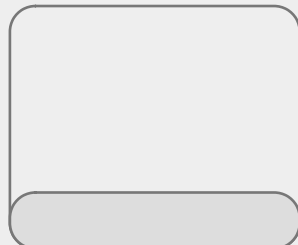
Schedule

Order of working on deliverables

3



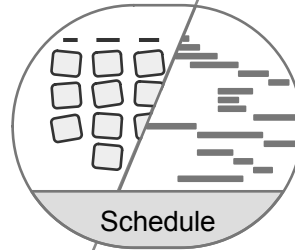
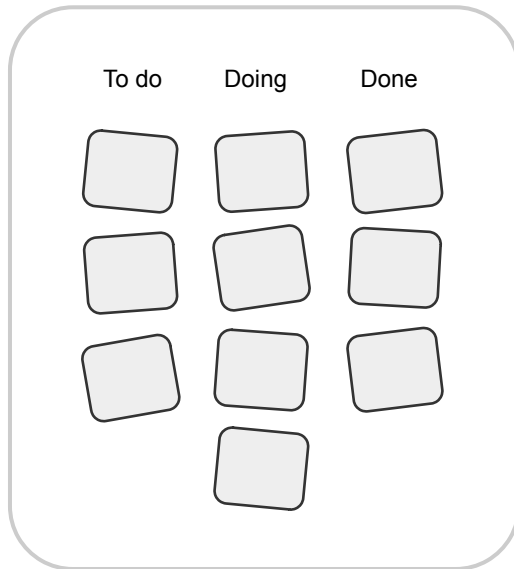
4



We also need a schedule

## Priority-based

Deliverables do not have many dependencies and their order can be freely set based on various priorities; e.g., IT development projects.



## Dependency-Based

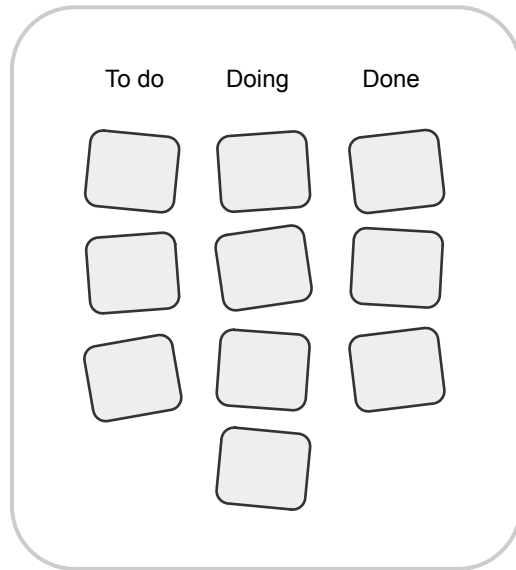
The order of working on deliverables is mainly driven by dependencies among them; e.g., construction projects.



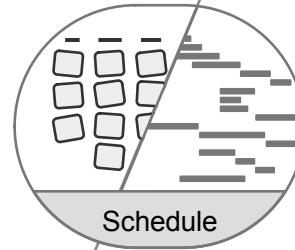


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Usually visualized on a **[kanban] board**,  
And ordered using multiple [subjective] criteria.



## Dependency-Based

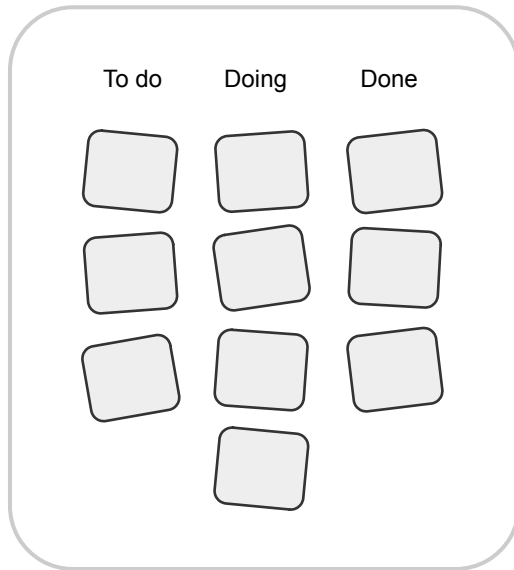
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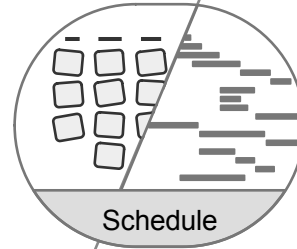
Usually visualized with a **Gantt Chart**  
and usually ordered using the **Critical Path Method**

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Deliverables do not have many dependencies and their order can be freely set based on various priorities; e.g., IT development projects.



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Check archives  
of old projects for  
inspiration.

## Dependency-Based

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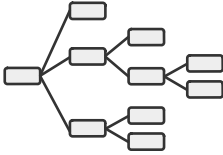


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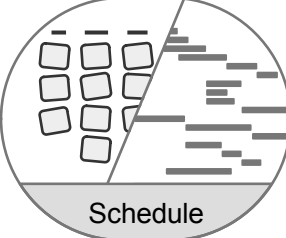
Standard  
P3.express documents



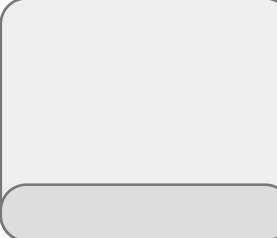
Project Description

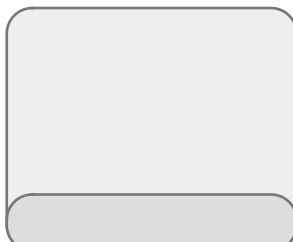
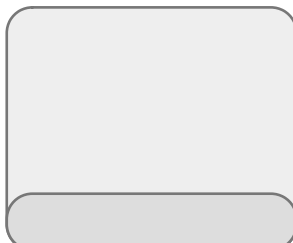
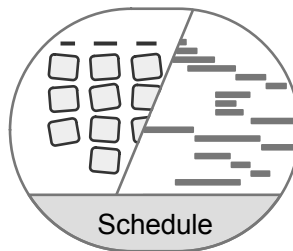
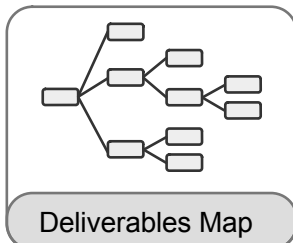


Deliverables Map



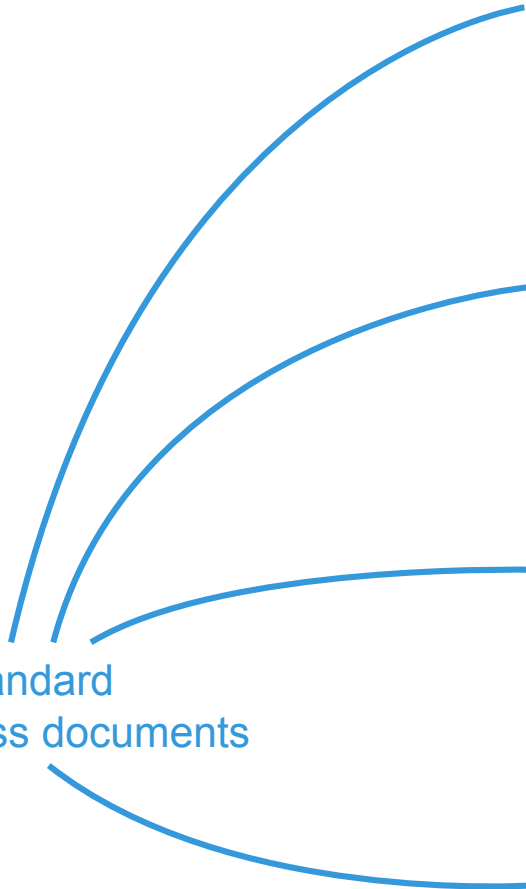
Schedule

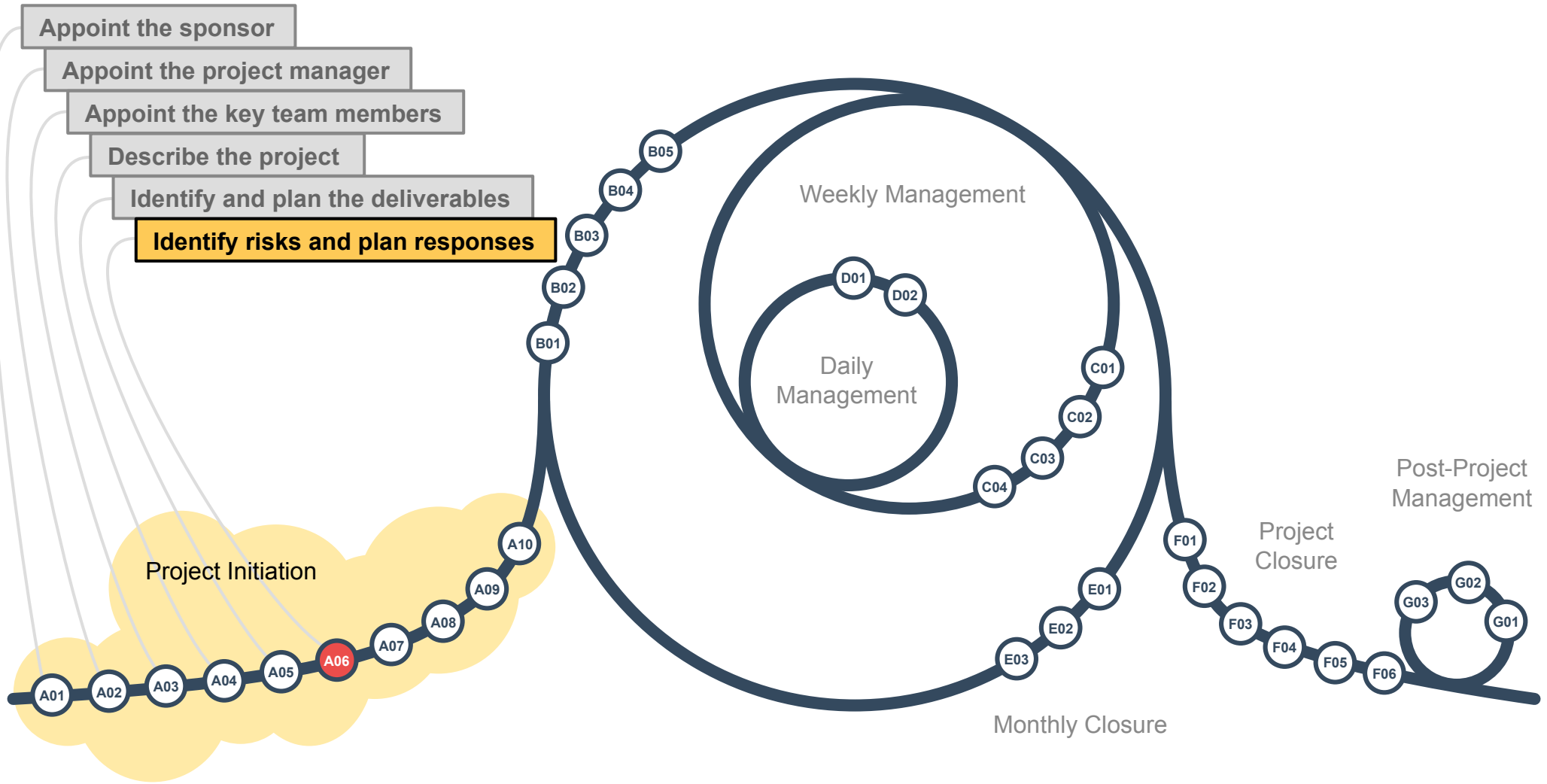





Standard  
P3.express documents


Non-standard, but necessary  
P3.express document







This material  
doesn't match the  
specification!



This material  
doesn't match the  
specification!

## Issue

A current condition that may impact the project

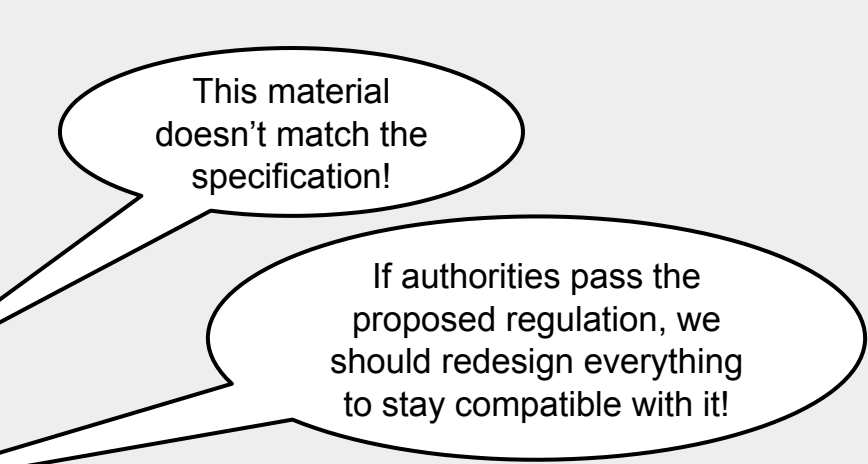
This material doesn't match the specification!

If authorities pass the proposed regulation, we should redesign everything to stay compatible with it!

## Issue

A current condition that may impact the project





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## Risk

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## Lesson Learned

What we've learned from the past that can be used in the future

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Need follow-up



Issue

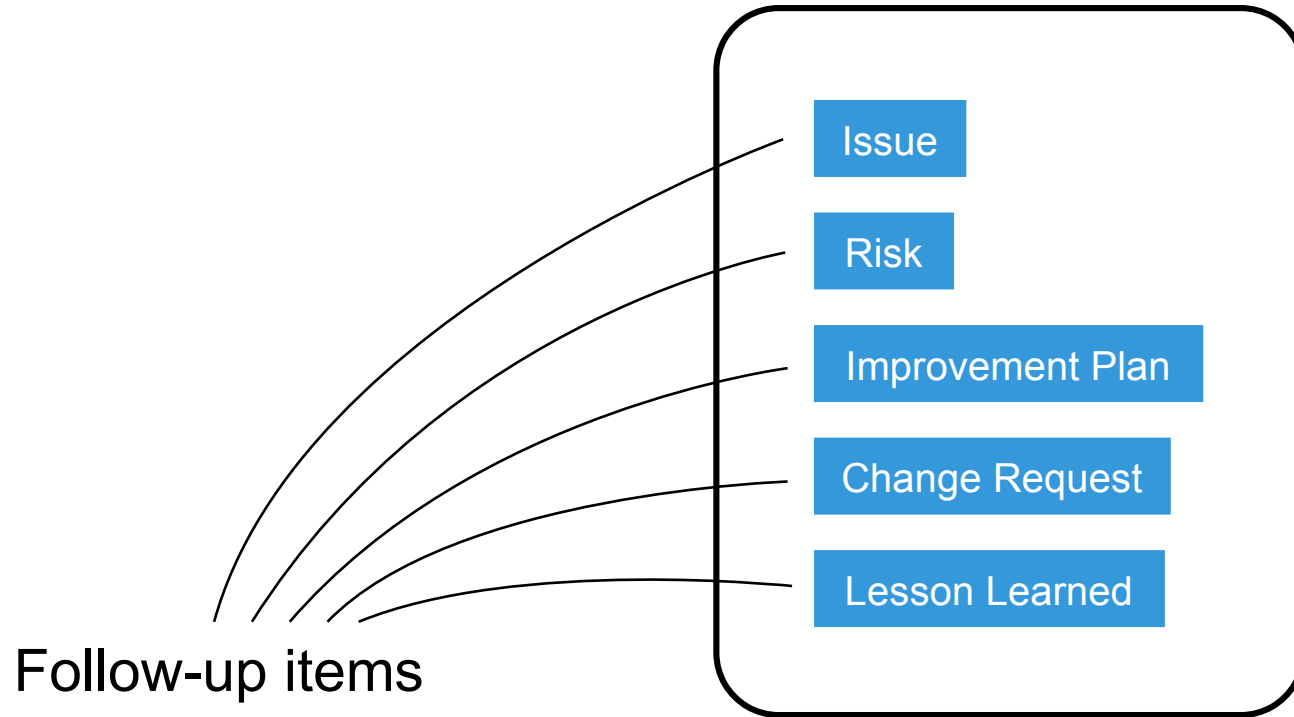
Risk

Improvement Plan

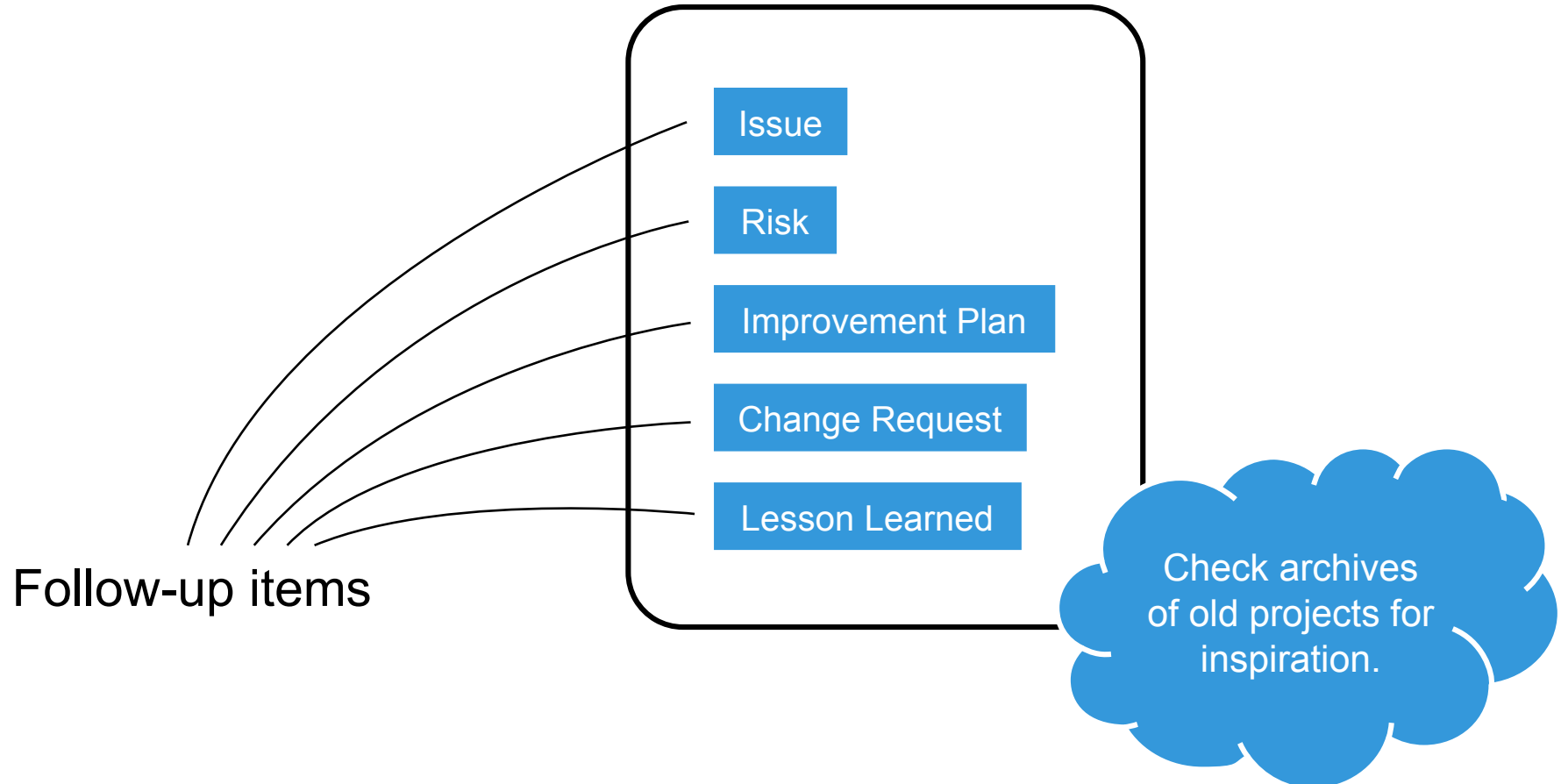
Change Request

Lesson Learned

## Follow-Up Register



## Follow-Up Register

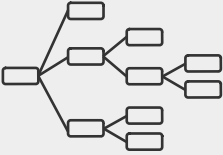


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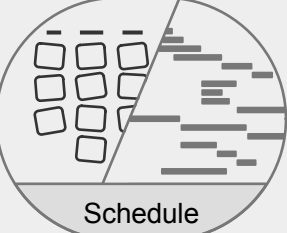


Project Description

2

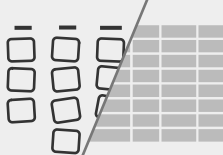


Deliverables Map



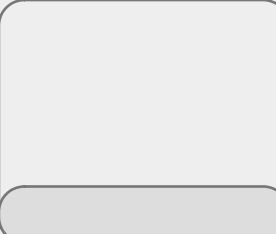
Schedule

3



Follow-Up Register

4




1




Project Description

2




Deliverables Map



Schedule

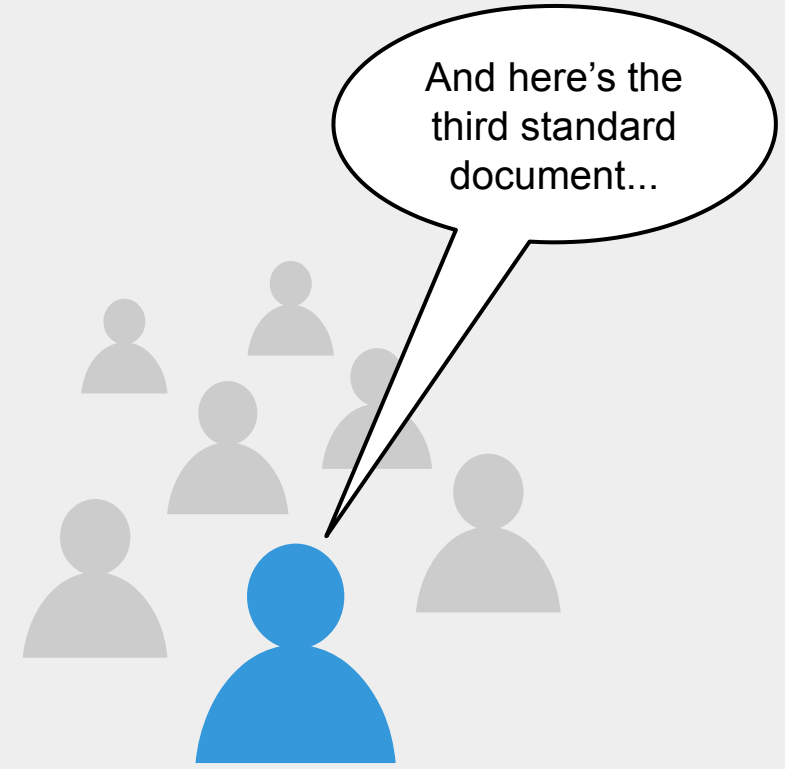
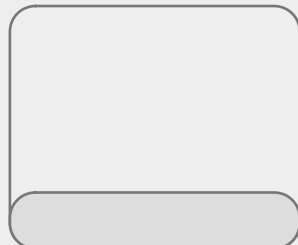
3



Follow-Up Register

Usually a spreadsheet or a board

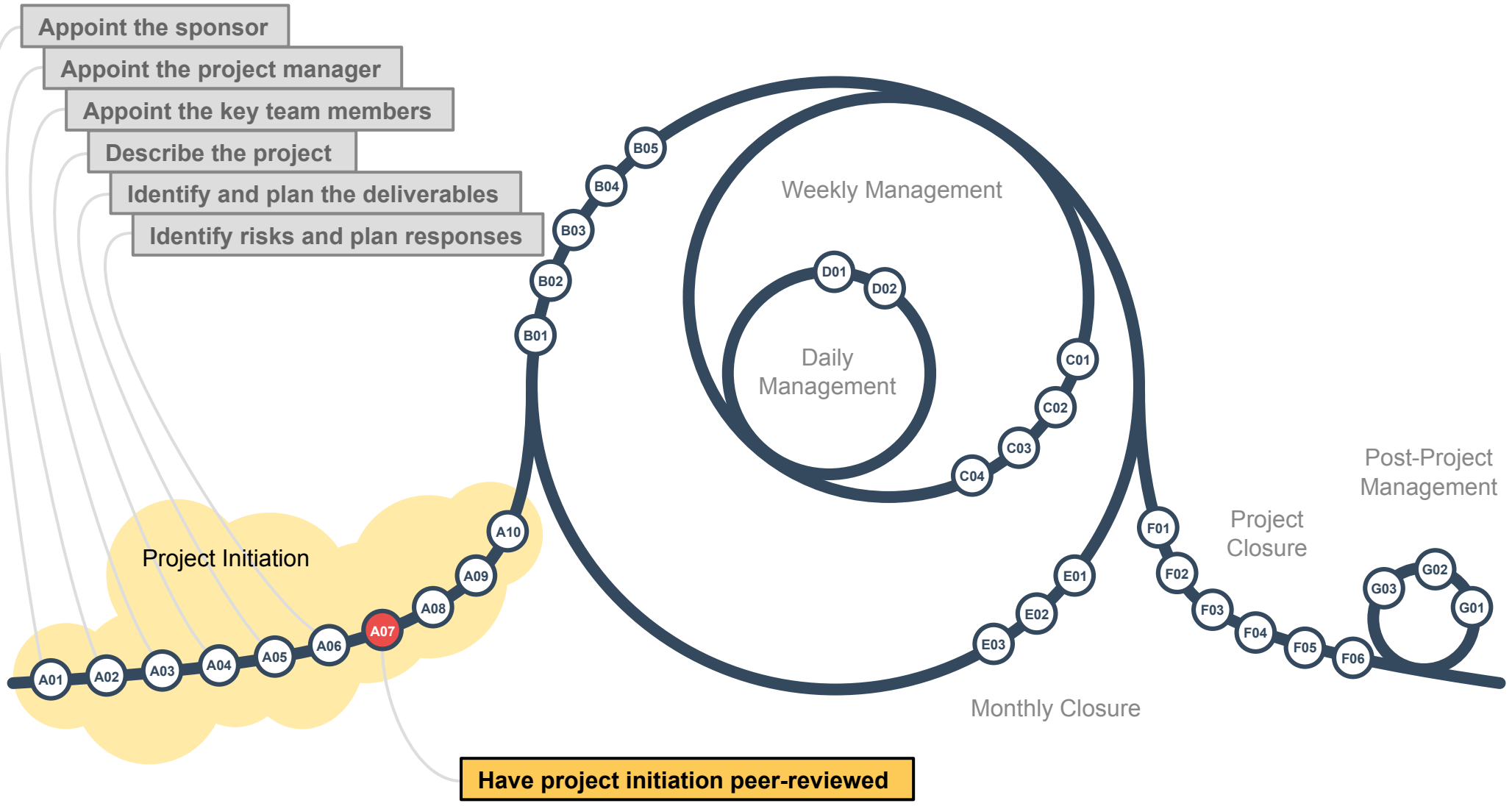
4



And here's the third standard document...

Identify one risk with one or more responses for a project that aims to make a city center bicycle-friendly.

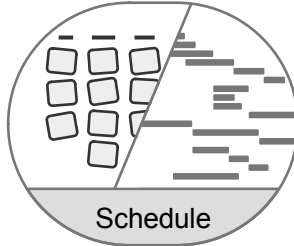
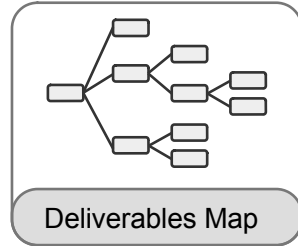




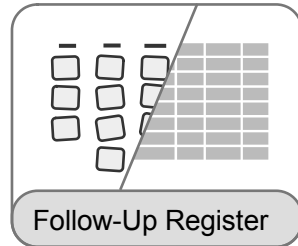
1



2



3



4



Peer Reviewer

A person with project management expertise,  
external to the project



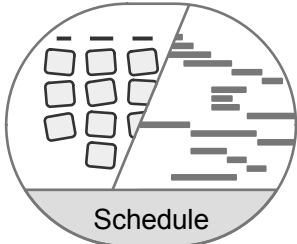
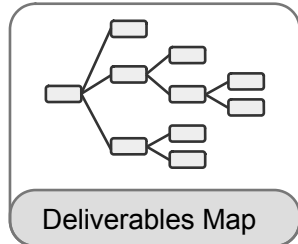
Project Manager



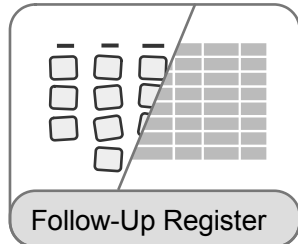
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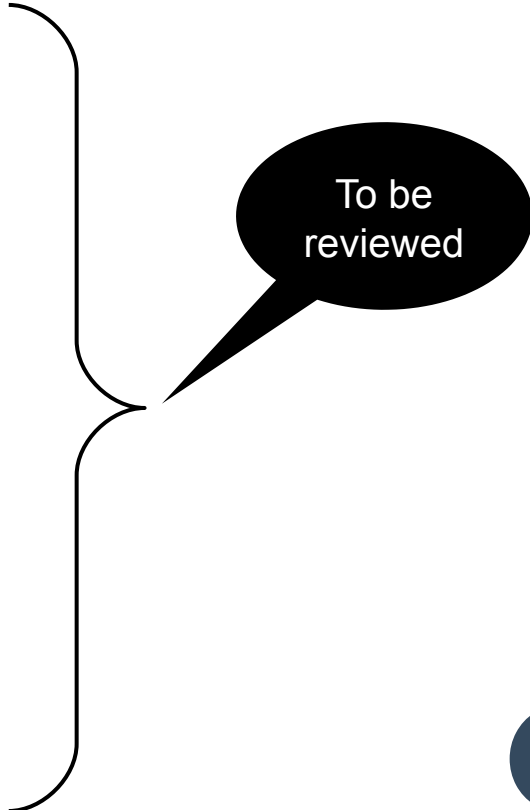
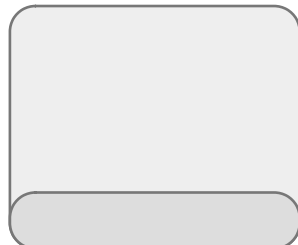
2



3



4



To be reviewed



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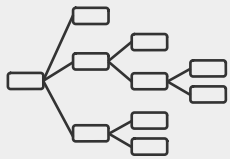
Project Manager

1

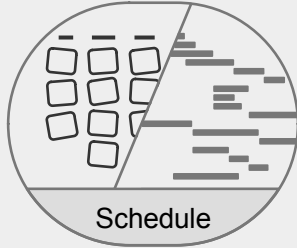


Project Description

2

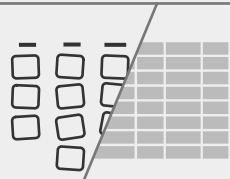


Deliverables Map



Schedule

3



Follow-Up Register

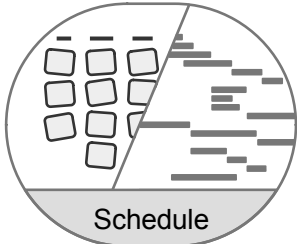
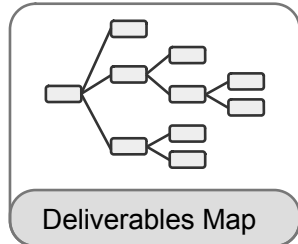
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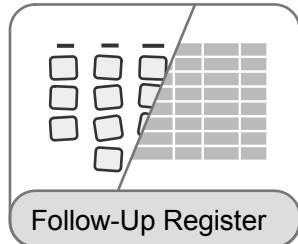
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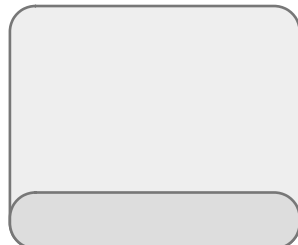
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4

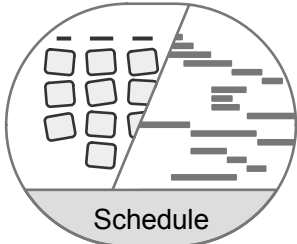
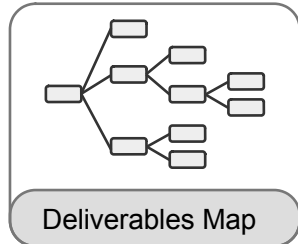


Peer Reviewer  
A person with project management expertise,  
external to the project

1

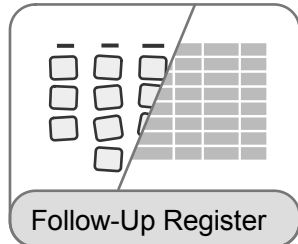


2

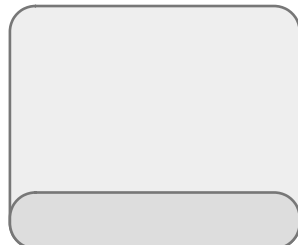


Finding and fixing problems as soon as possible

3



4



Peer Reviewer

A person with project management expertise, external to the project



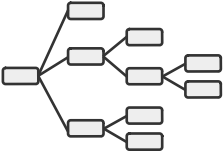
Project Manager

1

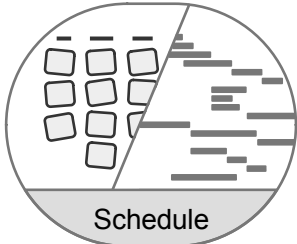


Project Description

2

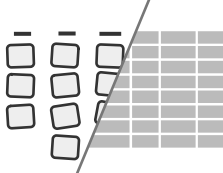


Deliverables Map



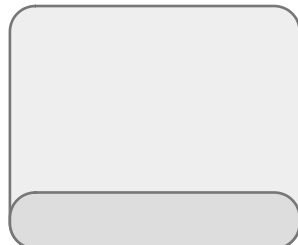
Schedule

3



Follow-Up Register

4



Finding and fixing problems as soon as possible

Close proximity sometimes prevents us from seeing our obvious problems.



Peer Reviewer

A person with project management expertise, external to the project



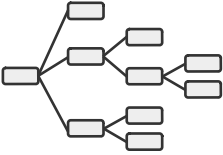
Project Manager

1

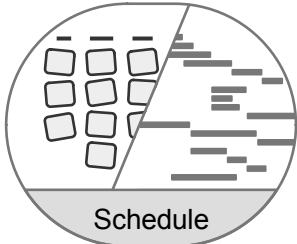


Project Description

2

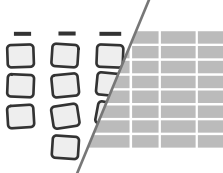


Deliverables Map



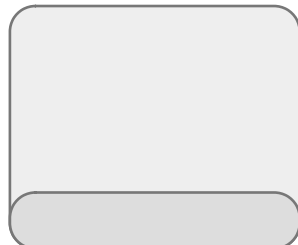
Schedule

3



Follow-Up Register

4



Finding and fixing problems as soon as possible



Learning from each other

Close proximity sometimes prevents us from seeing our obvious problems.



Peer Reviewer

A person with project management expertise, external to the project

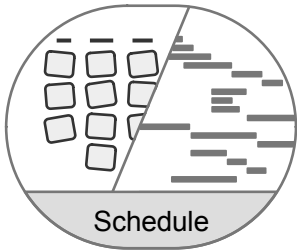
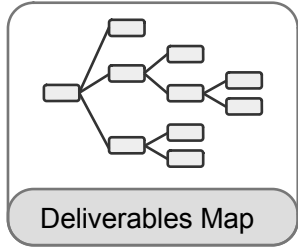


Project Manager

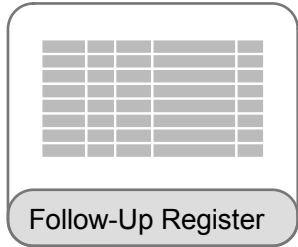
1



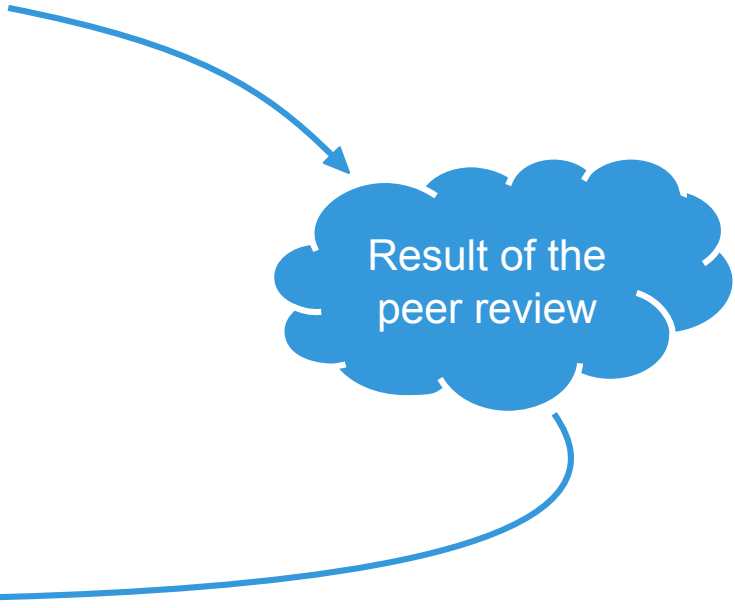
2



3



4

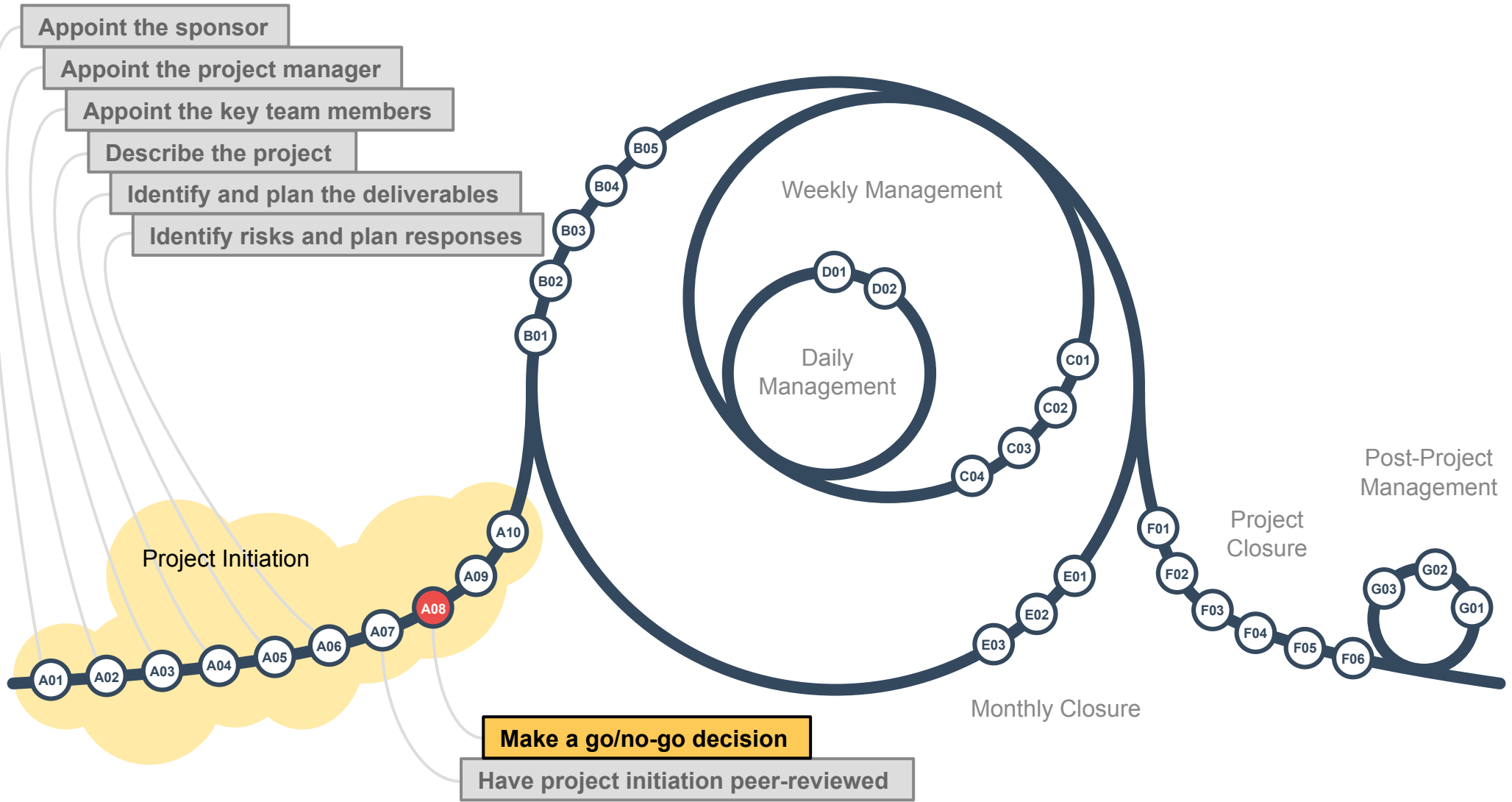


Result of the peer review

What would you do if there's no one else with project management experience in your organization to be your peer reviewer?





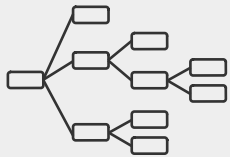


1

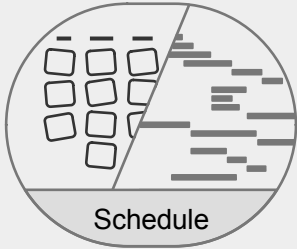


Project Description

2

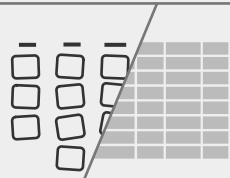


Deliverables Map



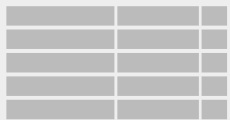
Schedule

3



Follow-Up Register

4



Health Register

So, this is how the project would work.  
Shall we start the execution?



Project Manager



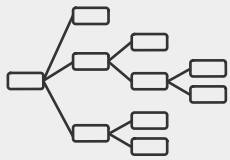
Sponsor

1

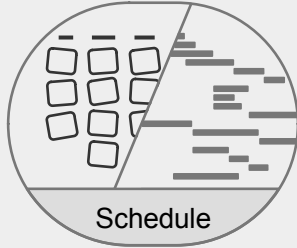


Project Description

2

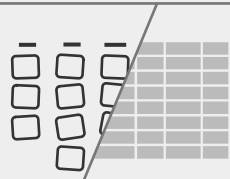


Deliverables Map



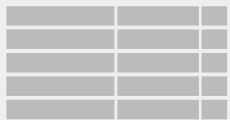
Schedule

3



Follow-Up Register

4



Health Register

So, this is how the project would work. Shall we start the execution?

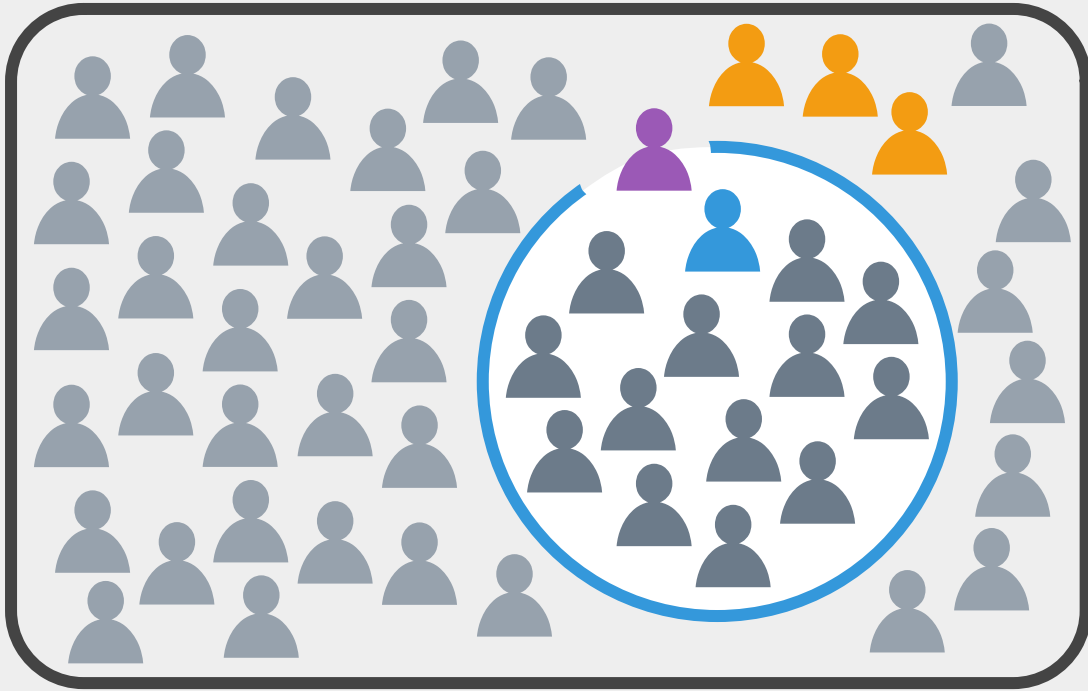
Hmm... let me check with a few people and get back to you.



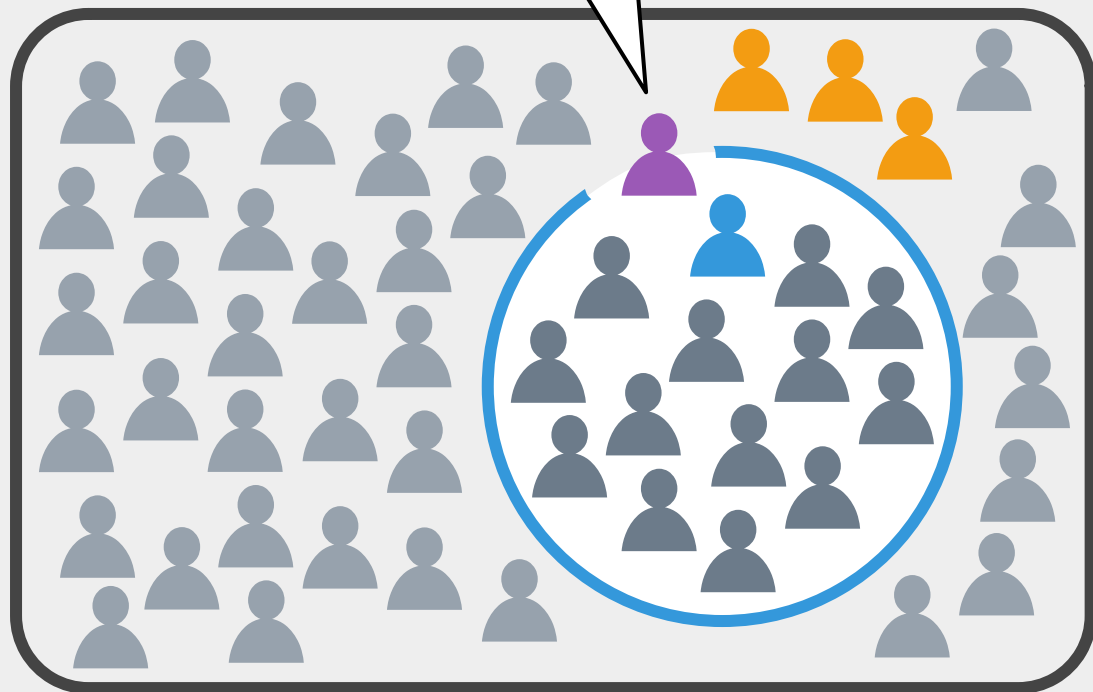
Project Manager

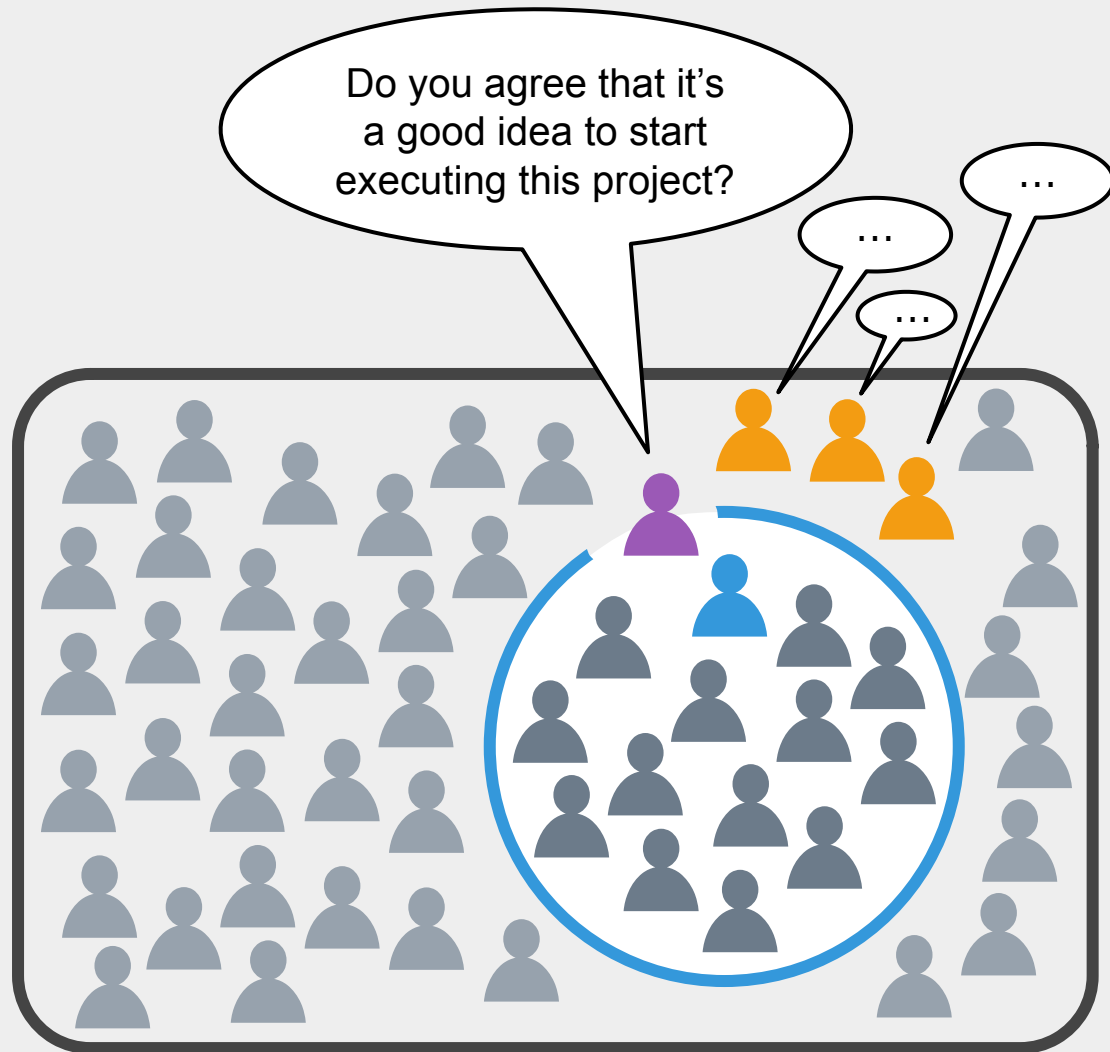


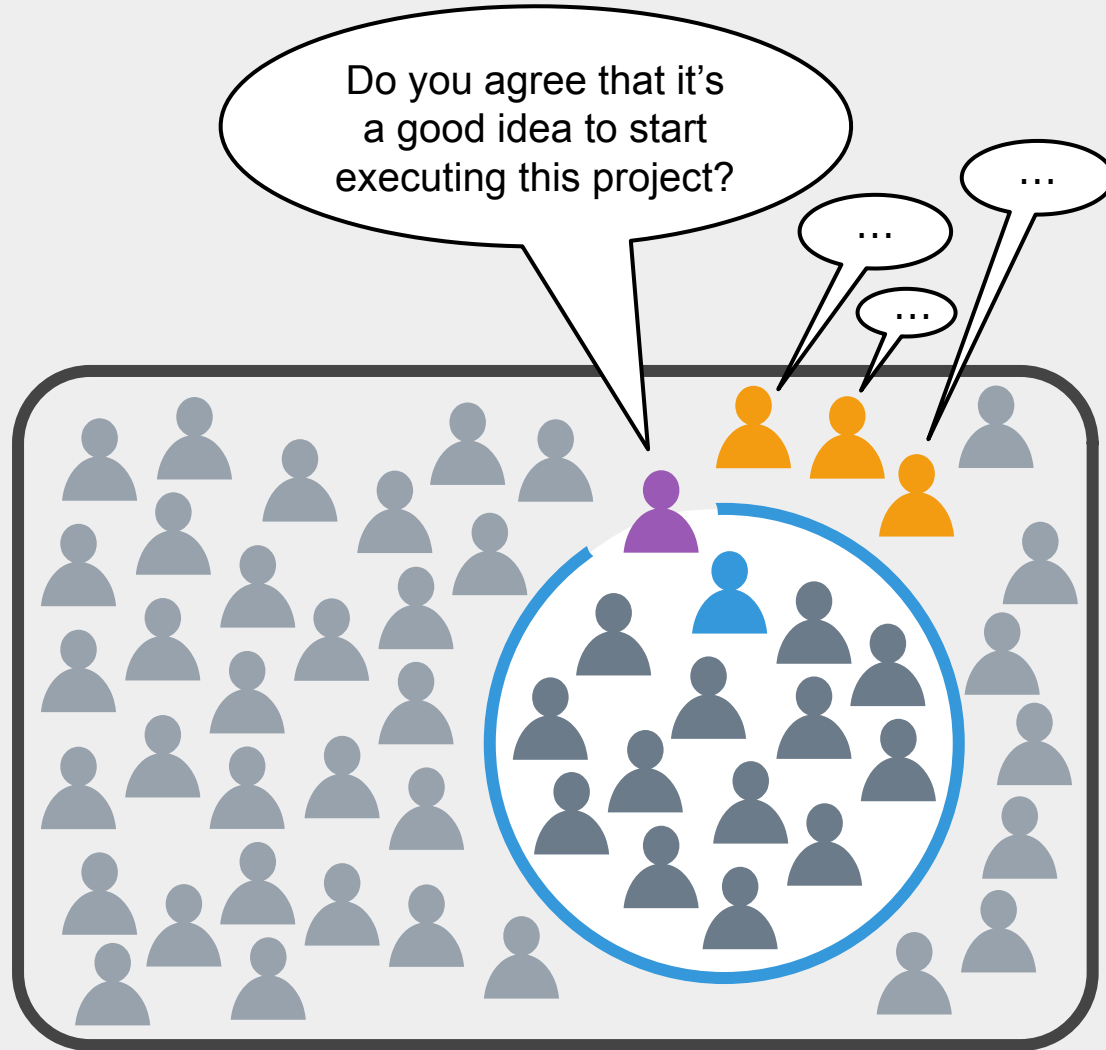
Sponsor



Do you agree that it's  
a good idea to start  
executing this project?



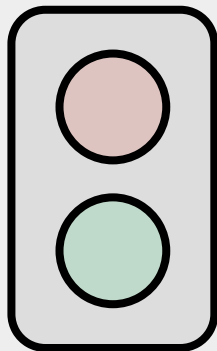




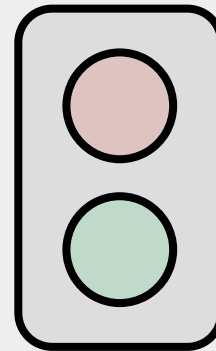
Understanding who needs to be involved in high-level decisions can be complicated.

The **Project manager** shouldn't worry about that, though. They are only in touch with the **sponsor**, and the sponsor is responsible to talk to other decision makers.

World #63

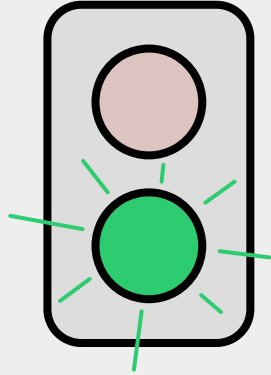


World #64

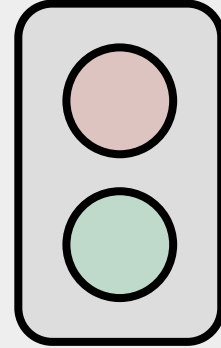




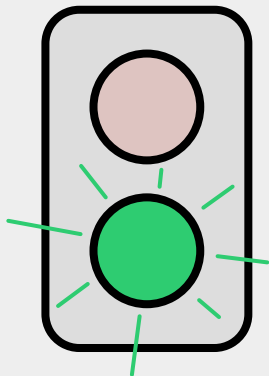
World #63



World #64



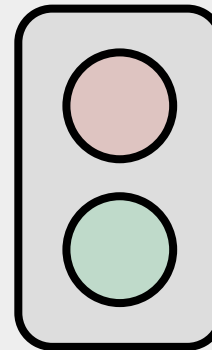
World #63



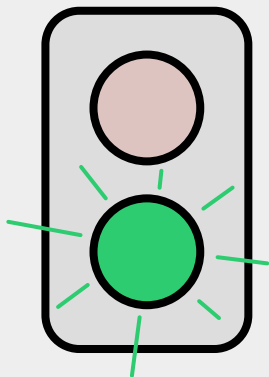
OK... let's  
move on to the  
next activity!



World #64



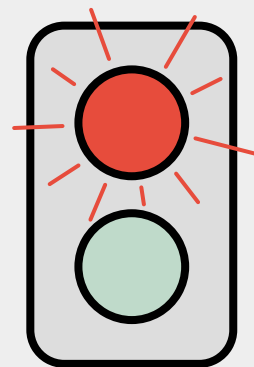
World #63



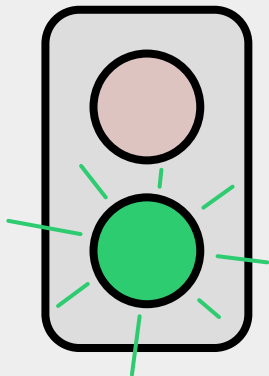
OK... let's  
move on to the  
next activity!



World #64

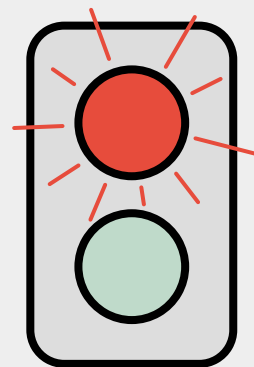


## World #63



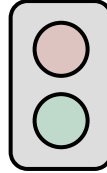
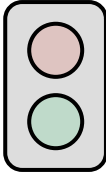
OK... let's  
move on to the  
next activity!

## World #64

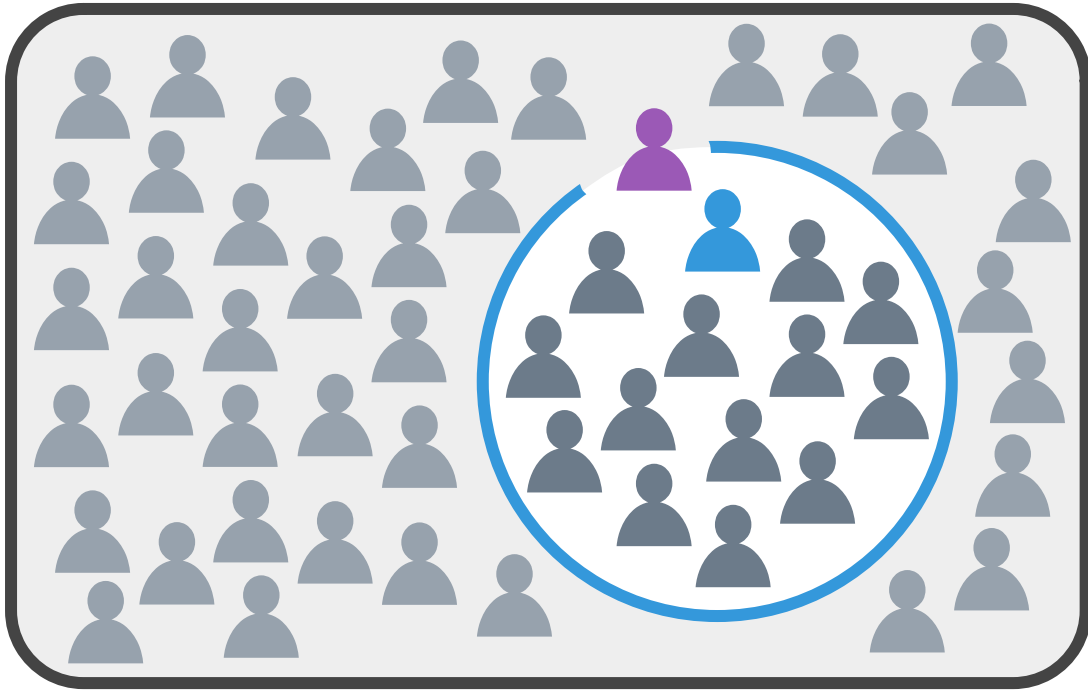
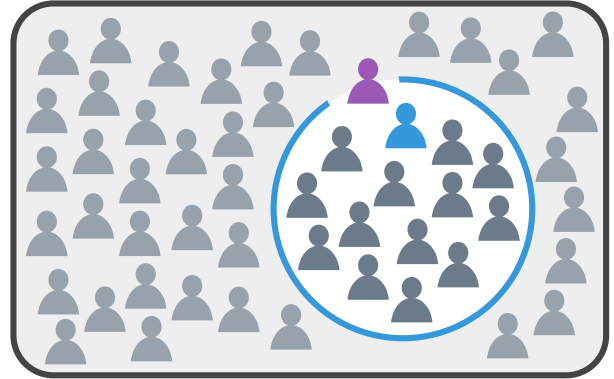


Oh... OK...  
let's archive the  
documents and  
release the team.

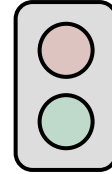
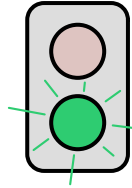
Your organization



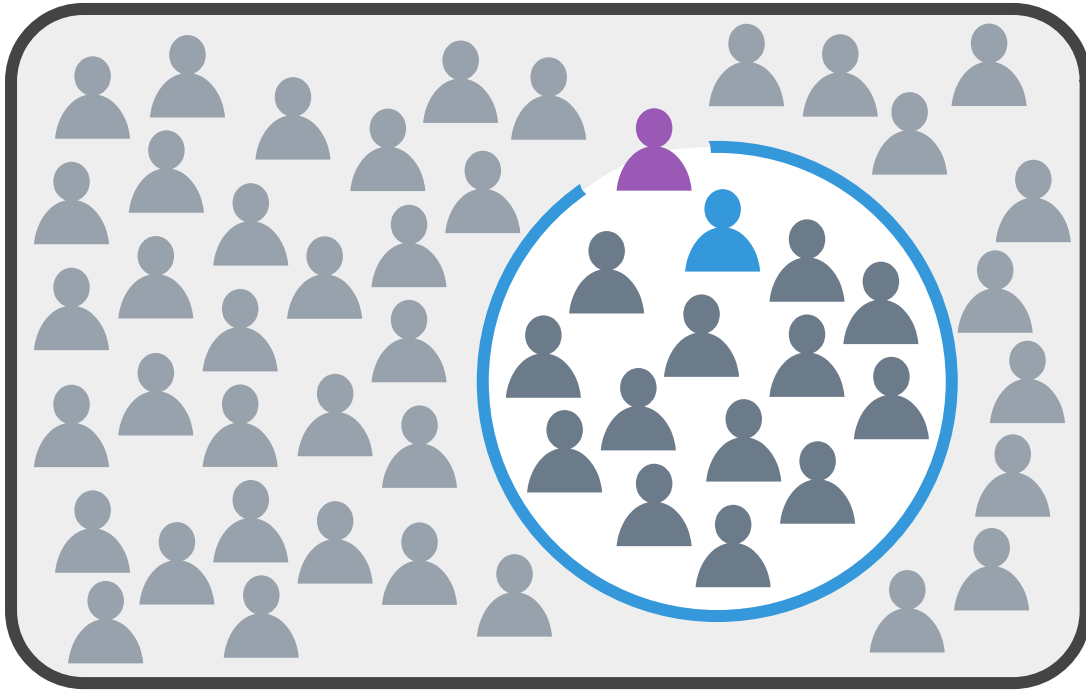
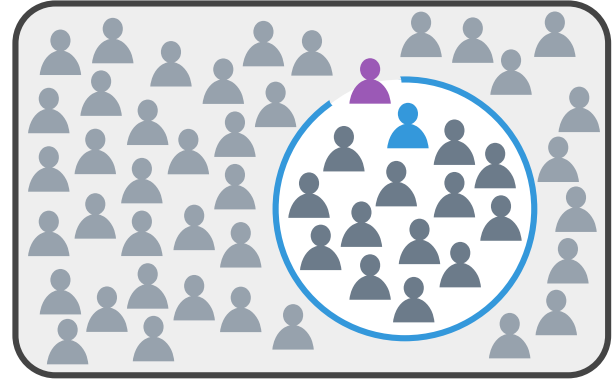
Customer (if any)



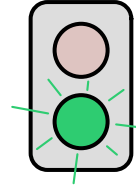
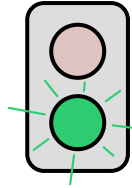
Your organization



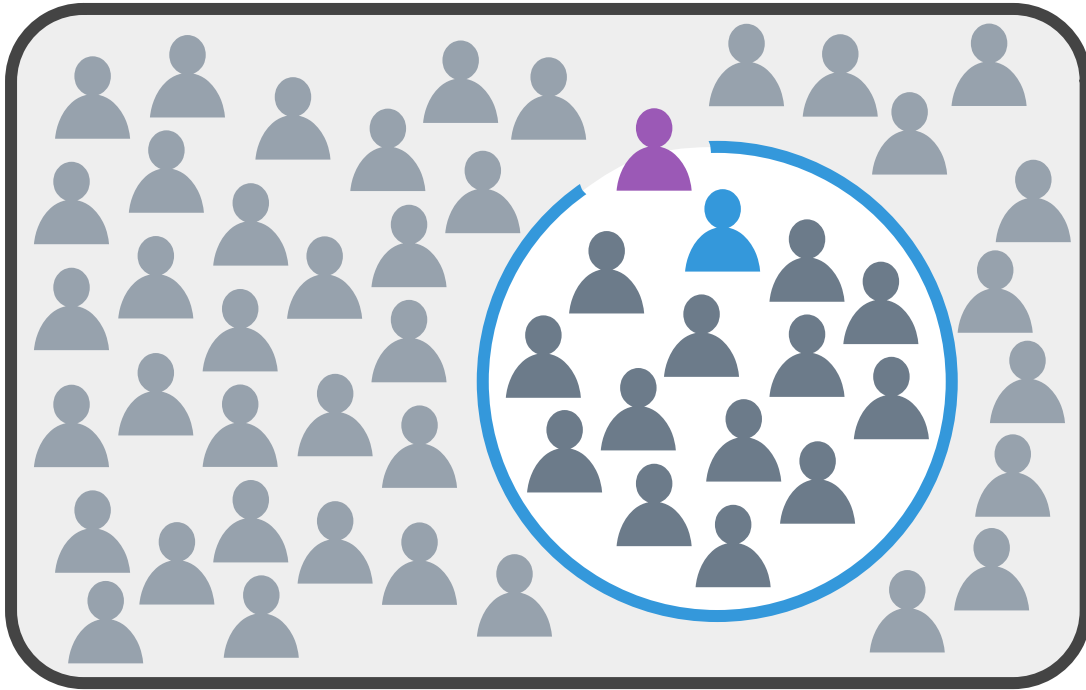
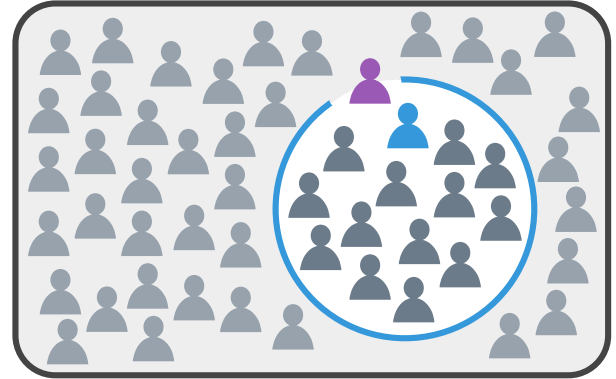
Customer (if any)

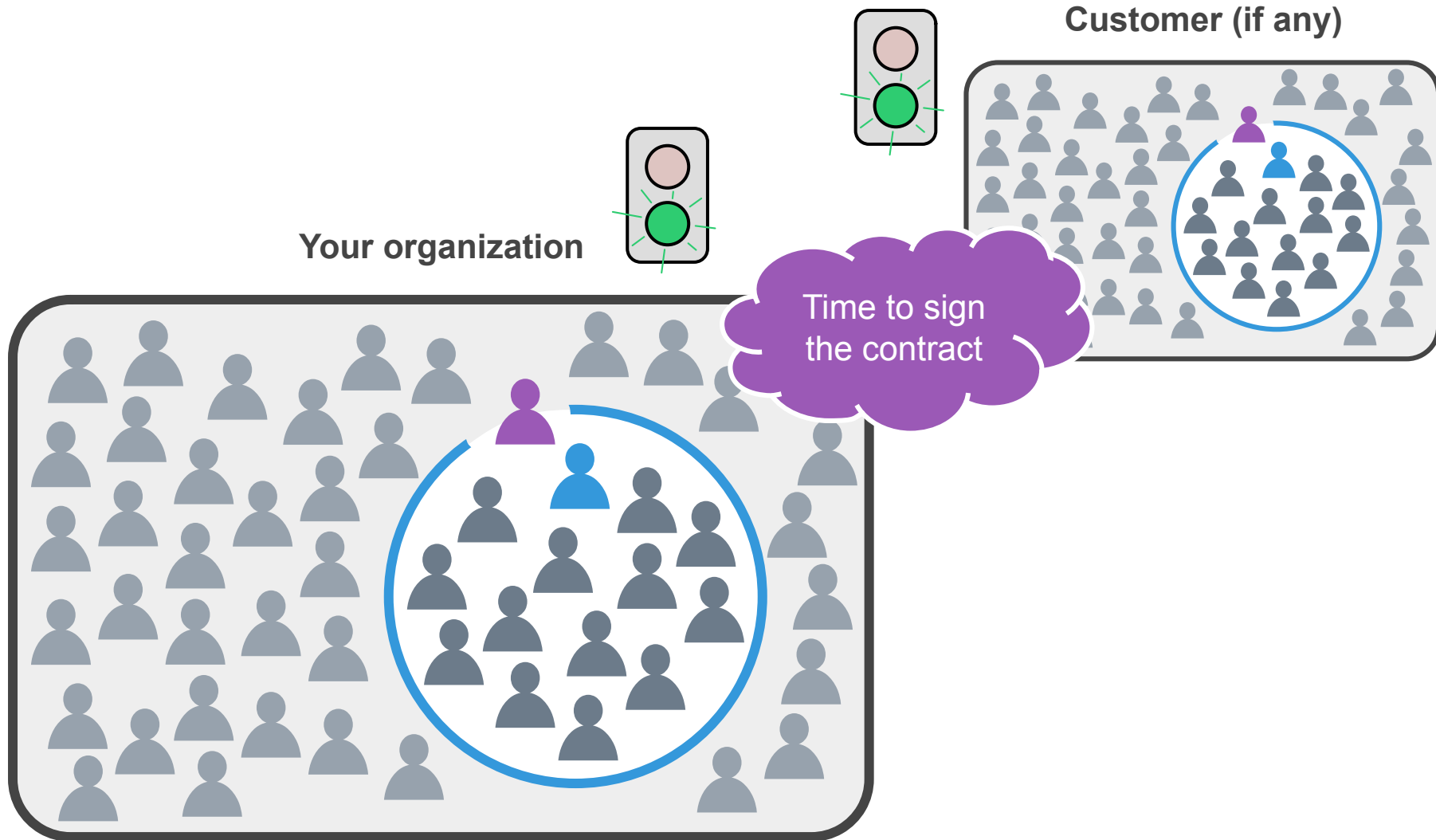


Your organization



Customer (if any)





Your organization

Customer (if any)

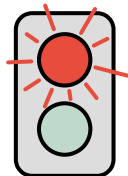
Time to sign the contract







Project #852



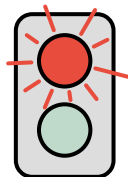
Project #853



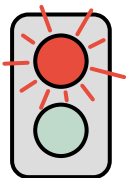
Project #854



Project #852



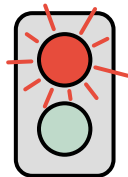
Project #853



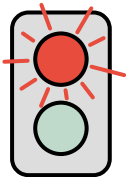
Project #854



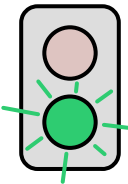
Project #852



Project #853



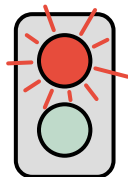
Project #854





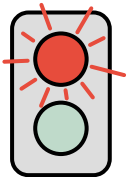
**A08**

Project #852



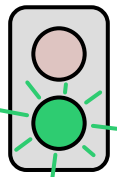
**A08**

Project #853



**A08**

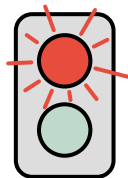
Project #854





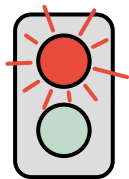
**A08**

**Project #852**



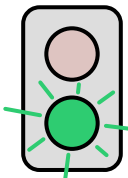
**A08**

**Project #853**

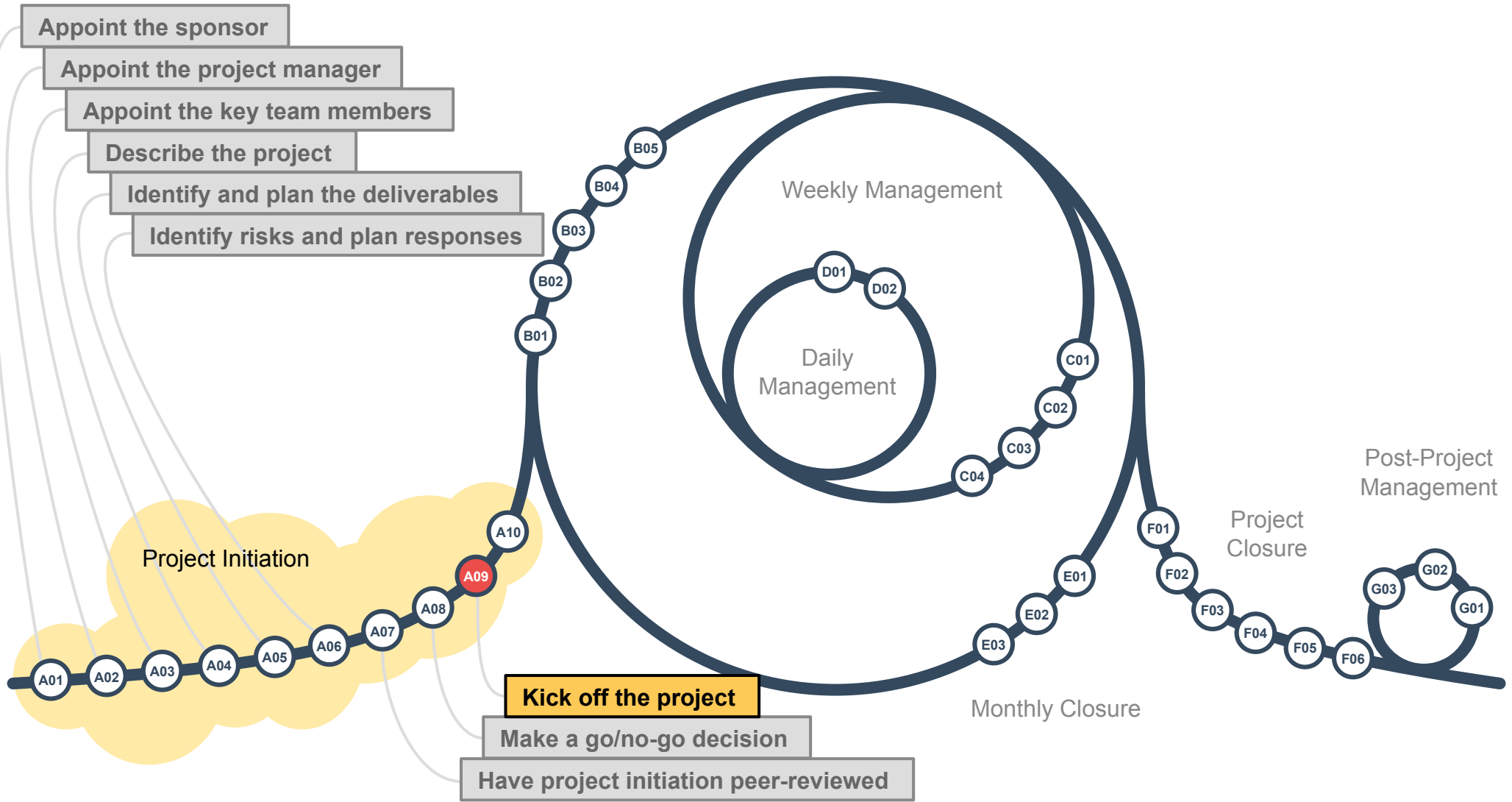


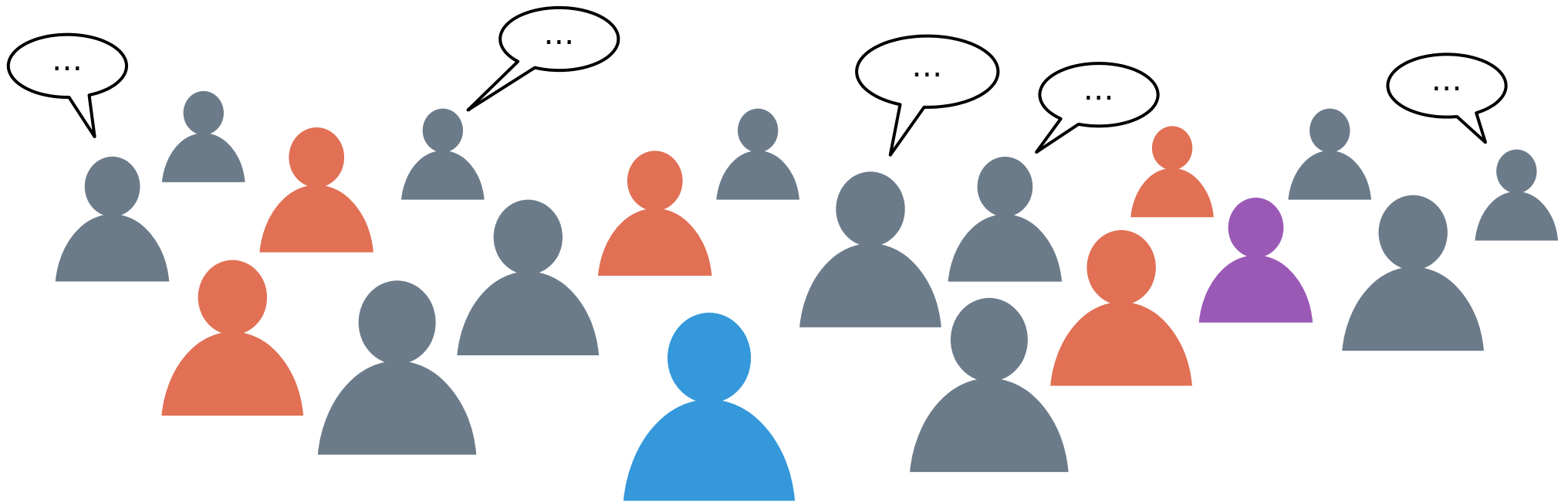
**A08**

**Project #854**

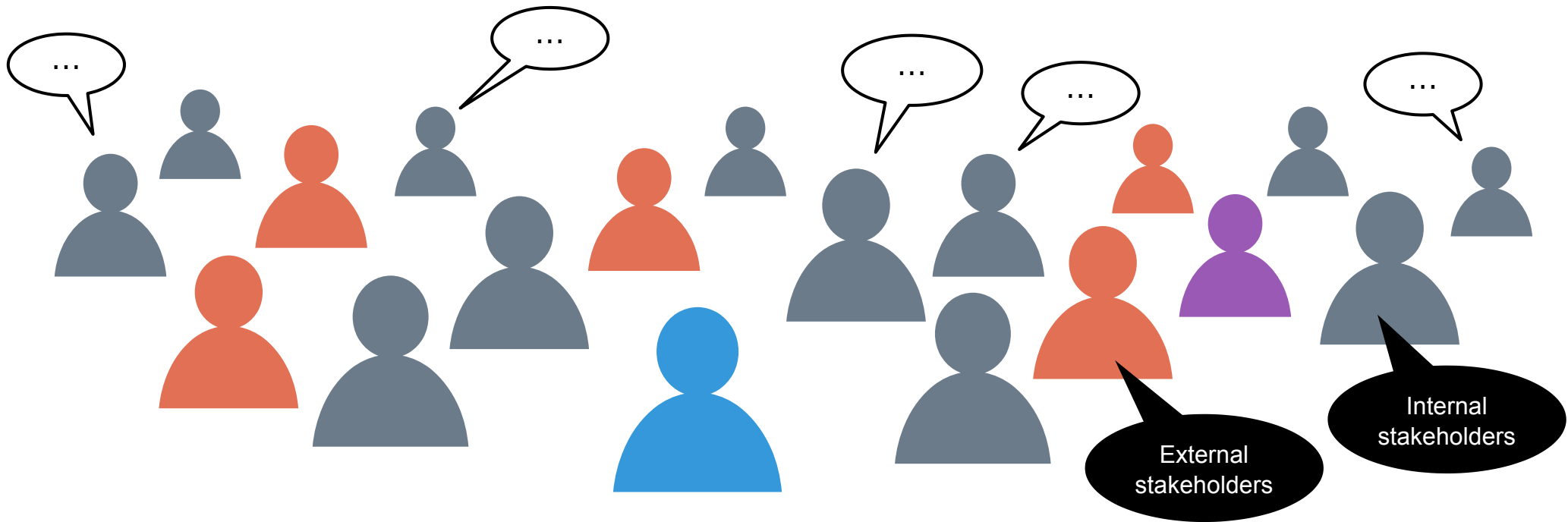


Not wasted effort,  
but an investment  
on finding justifiable  
projects.

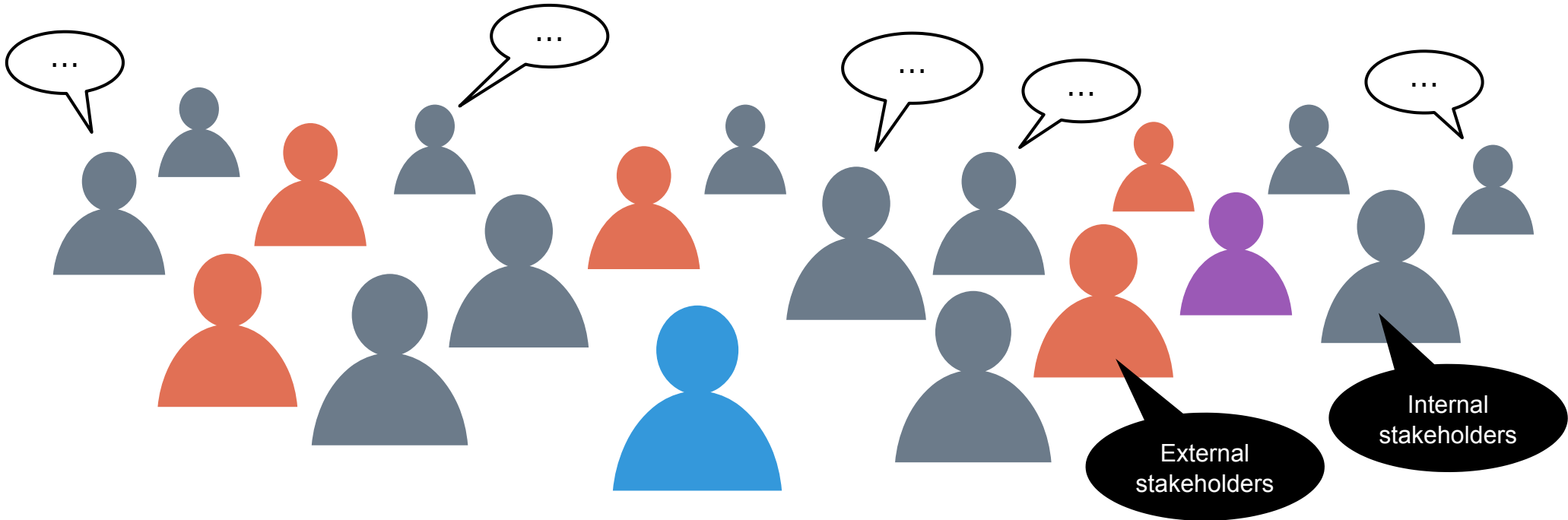






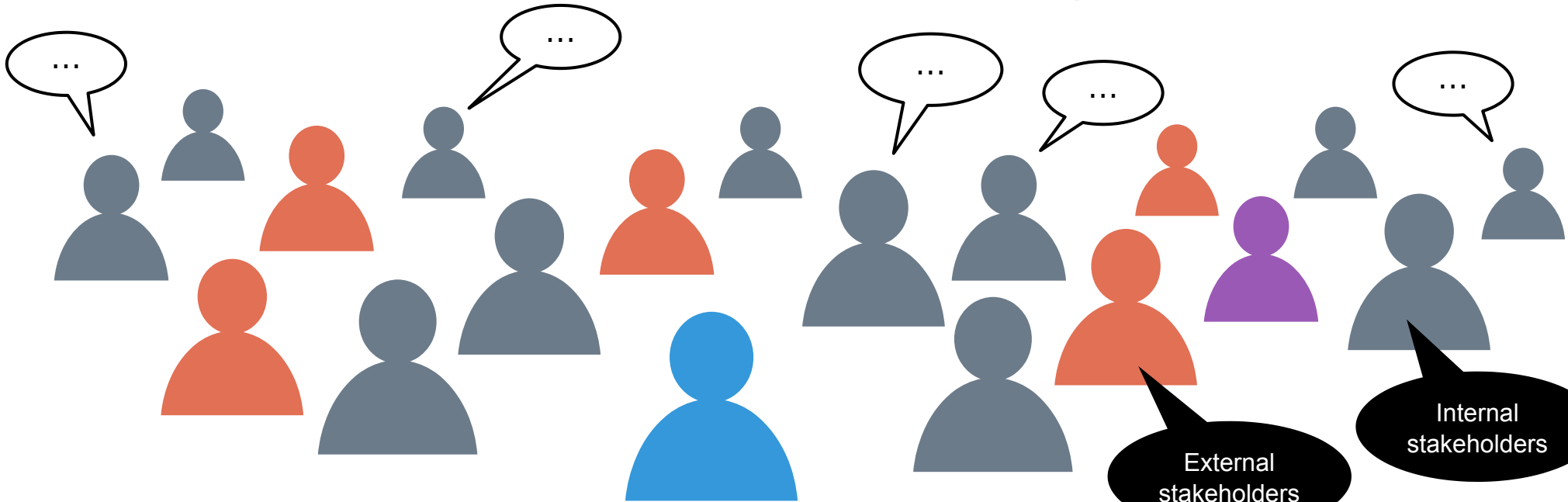


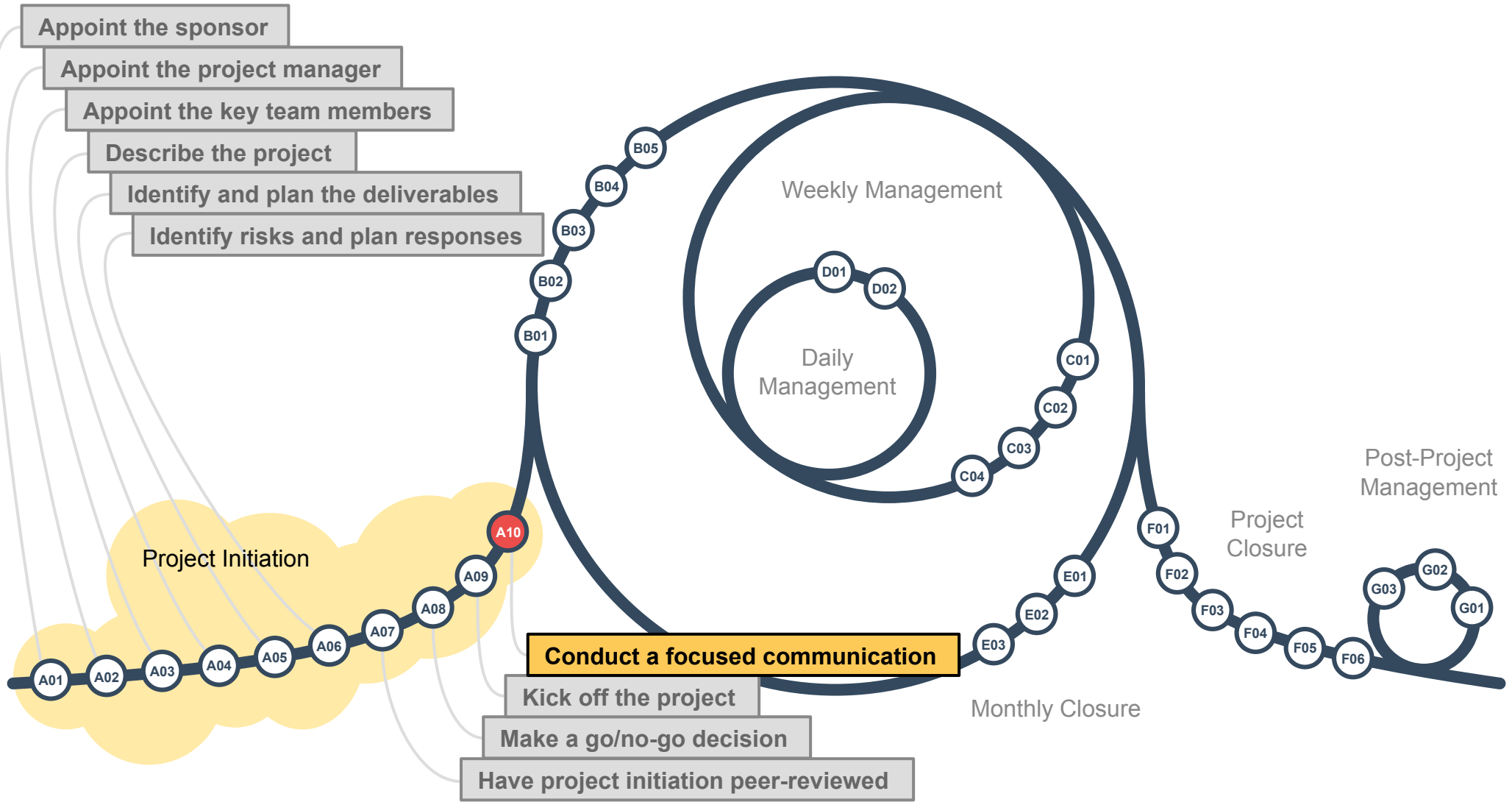
# Team building

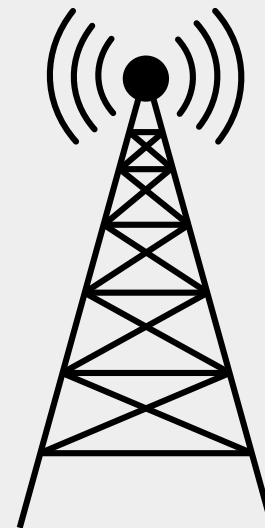
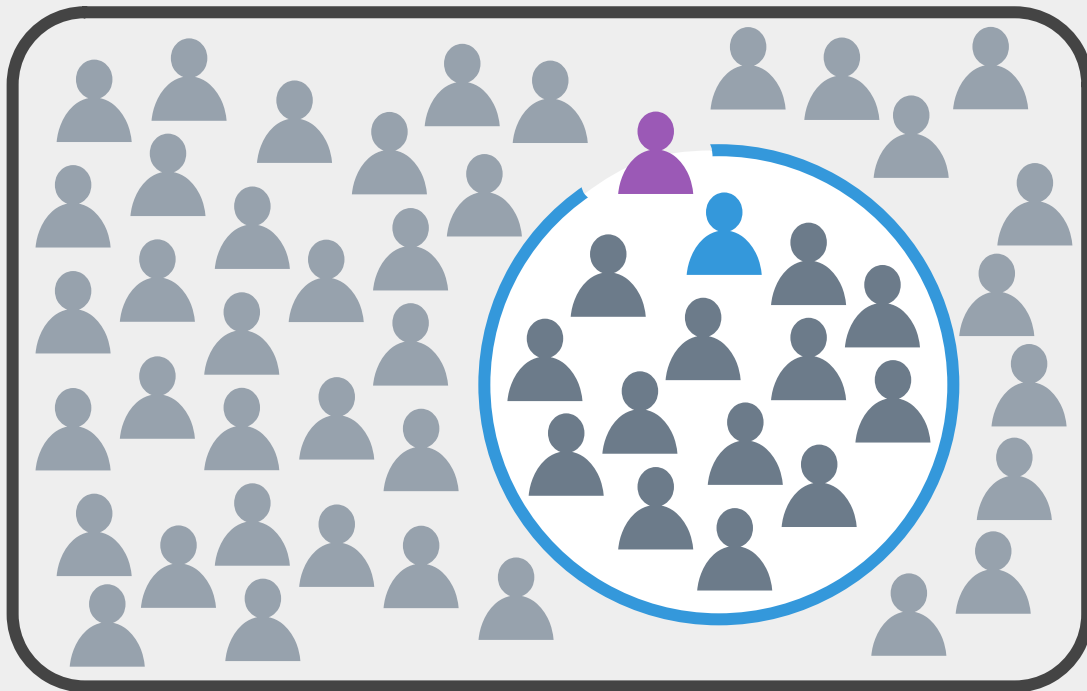


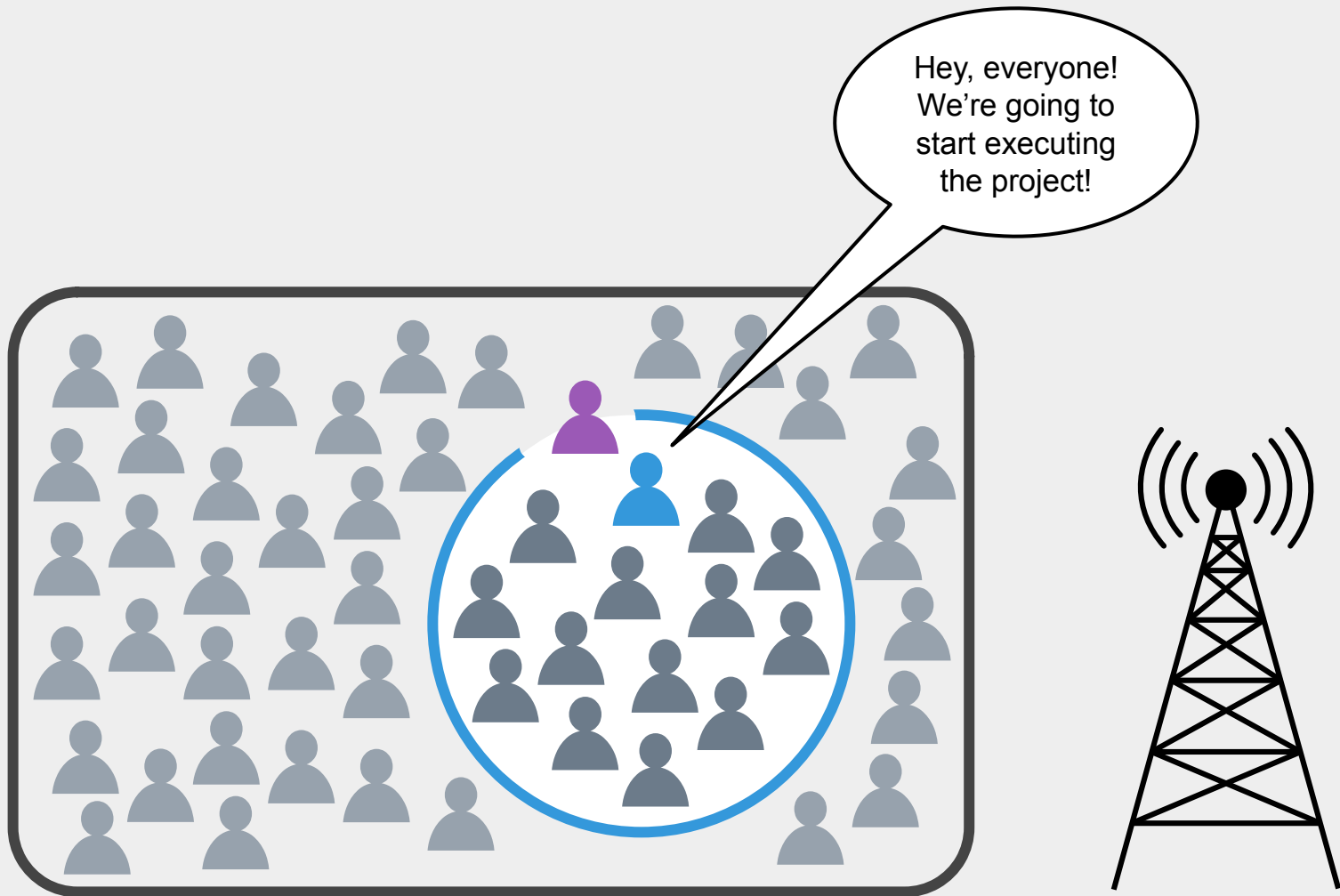
Team building

Exchanging information



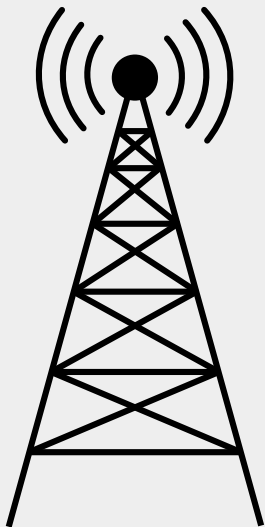
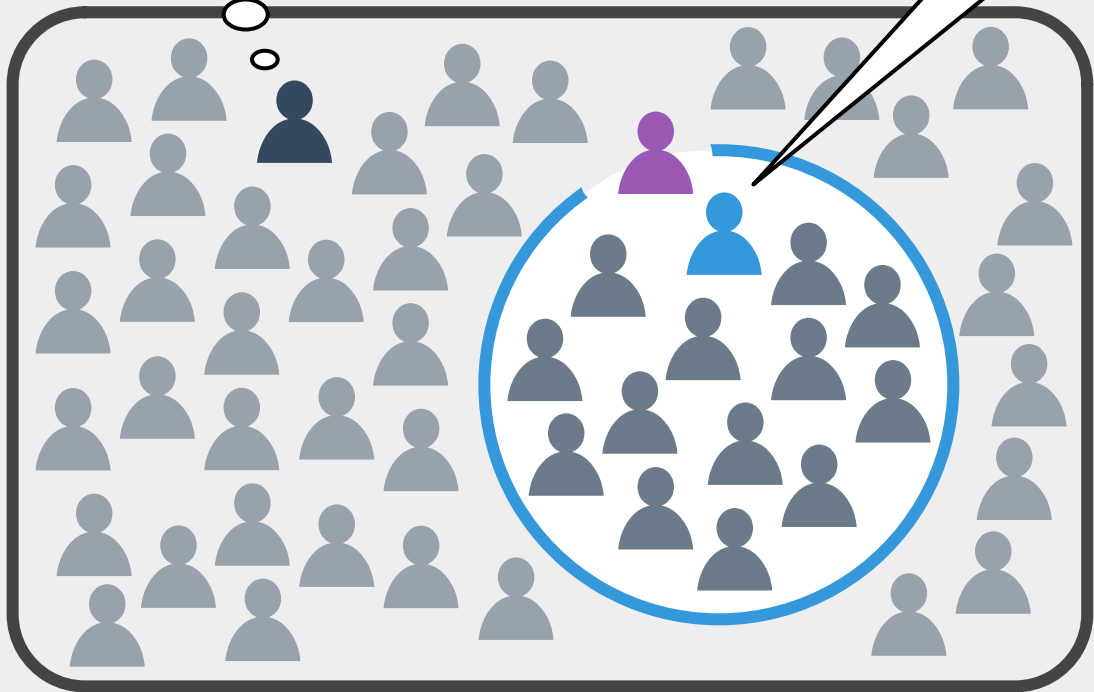


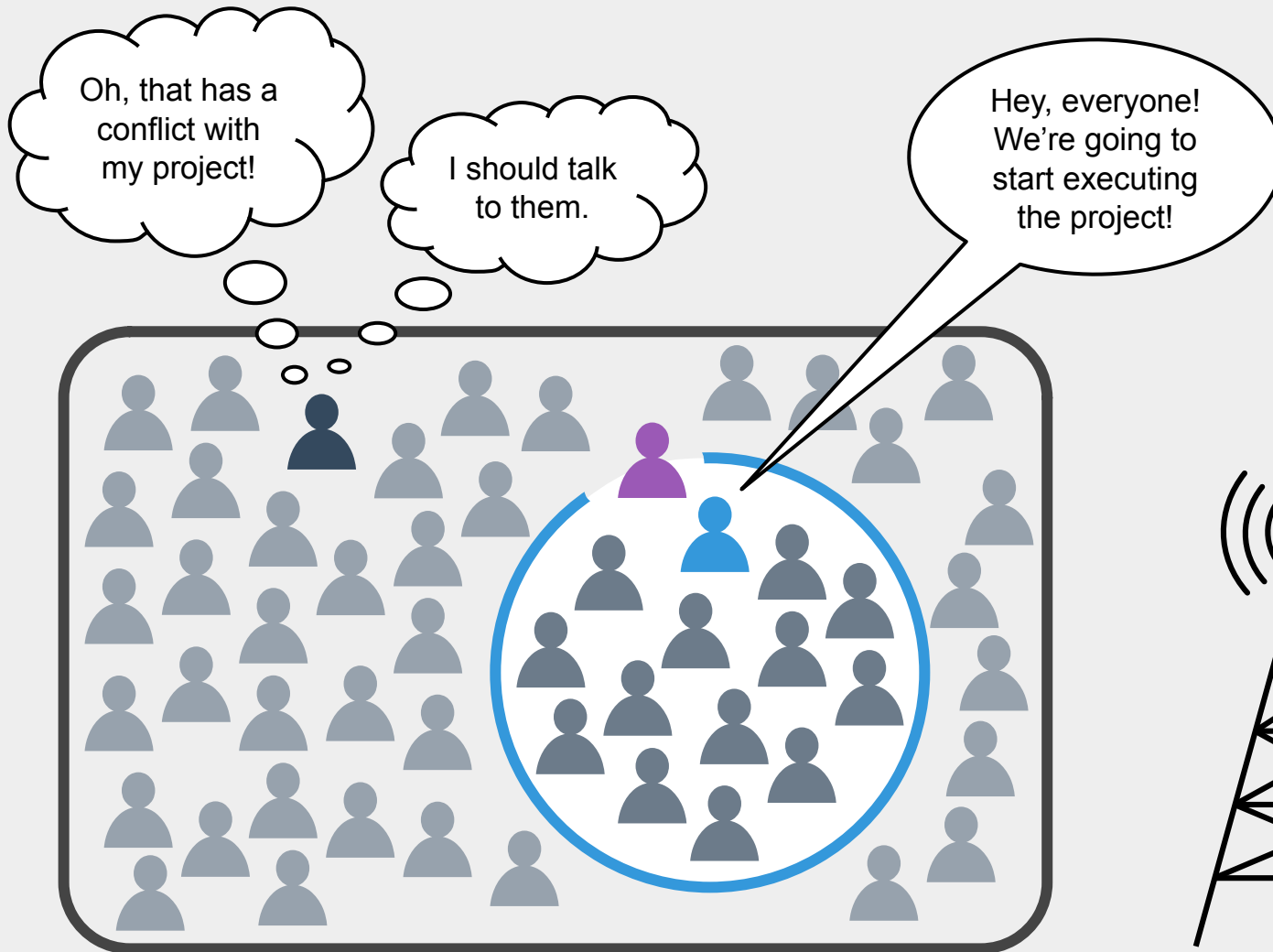




Oh, that has a conflict with my project!

Hey, everyone!  
We're going to start executing the project!





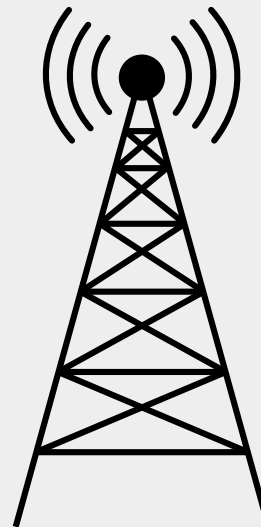
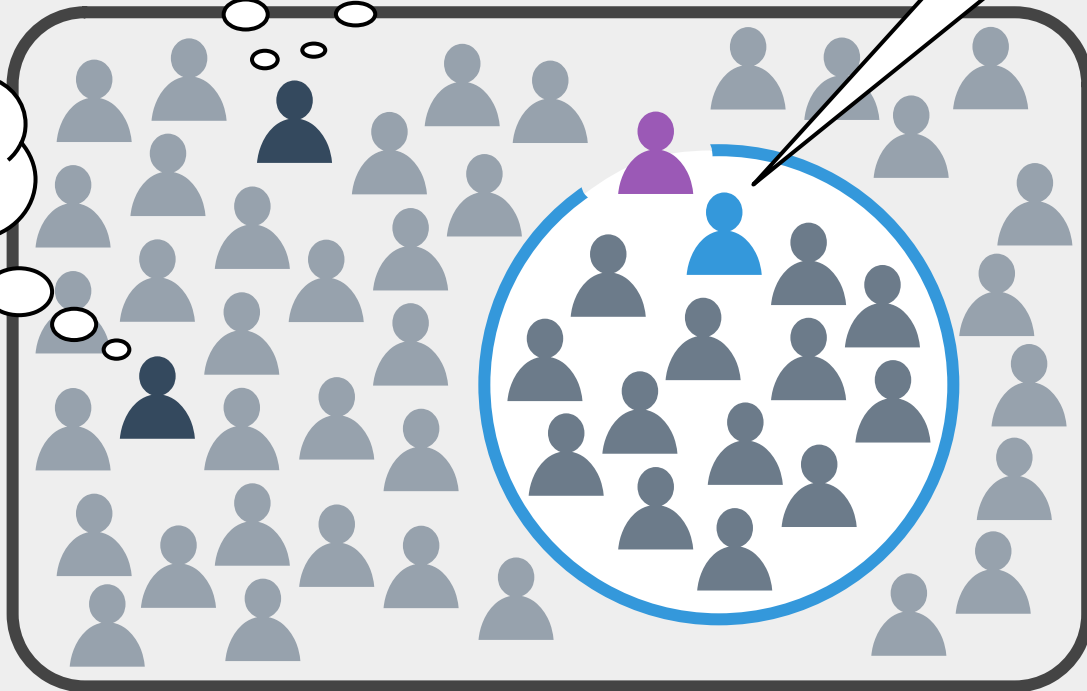


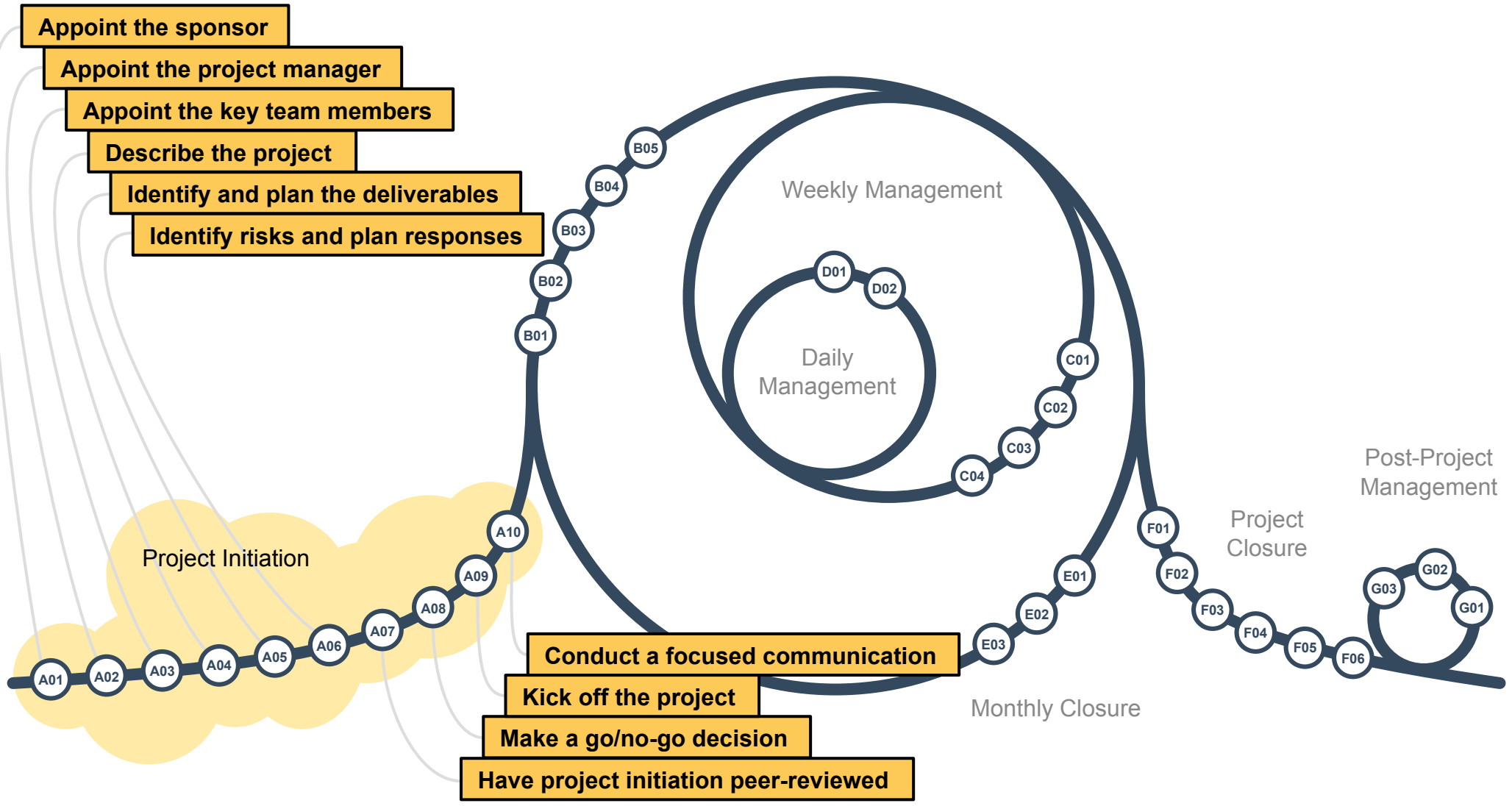
Oh, that has a conflict with my project!

I should talk to them.

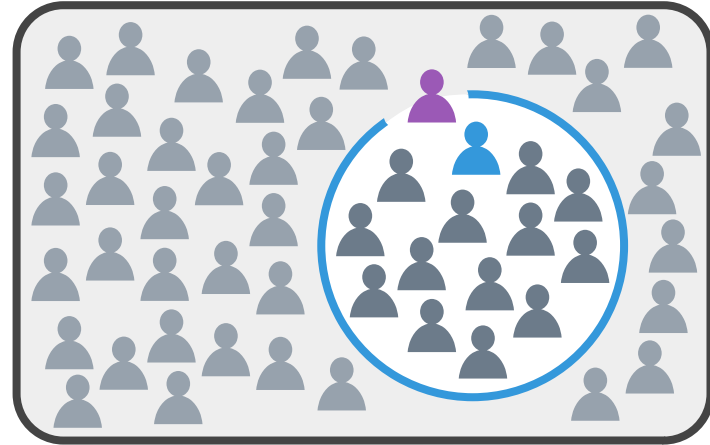
Hey, everyone!  
We're going to start executing the project!

Hmm... I have a great idea for them!

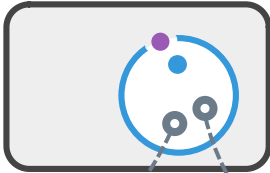




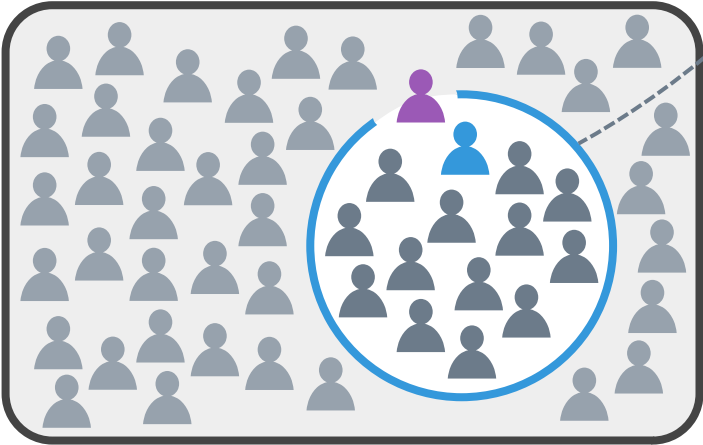
Your organization

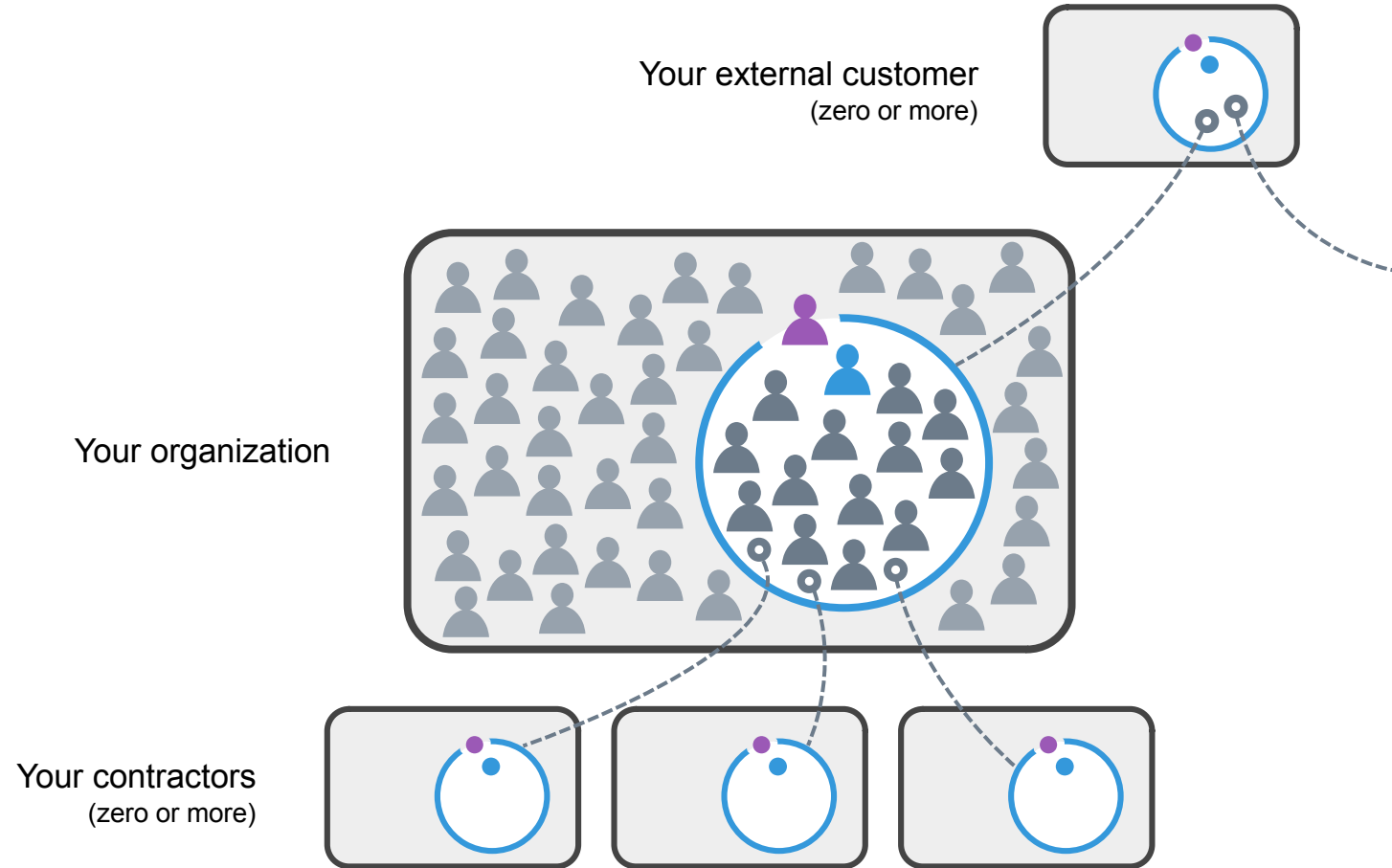


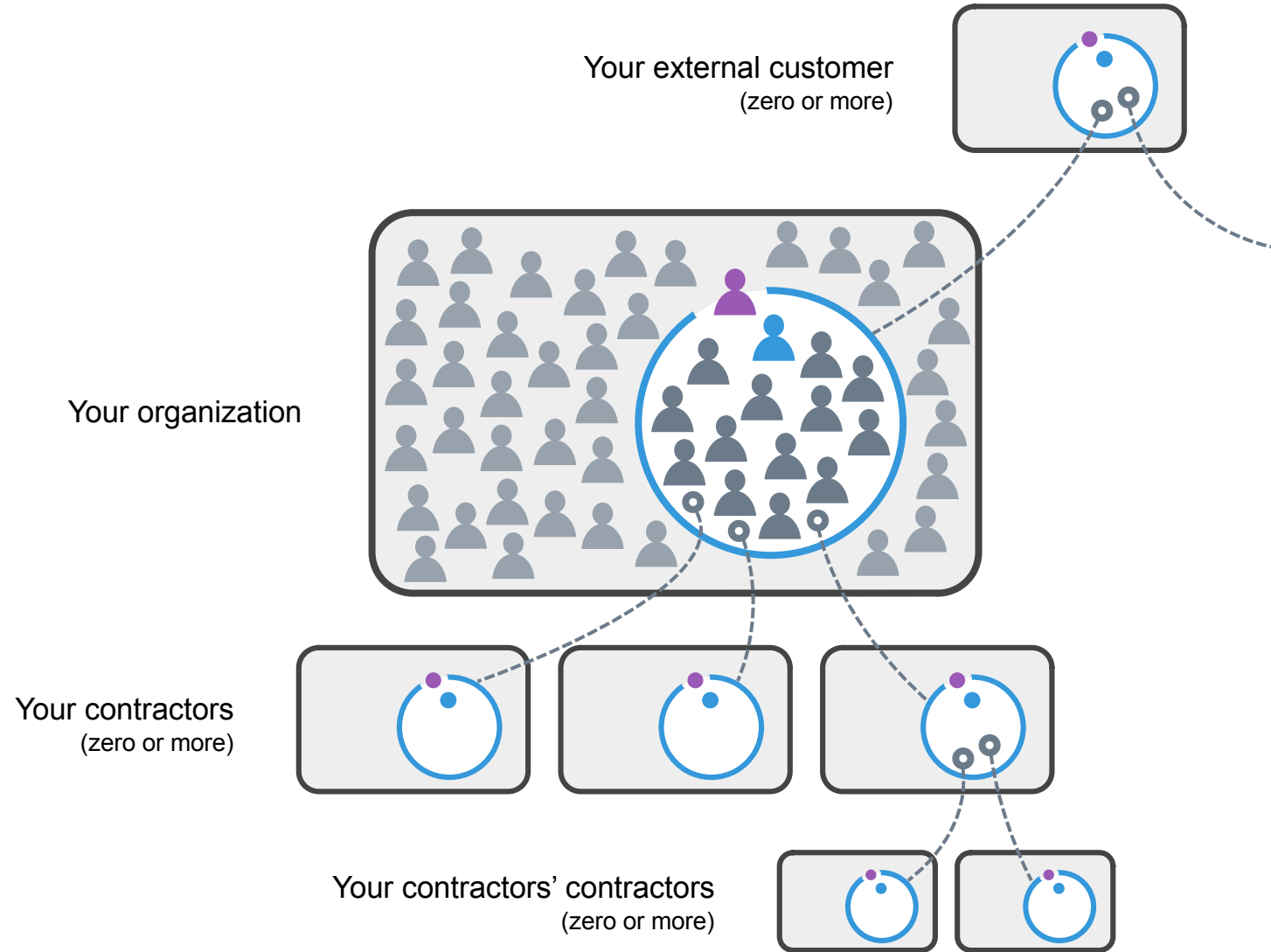
Your external customer  
(zero or more)



Your organization





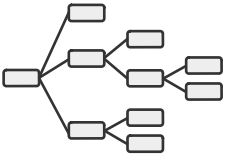


1



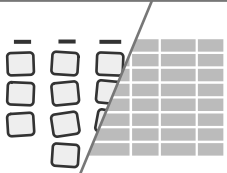
Project Description

2



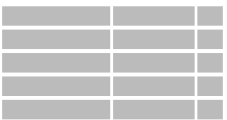
Deliverables Map

3

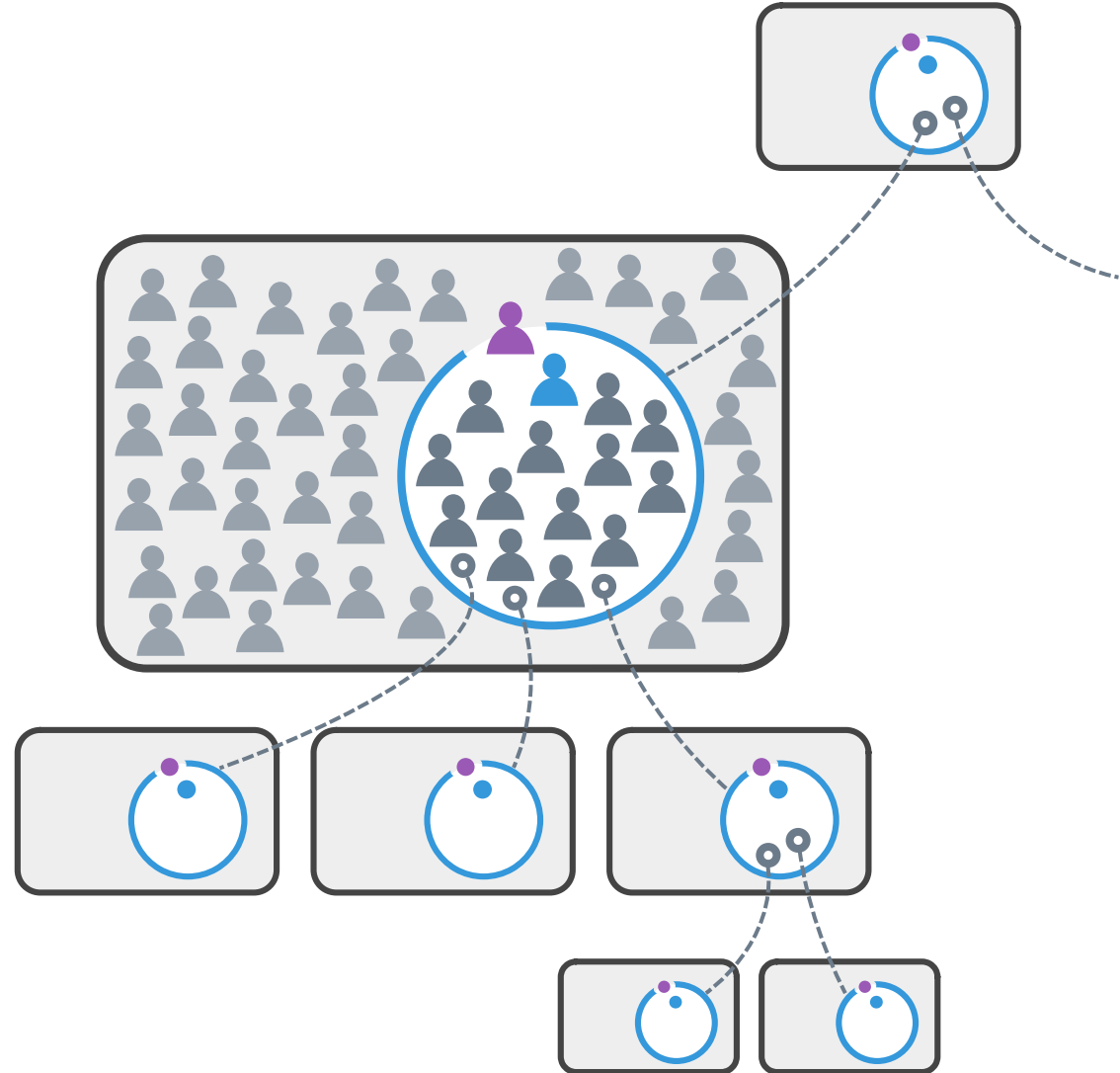


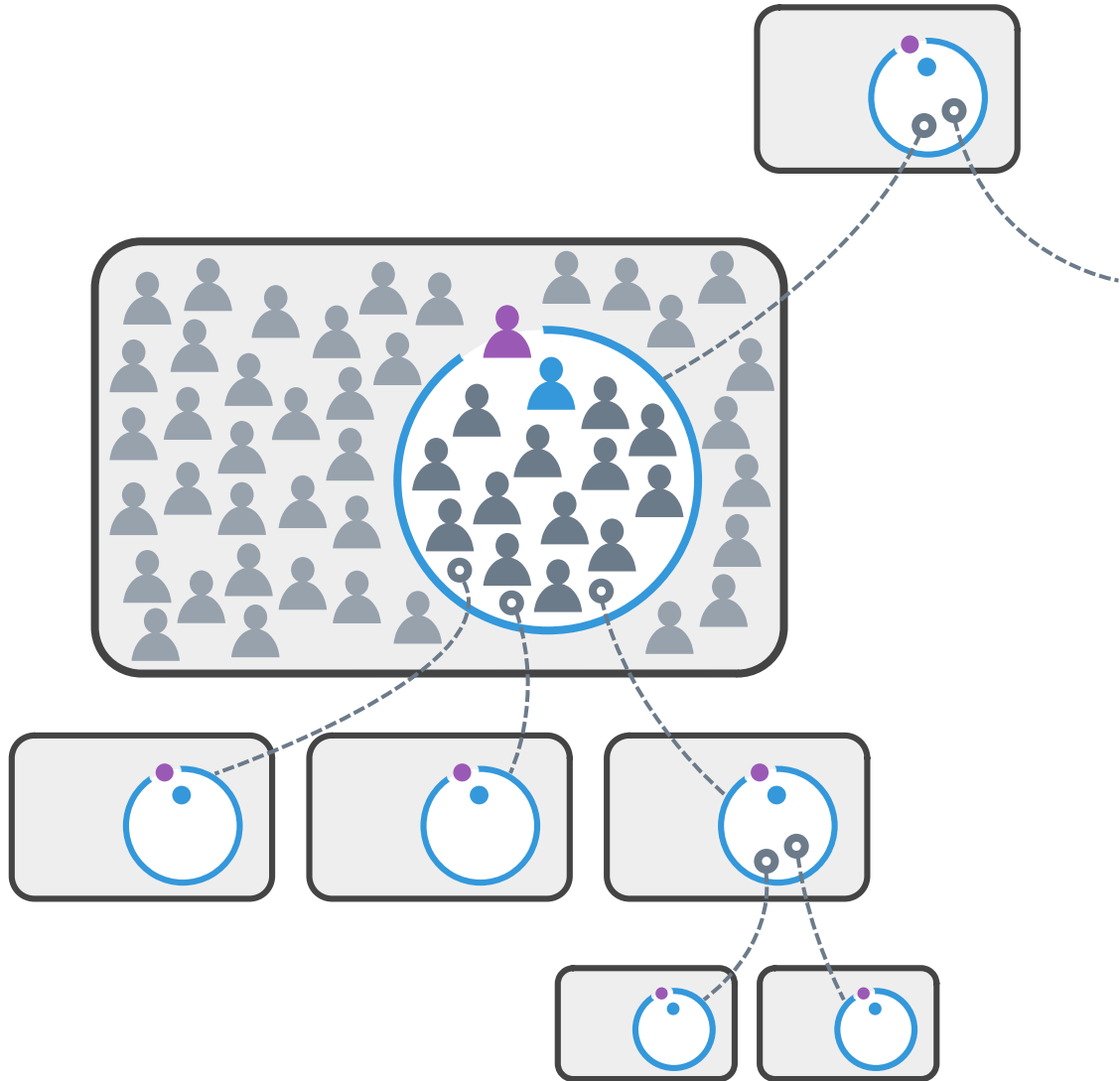
Follow-Up Register

4

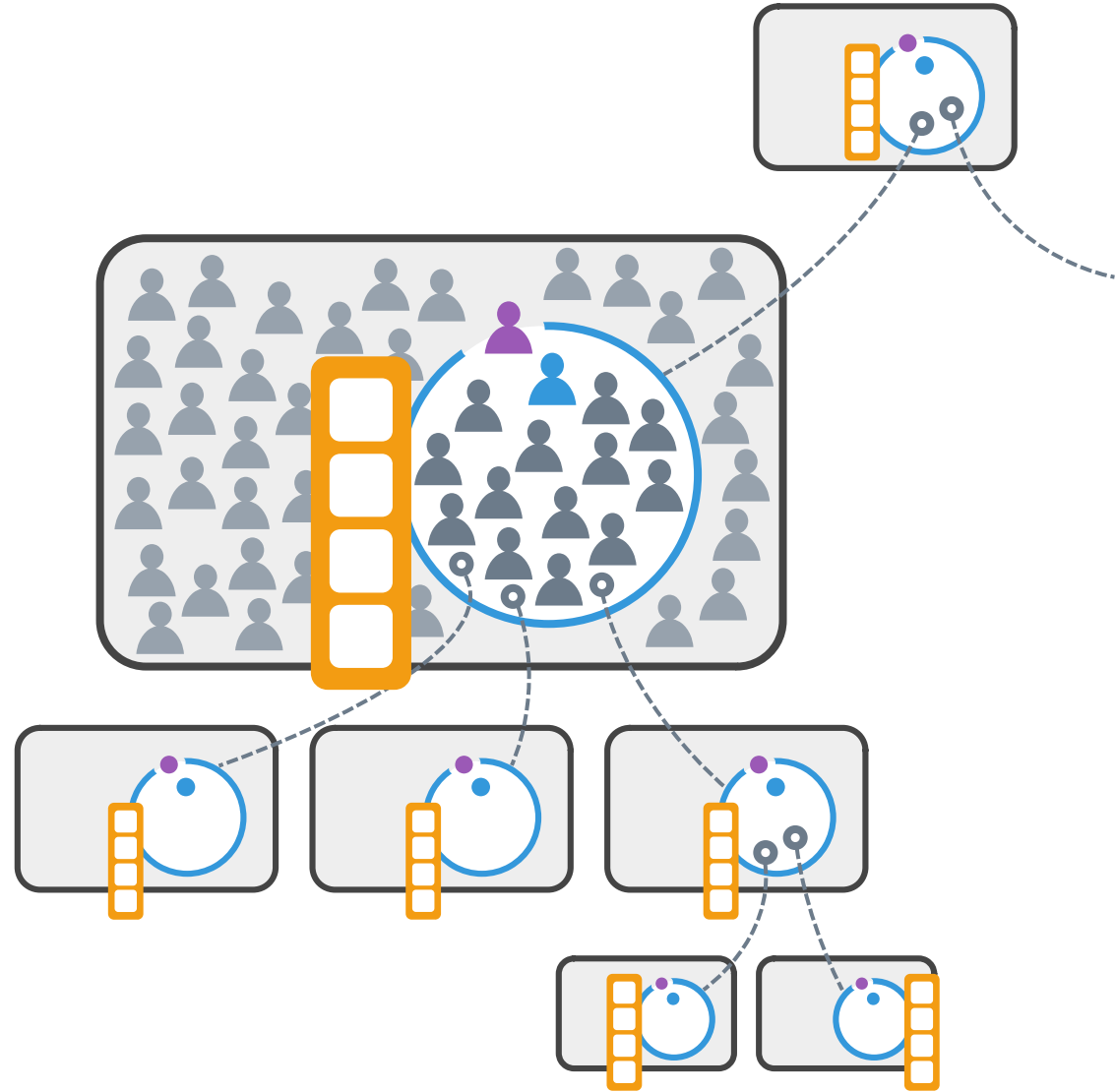


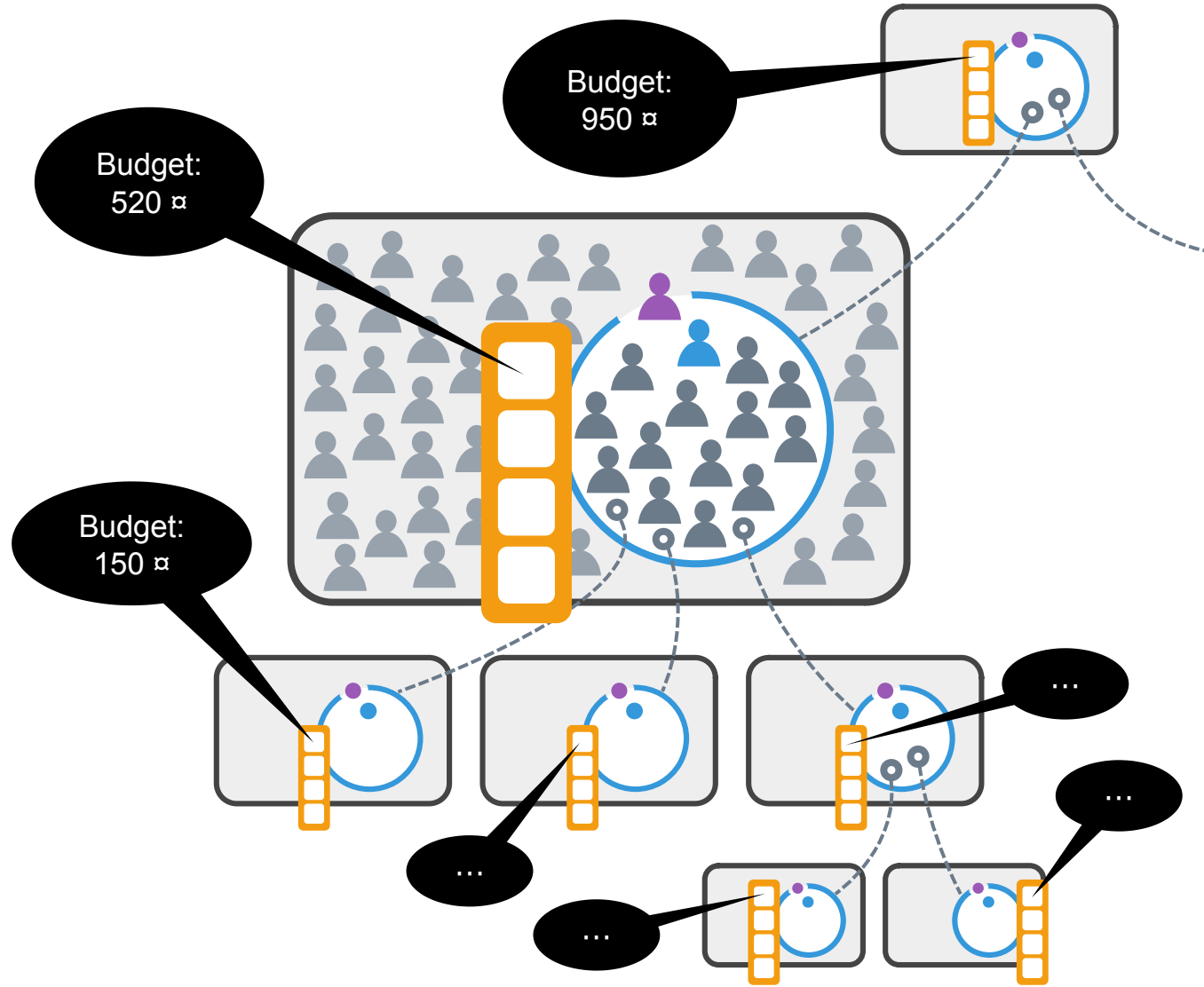
Health Register









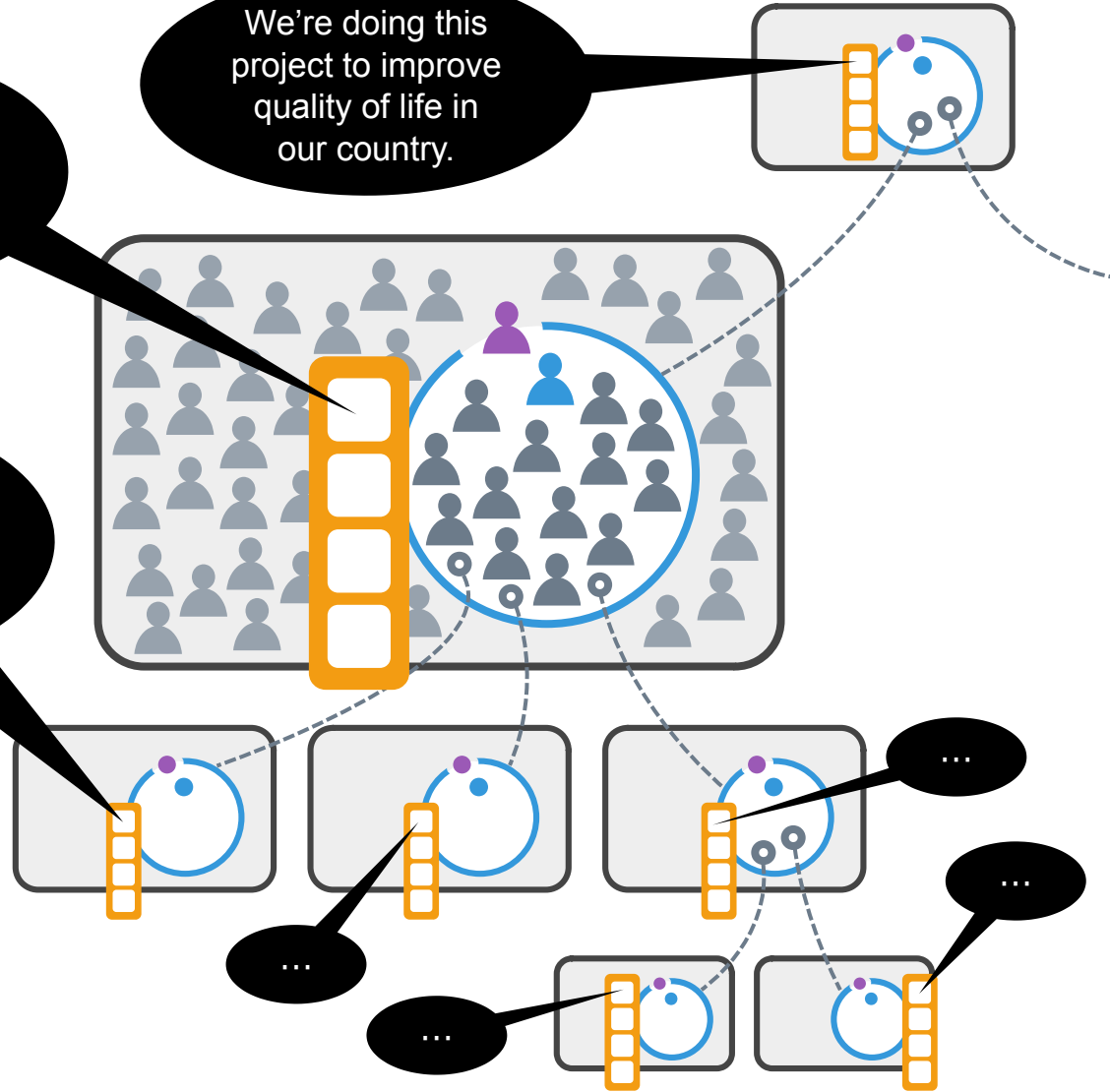


ALL PARTIES  
MUST  
UNDERSTAND  
OTHERS'  
REASONS  
FOR  
PARTICIPATING  
IN THE  
PROJECT.

We're doing this project to enter a new market and expand our reach.

We're doing this project to earn money.

We're doing this project to improve quality of life in our country.



**① High-level overview**

**② Full review**



Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management

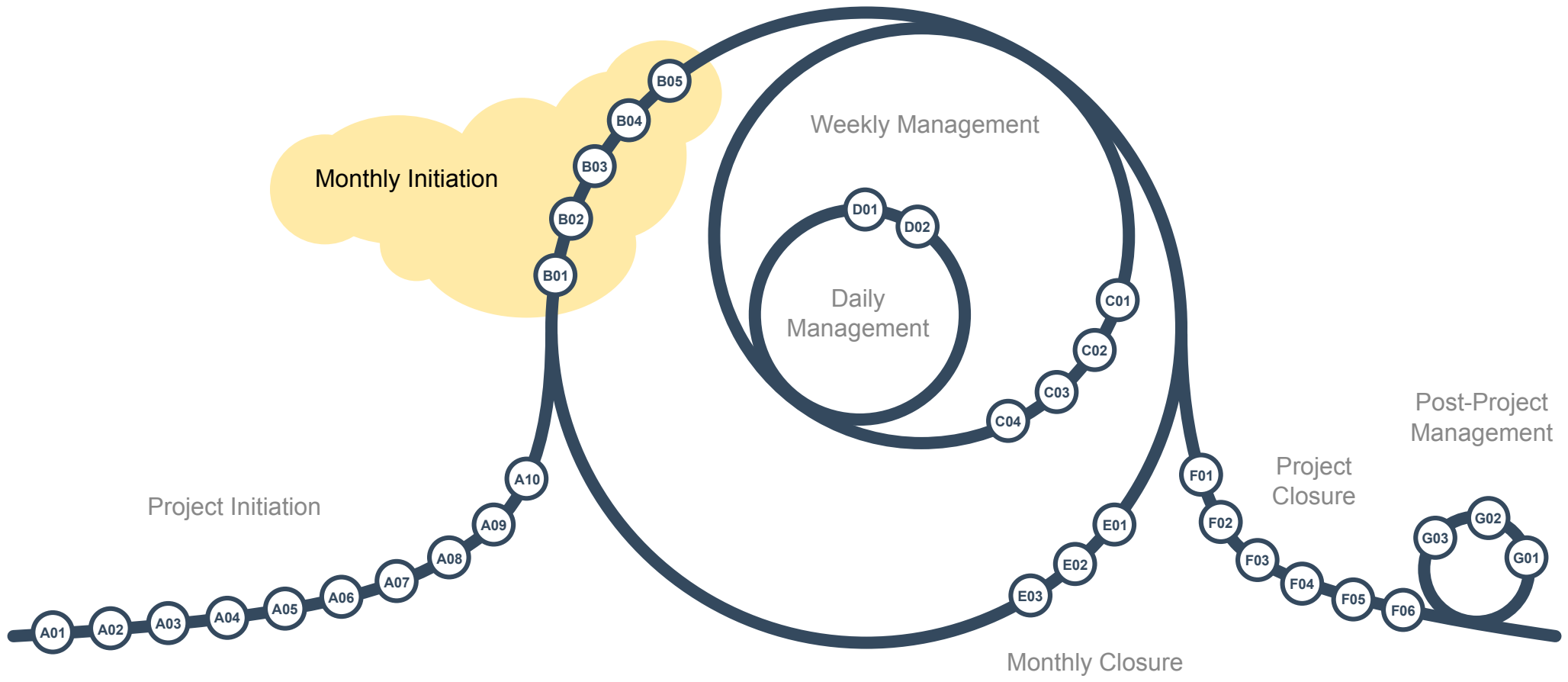
**③ NUPP**

**④ Tailoring**

**⑤ Development methods**

**⑥ Code of conduct**

**⑦ Certification program**



Project Initiation

Monthly Initiation

Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management

A01

A02

A03

A04

A05

A06

A07

A08

A09

A10

B01

B02

B03

B04

B05

D01

D02

C04

C03

C02

C01

E03

E02

E01

F01

F02

F03

F04

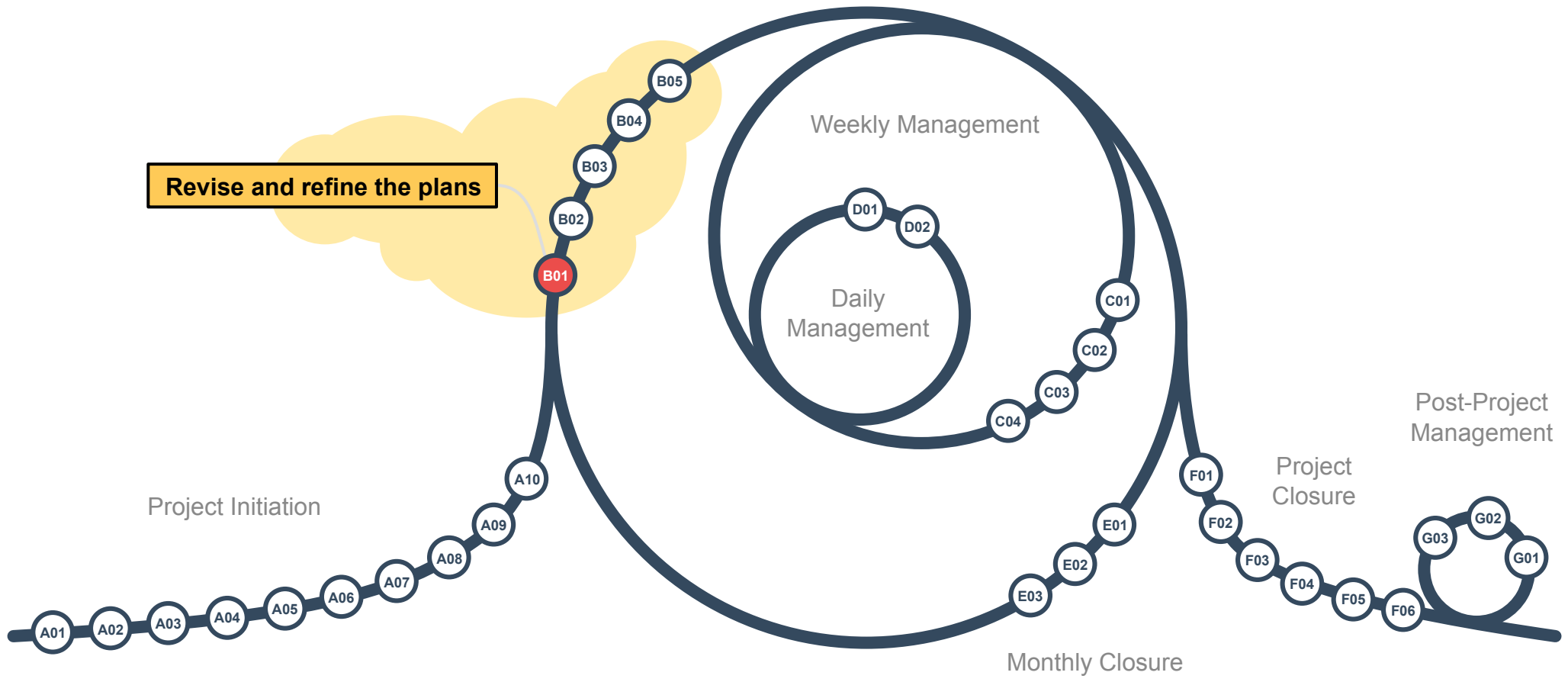
F05

F06

G03

G02

G01



**Revise and refine the plans**

Project Initiation

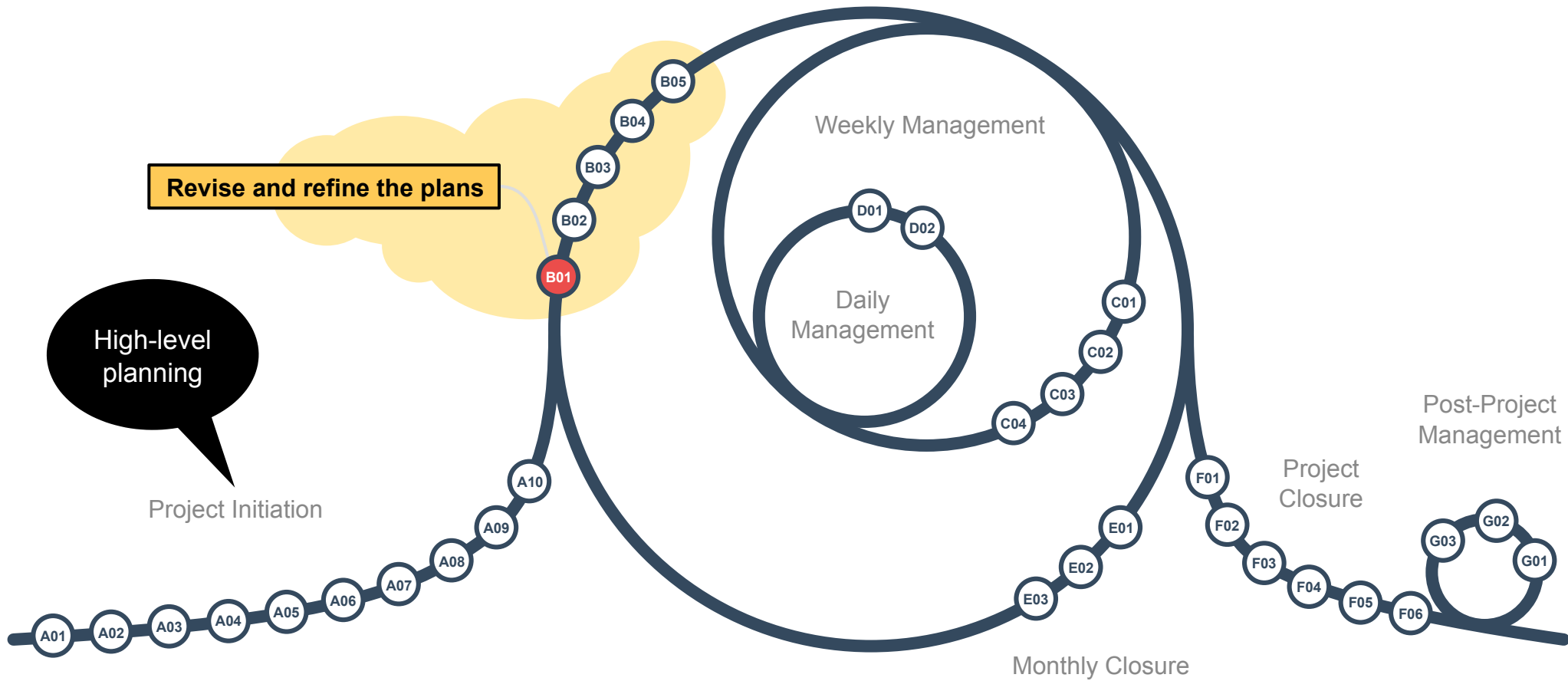
Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management



Revise and refine the plans

High-level  
planning

Project Initiation

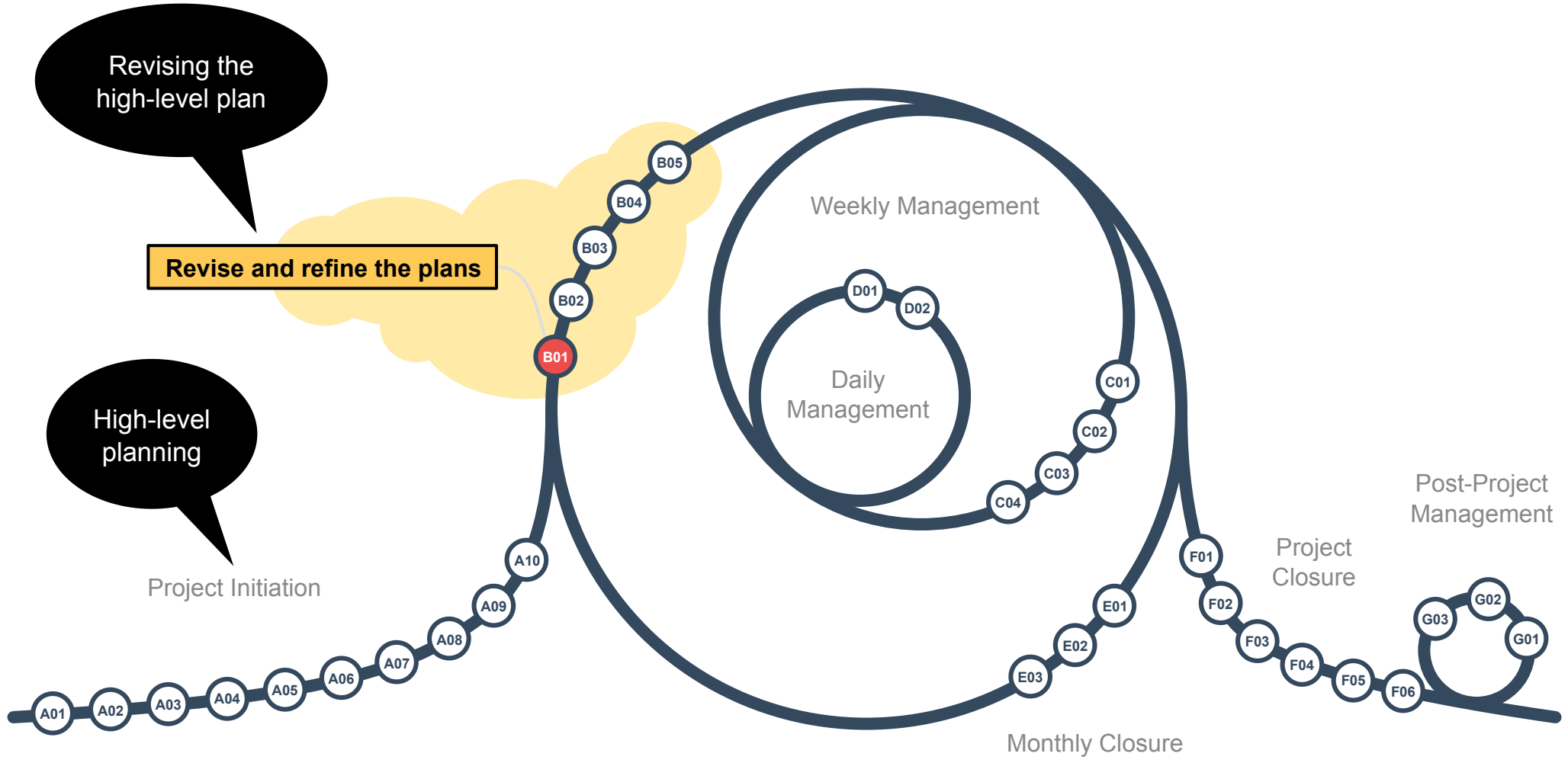
Weekly Management

Daily  
Management

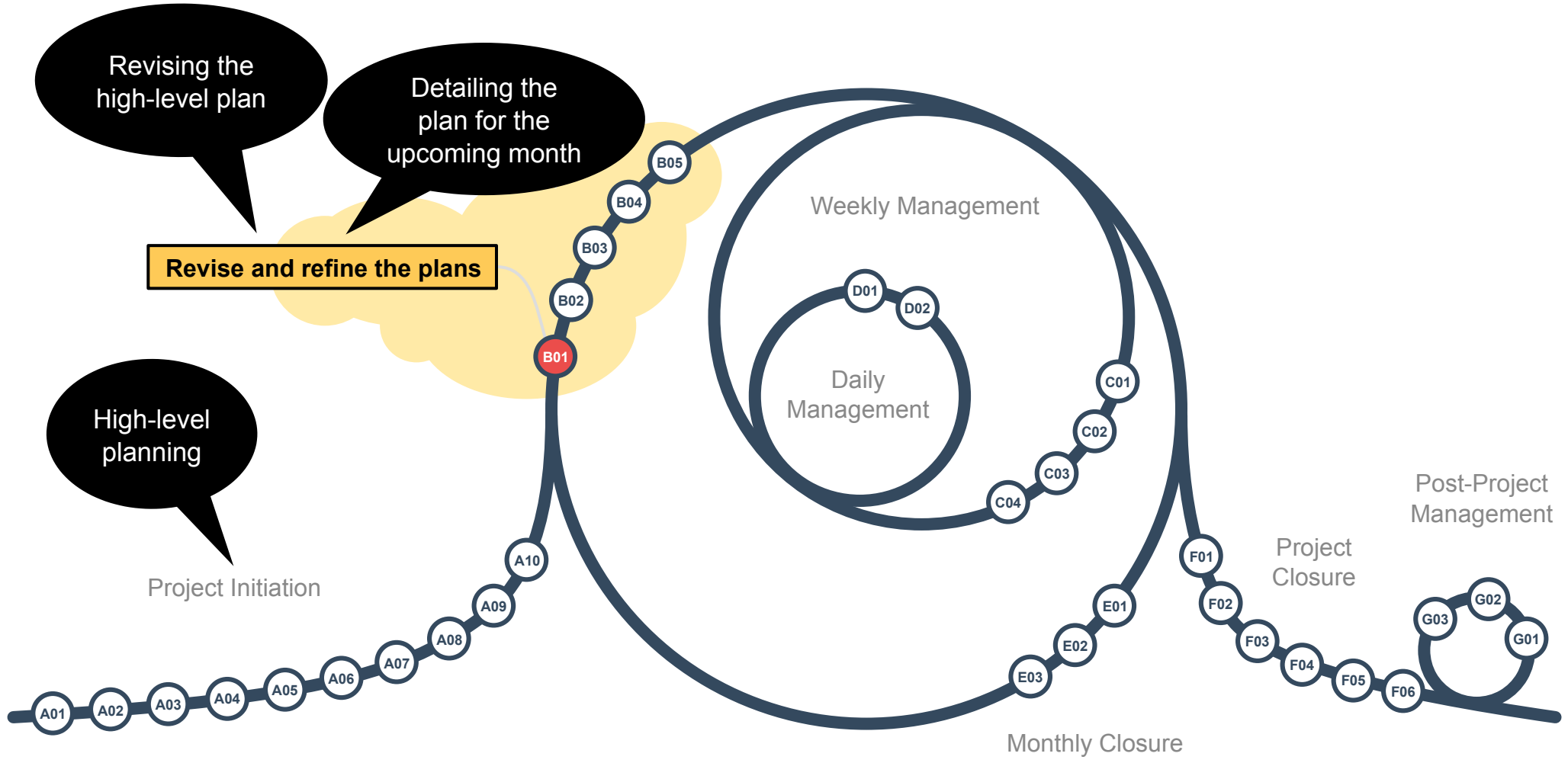
Monthly Closure

Project  
Closure

Post-Project  
Management







Revising the high-level plan

Detailing the plan for the upcoming month

Revise and refine the plans

High-level planning

Weekly Management

Daily Management

Project Initiation

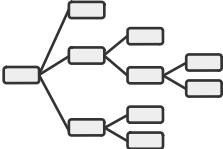
Monthly Closure

Project Closure

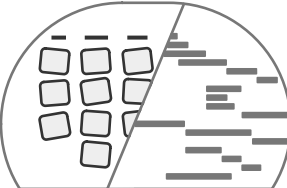
Post-Project Management



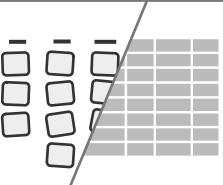
Project Description



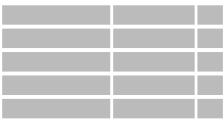
Deliverables Map



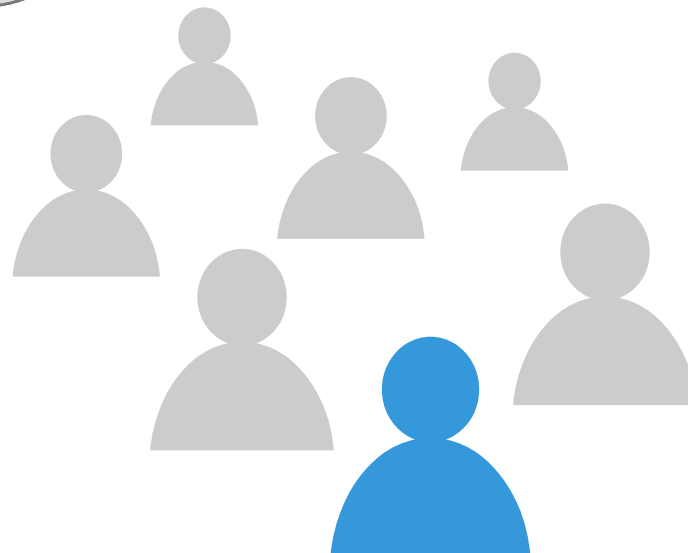
Schedule



Follow-Up Register



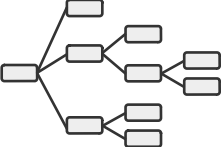
Health Register



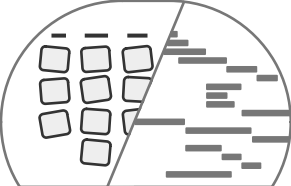
Any new or adjusted requirements?



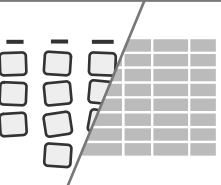
Project Description



Deliverables Map



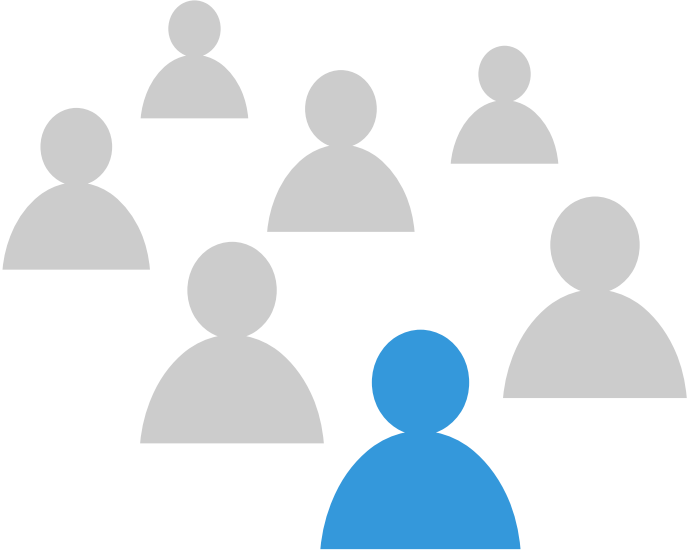
Schedule



Follow-Up Register



Health Register



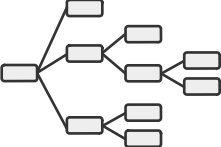
Any new or adjusted requirements?

Any new stakeholders?

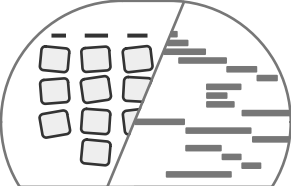
...



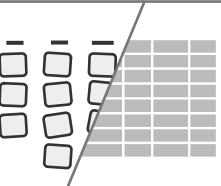
Project Description



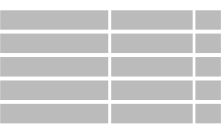
Deliverables Map



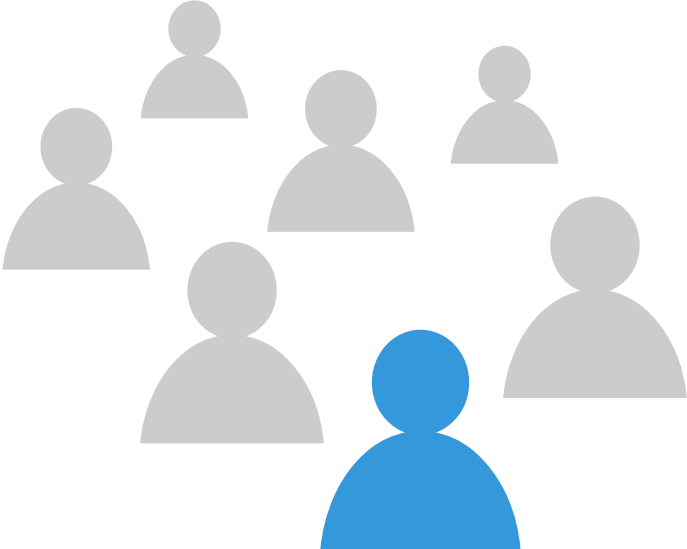
Schedule



Follow-Up Register



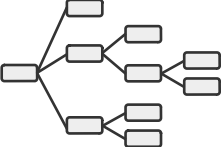
Health Register



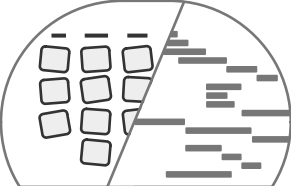
Add new deliverables if needed.



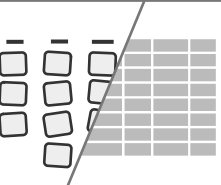
Project Description



Deliverables Map



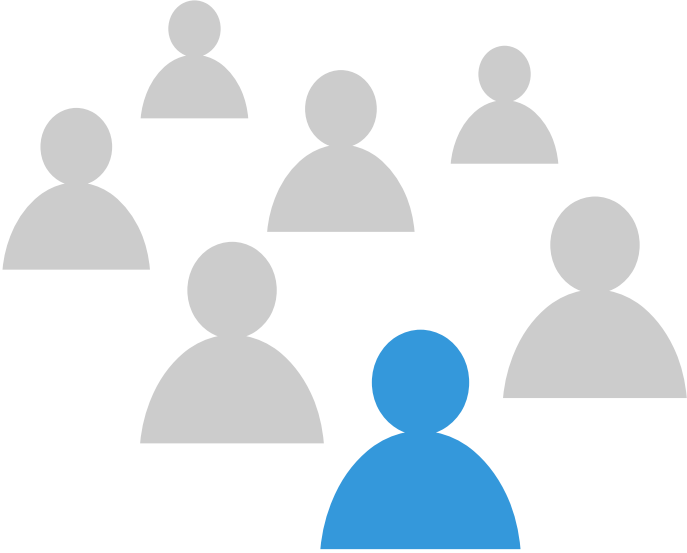
Schedule



Follow-Up Register




Health Register

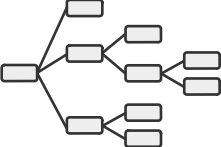


Add new deliverables if needed.

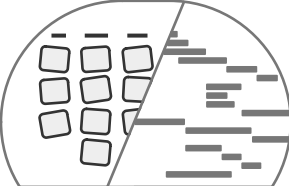
Break down the deliverables for the upcoming month



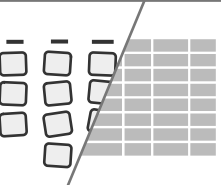
Project Description



Deliverables Map



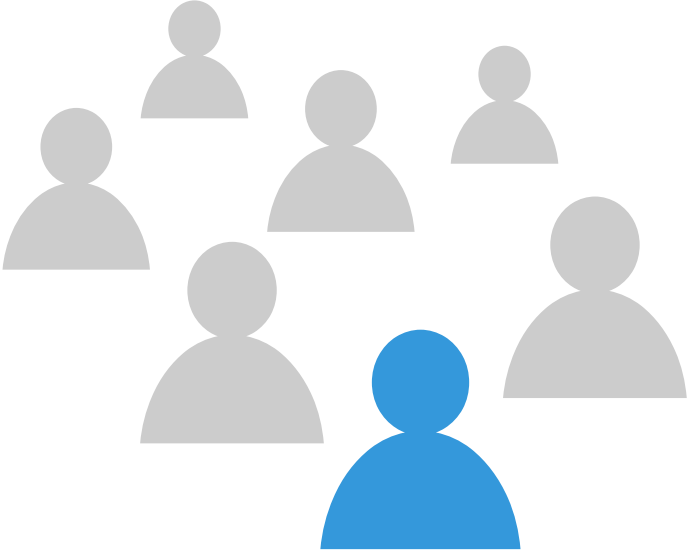
Schedule



Follow-Up Register




Health Register

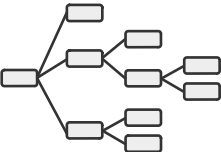


Add new deliverables if needed.


Break down the deliverables for the upcoming month



Project Description



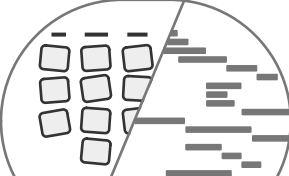
Deliverables Map



Follow-Up Register

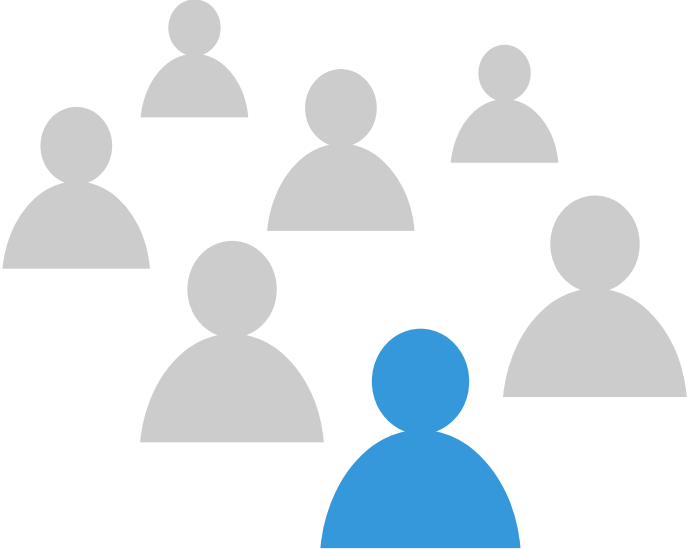


Health Register



Schedule

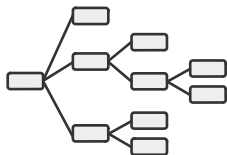
Schedule the new or decomposed deliverables.



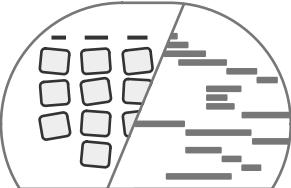
Did we introduce new follow-up items with our changes?



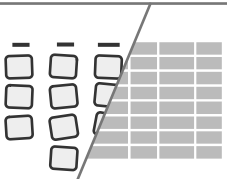
Project Description



Deliverables Map



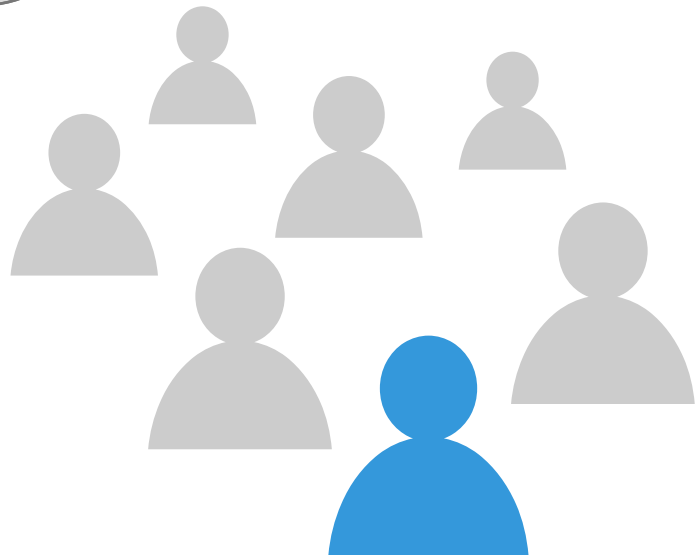
Schedule



Follow-Up Register



Health Register

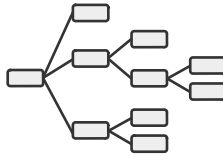




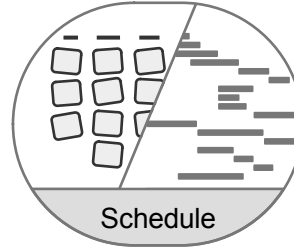
Check archives  
of old projects for  
inspiration.



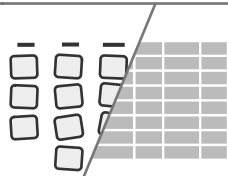
Project Description



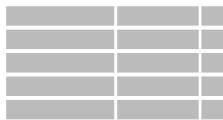
Deliverables Map



Schedule

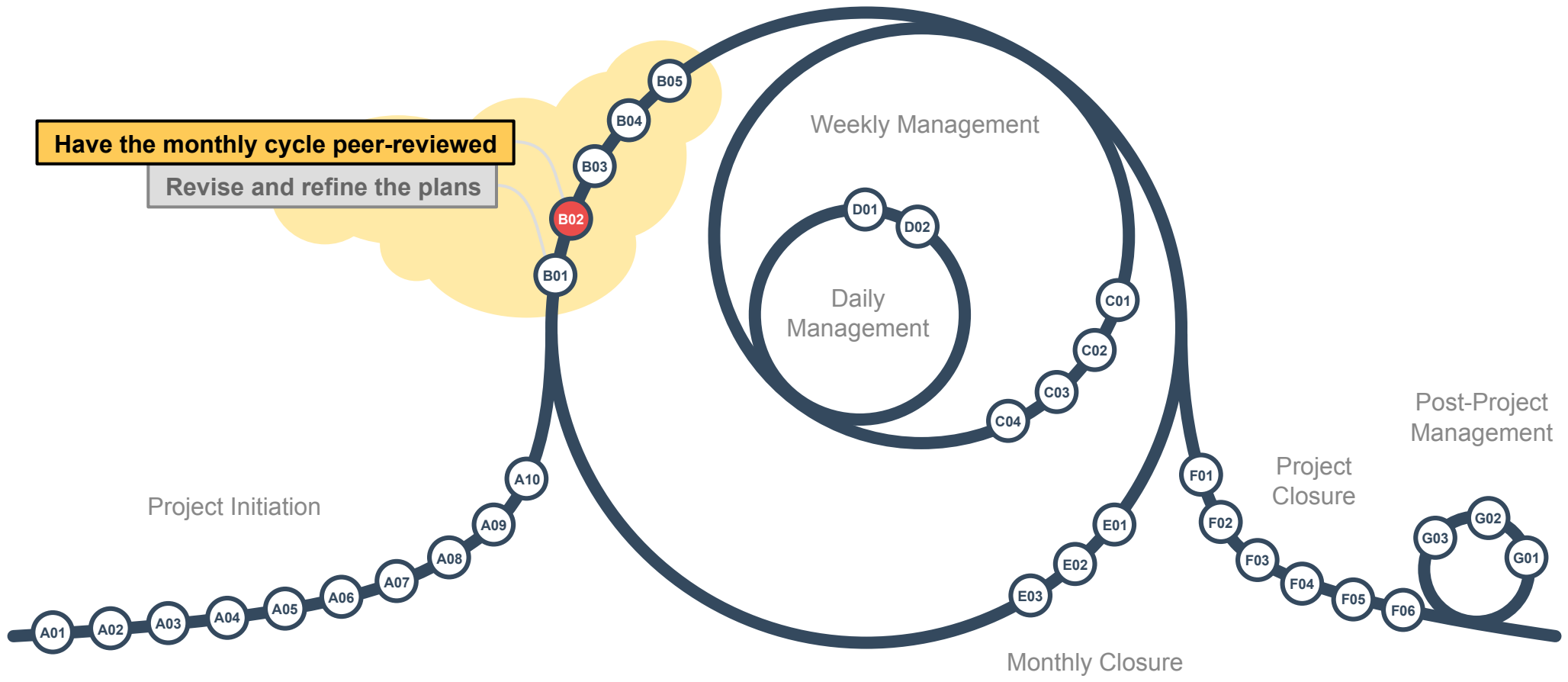


Follow-Up Register



Health Register





**Have the monthly cycle peer-reviewed**

Revise and refine the plans

Project Initiation

Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management

A01

A02

A03

A04

A05

A06

A07

A08

A09

A10

B01

B02

B03

B04

B05

D01

D02

C04

C03

C02

C01

E03

E02

E01

F01

F02

F03

F04

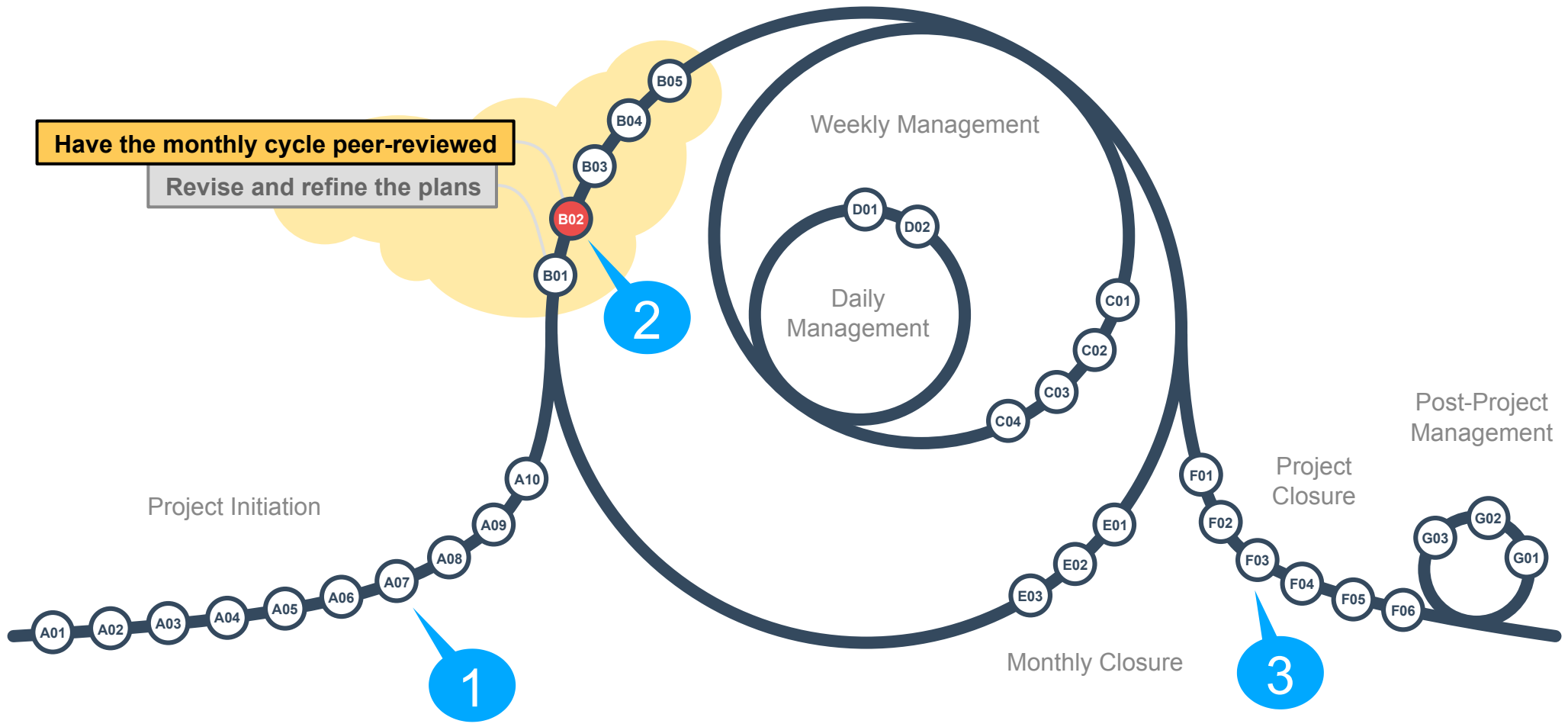
F05

F06

G03

G02

G01



Have the monthly cycle peer-reviewed

Revise and refine the plans

1

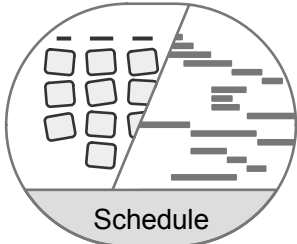
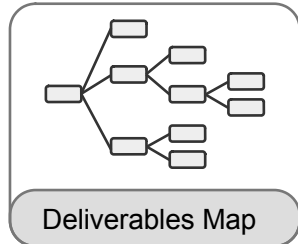
2

3

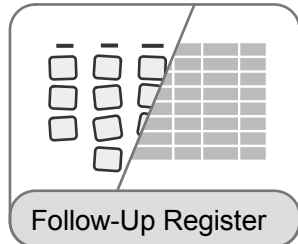
1



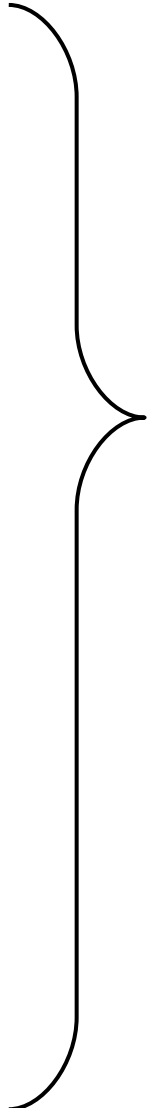
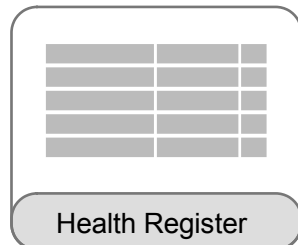
2



3



4



To be reviewed

Finding and fixing problems as soon as possible

Learning from each other



Peer Reviewer

A person with project management expertise, external to the project



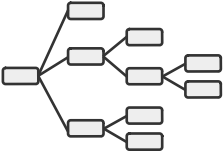
Project Manager

1




Project Description

2

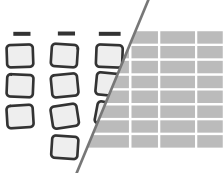


Deliverables Map



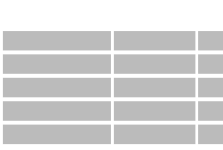
Schedule

3



Follow-Up Register

4



Health Register

Use a new person each cycle, if possible

Finding and fixing problems as soon as possible

Learning from each other



Peer Reviewer

A person with project management expertise, external to the project



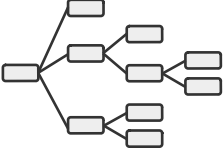
Project Manager

1

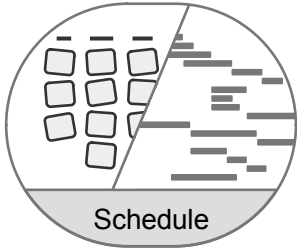


Project Description

2

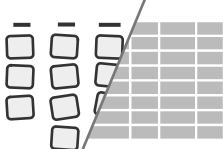


Deliverables Map



Schedule

3



Follow-Up Register

4



Health Register

Use a new person each cycle, if possible

+++

+++

Finding and fixing problems as soon as possible

Learning from each other



Peer Reviewer

A person with project management expertise, external to the project



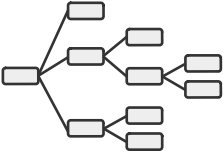
Project Manager

1

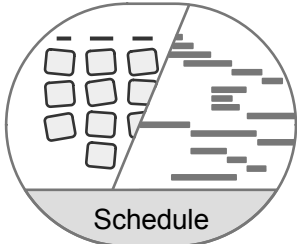


Project Description

2

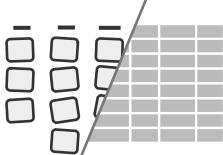


Deliverables Map



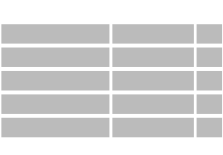
Schedule

3

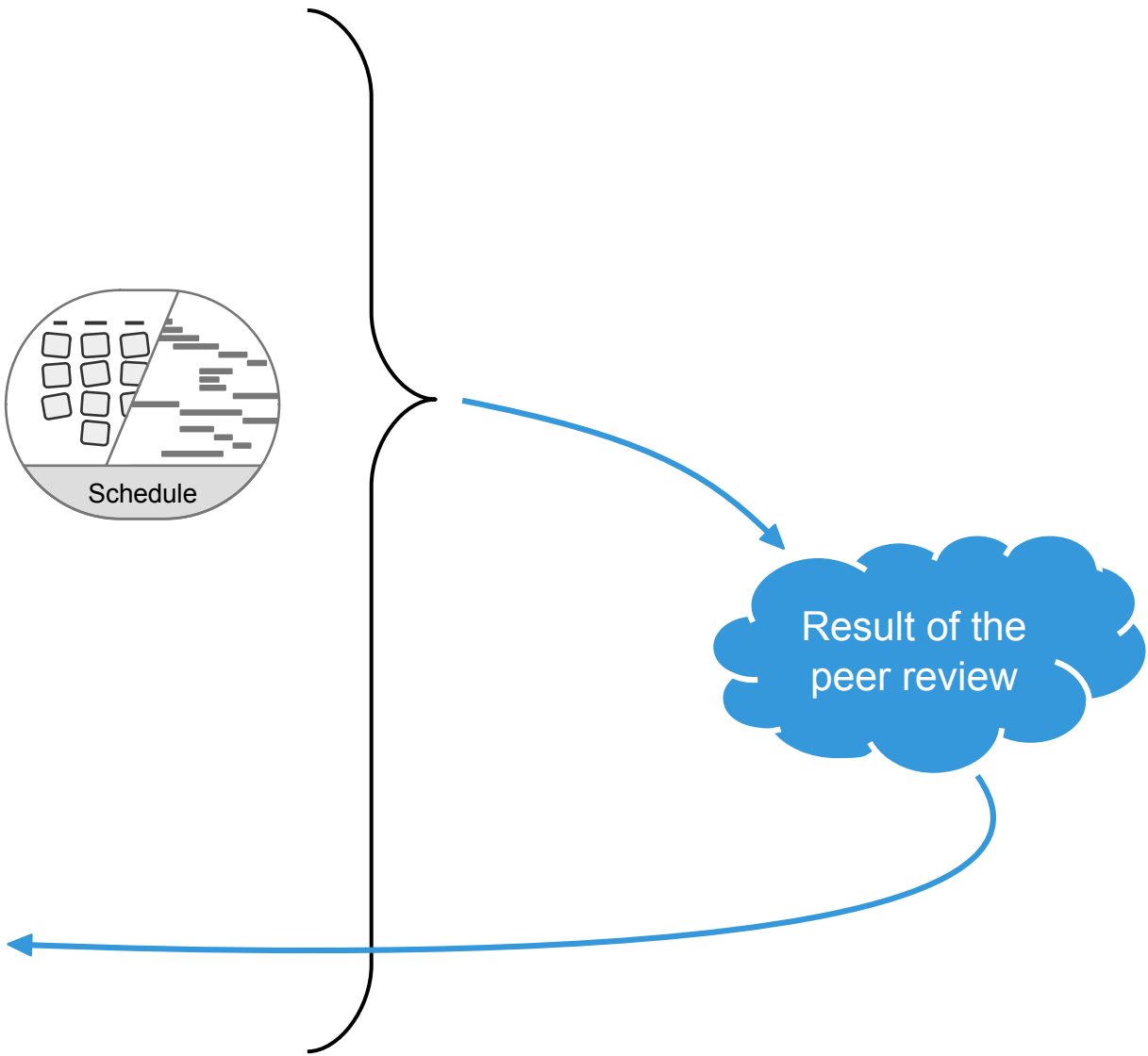


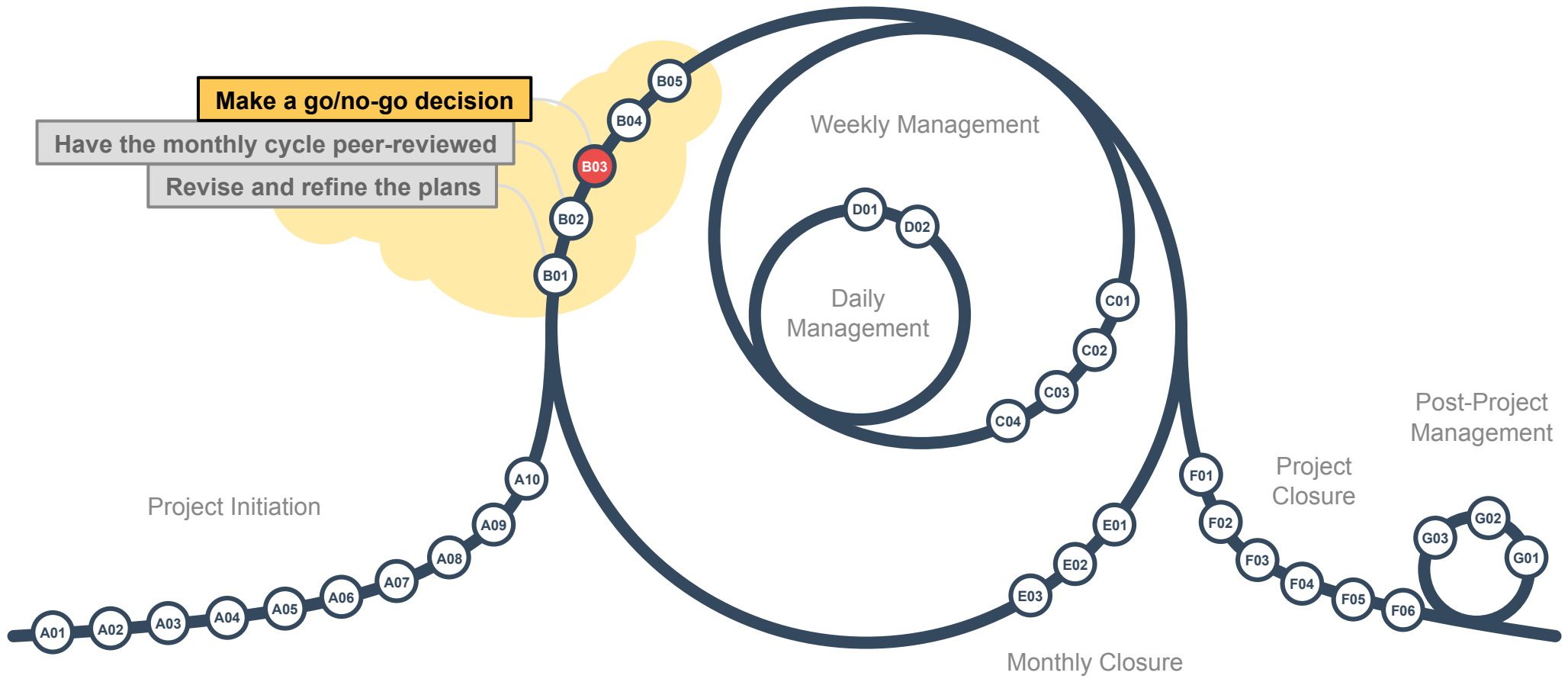
Follow-Up Register

4



Health Register





Make a go/no-go decision

Have the monthly cycle peer-reviewed

Revise and refine the plans

Project Initiation

Weekly Management

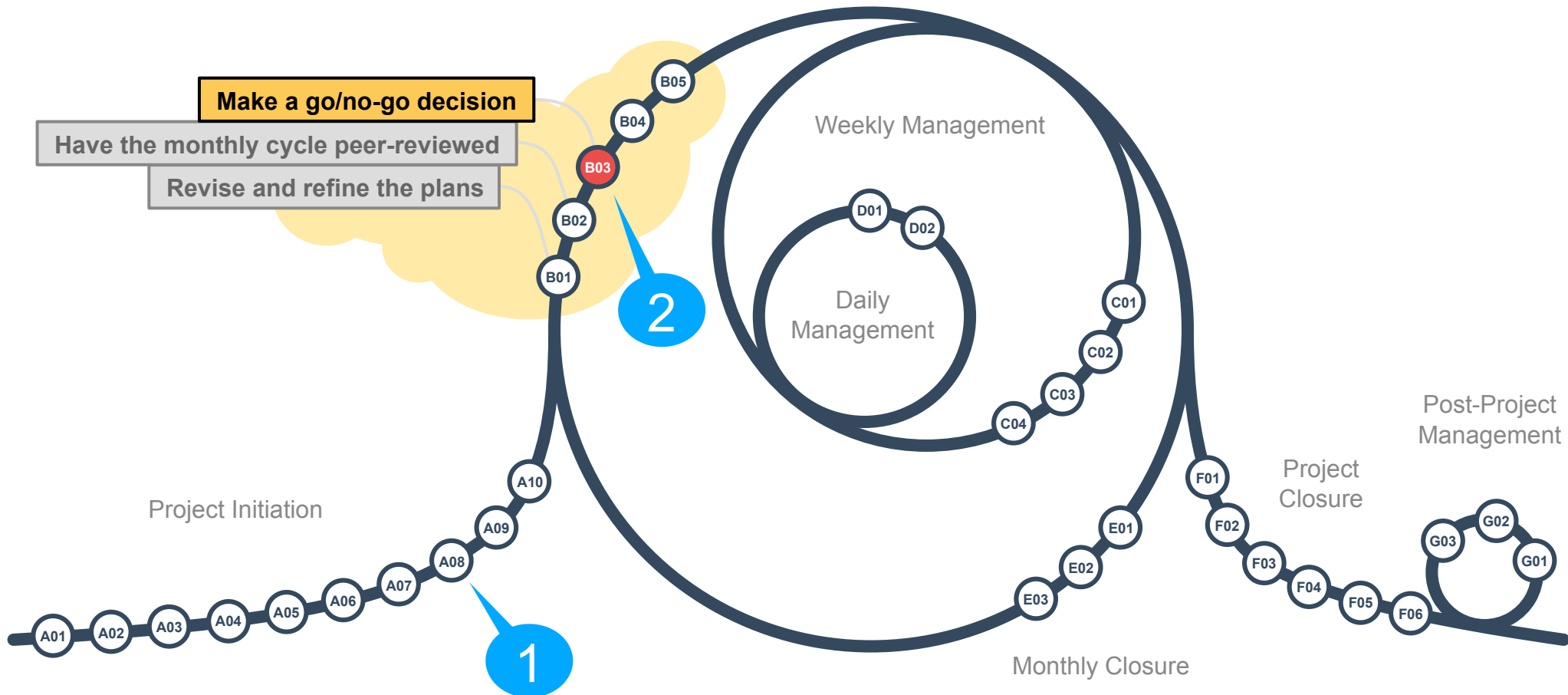
Daily Management

Monthly Closure

Project Closure

Post-Project Management



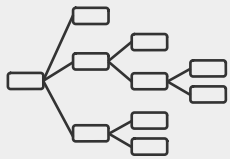


1

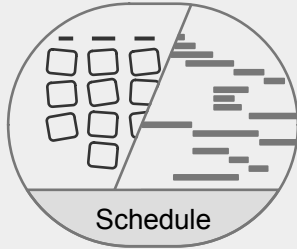


Project Description

2

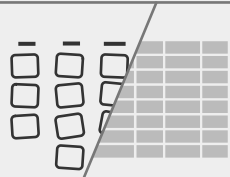


Deliverables Map



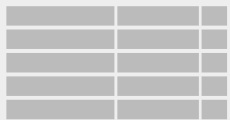
Schedule

3



Follow-Up Register

4



Health Register

So, this is our latest understanding of the project. Shall we continue with the next cycle?



Project Manager



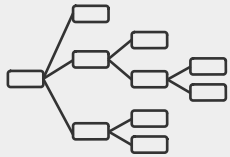
Sponsor

1

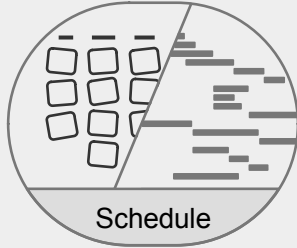


Project Description

2

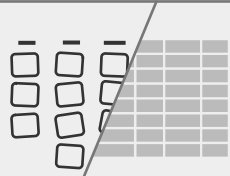


Deliverables Map



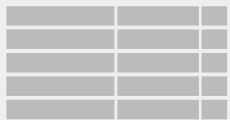
Schedule

3



Follow-Up Register

4



Health Register

So, this is our latest understanding of the project. Shall we continue with the next cycle?

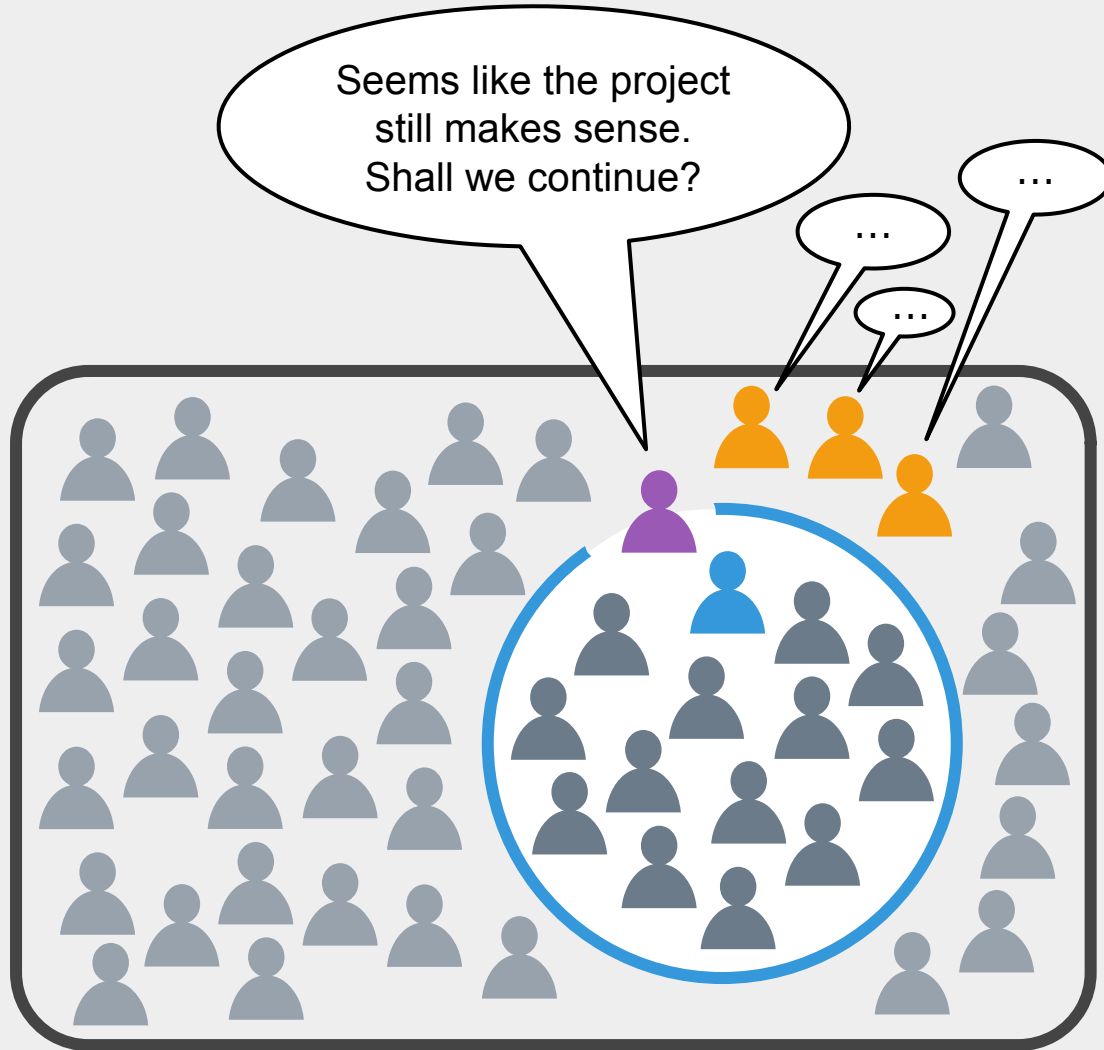
Hmm... let me check with a few people and get back to you.



Project Manager

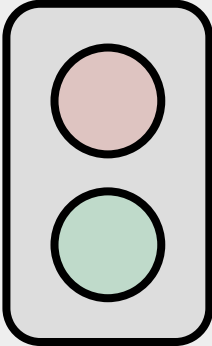


Sponsor

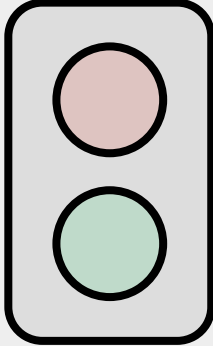


It's up to the **sponsor** to make arrangements with other decision makers (if any), and not the **project manager**.

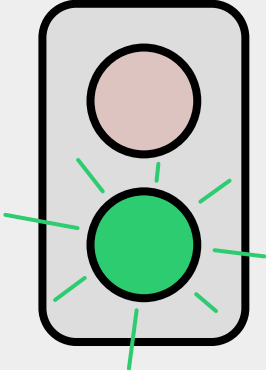
World #81



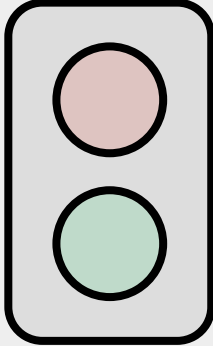
World #82



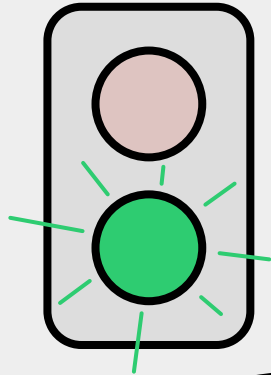
World #81



World #82



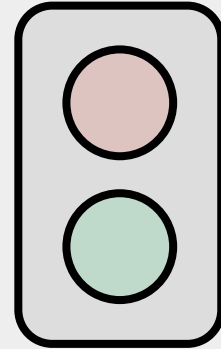
# World #81



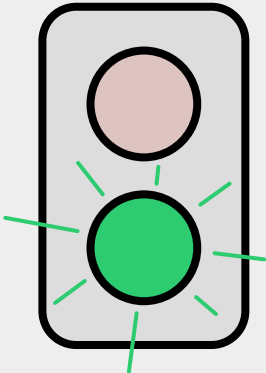
OK... let's  
move on to the  
next activity!



# World #82



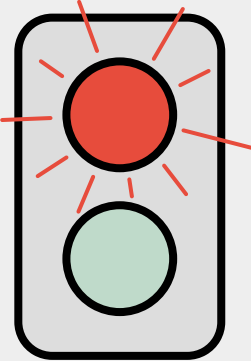
# World #81



OK... let's  
move on to the  
next activity!

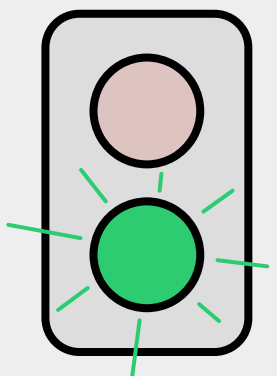


# World #82





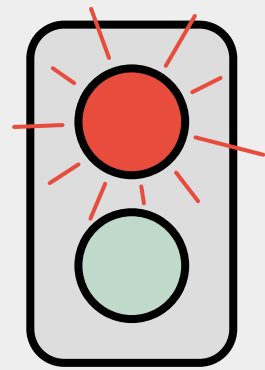
# World #81



OK... let's move on to the next activity!

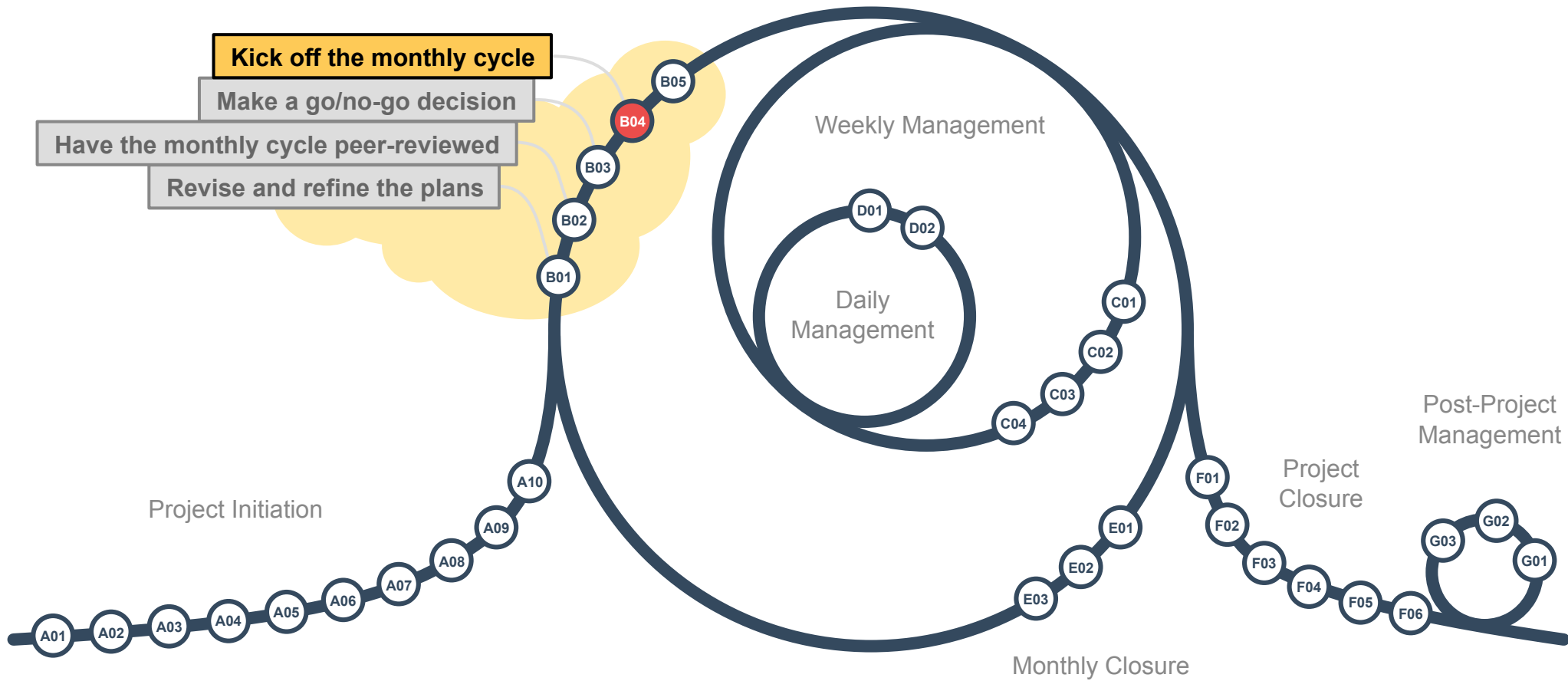


# World #82



Oh... OK... let's go to Project Closure activities.





**Kick off the monthly cycle**

Make a go/no-go decision

Have the monthly cycle peer-reviewed

Revise and refine the plans

Project Initiation

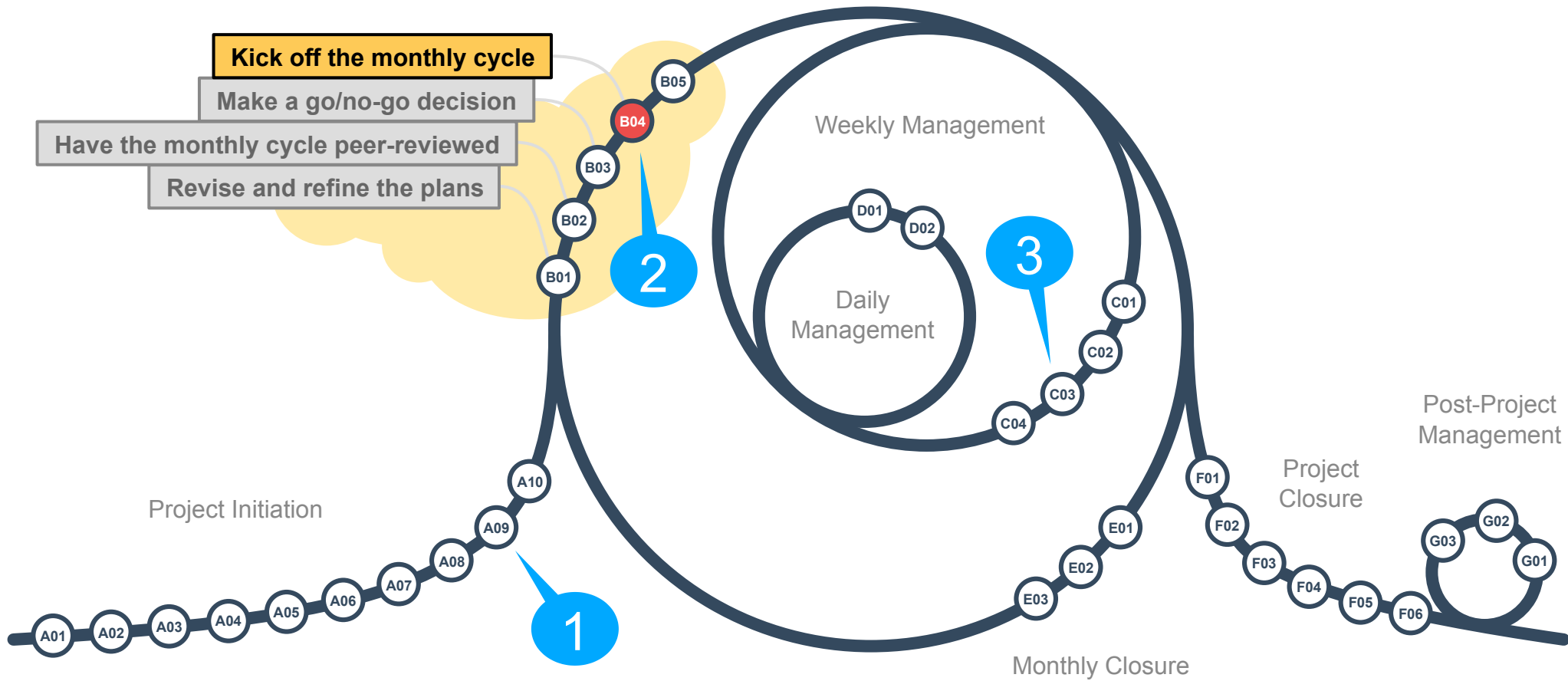
Weekly Management

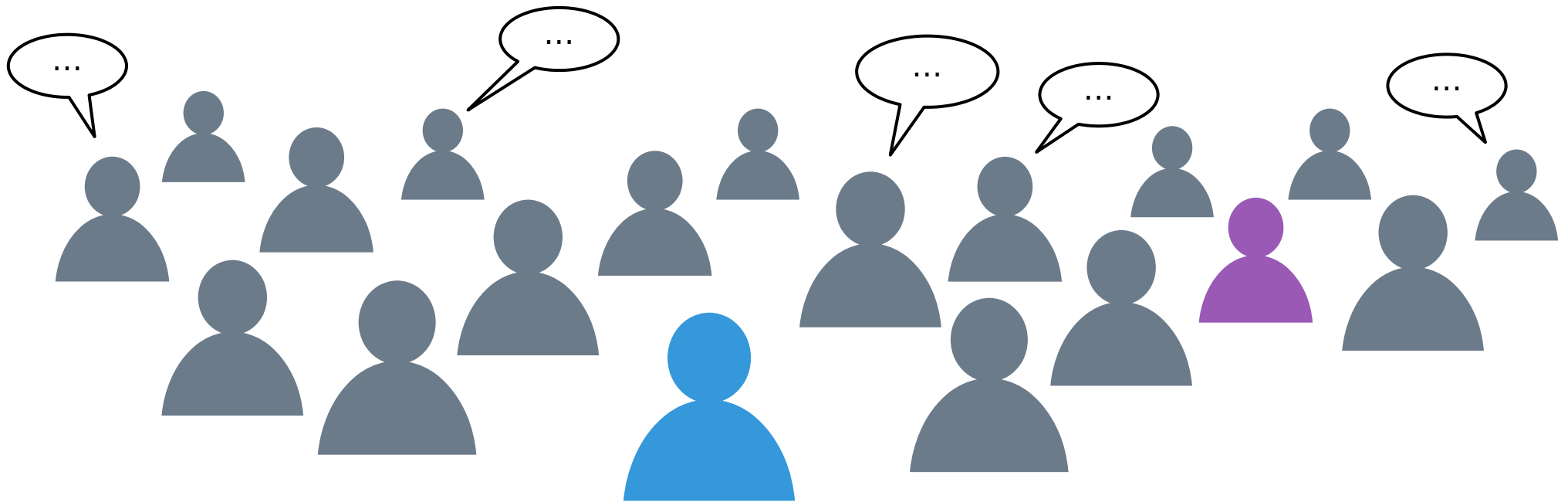
Daily Management

Monthly Closure

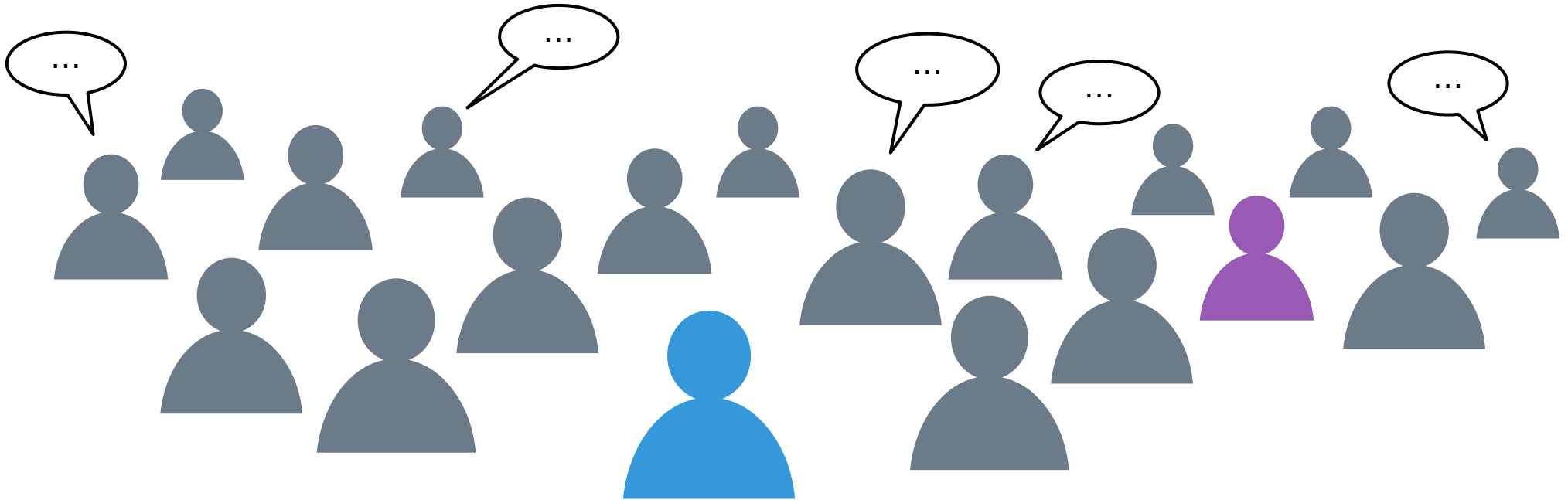
Project Closure

Post-Project Management



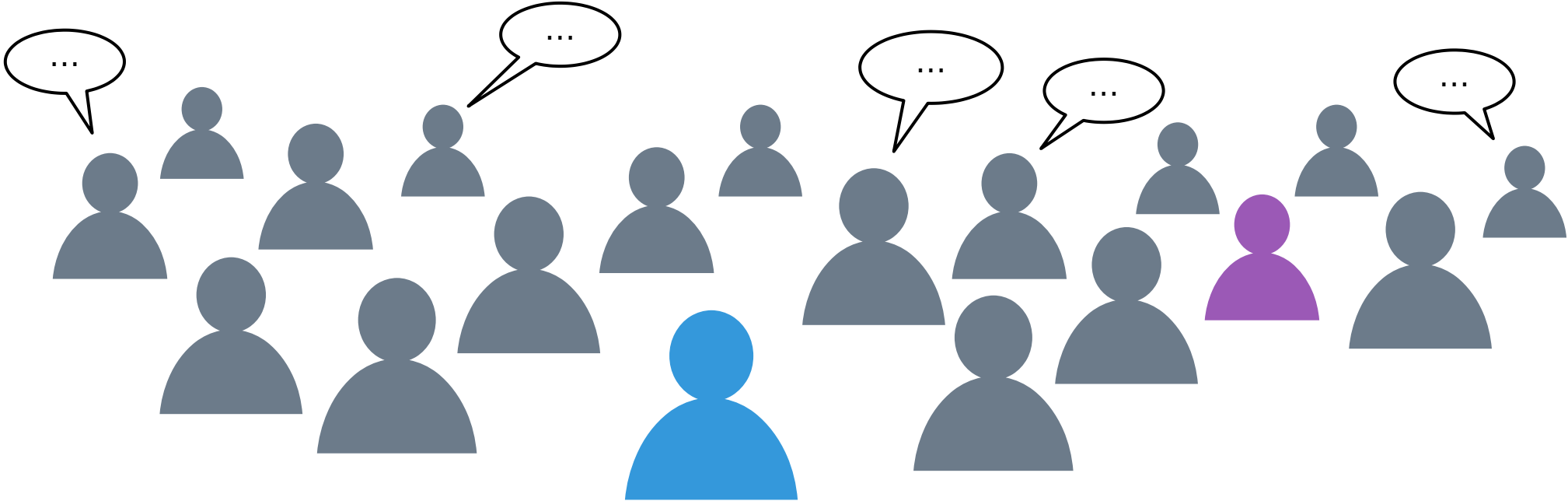


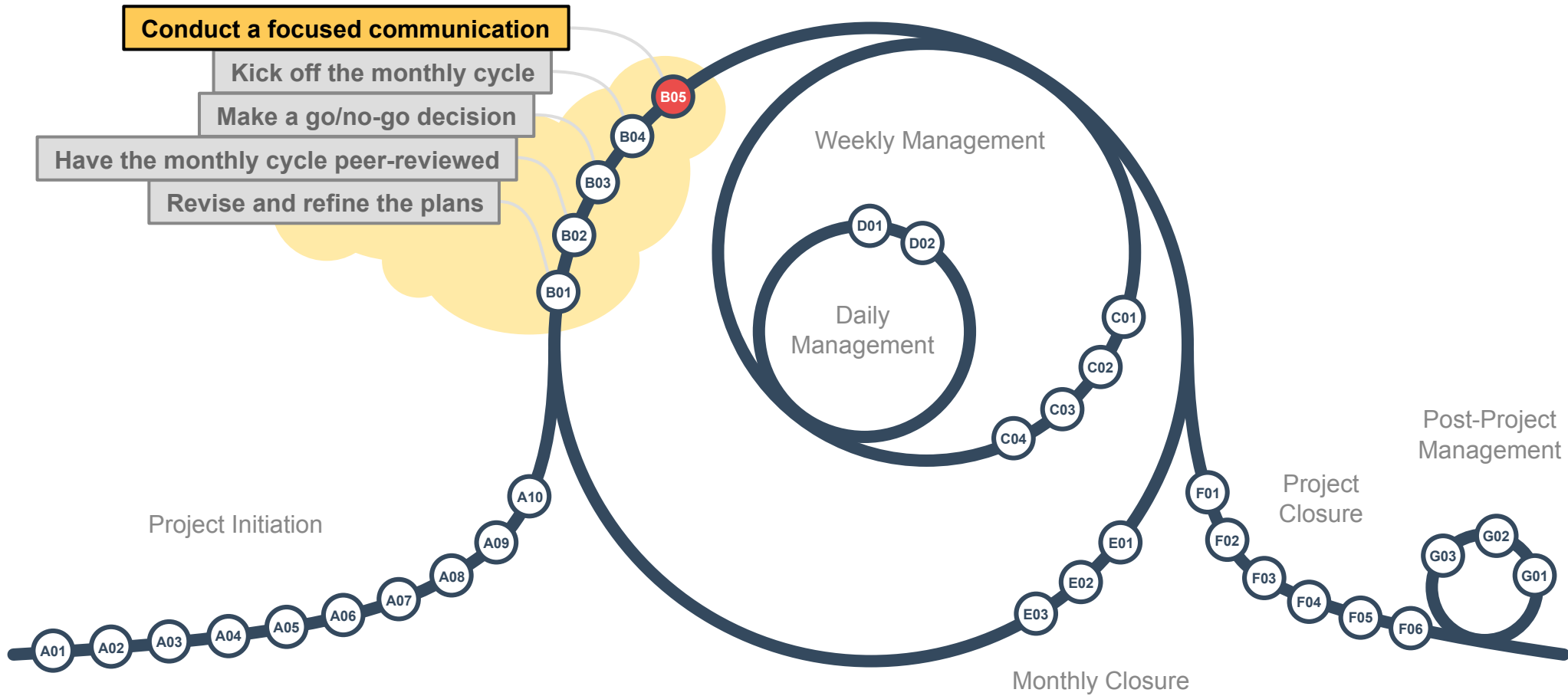
# Team building

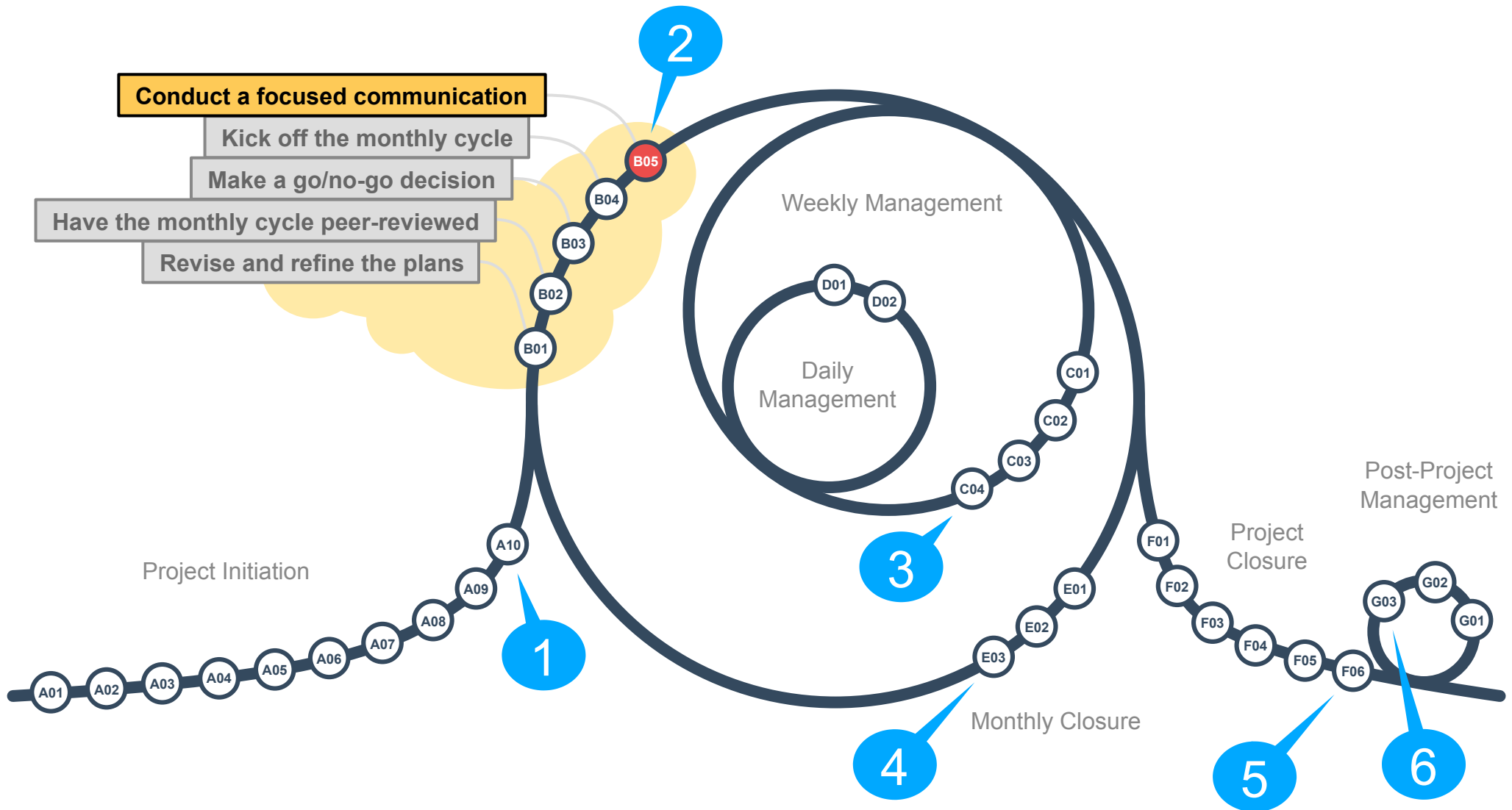


Team building

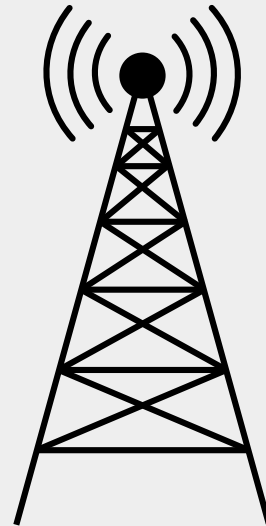
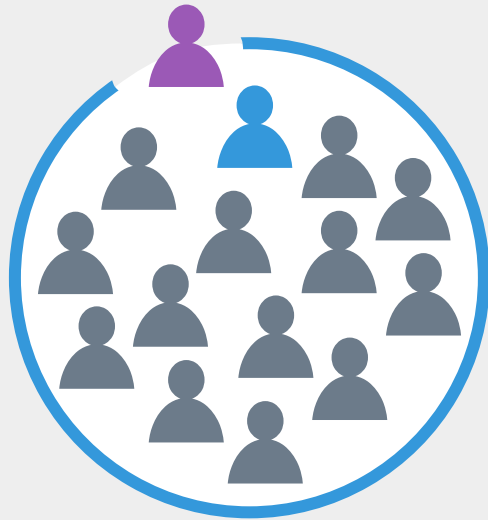
Reviewing the plan for the upcoming month

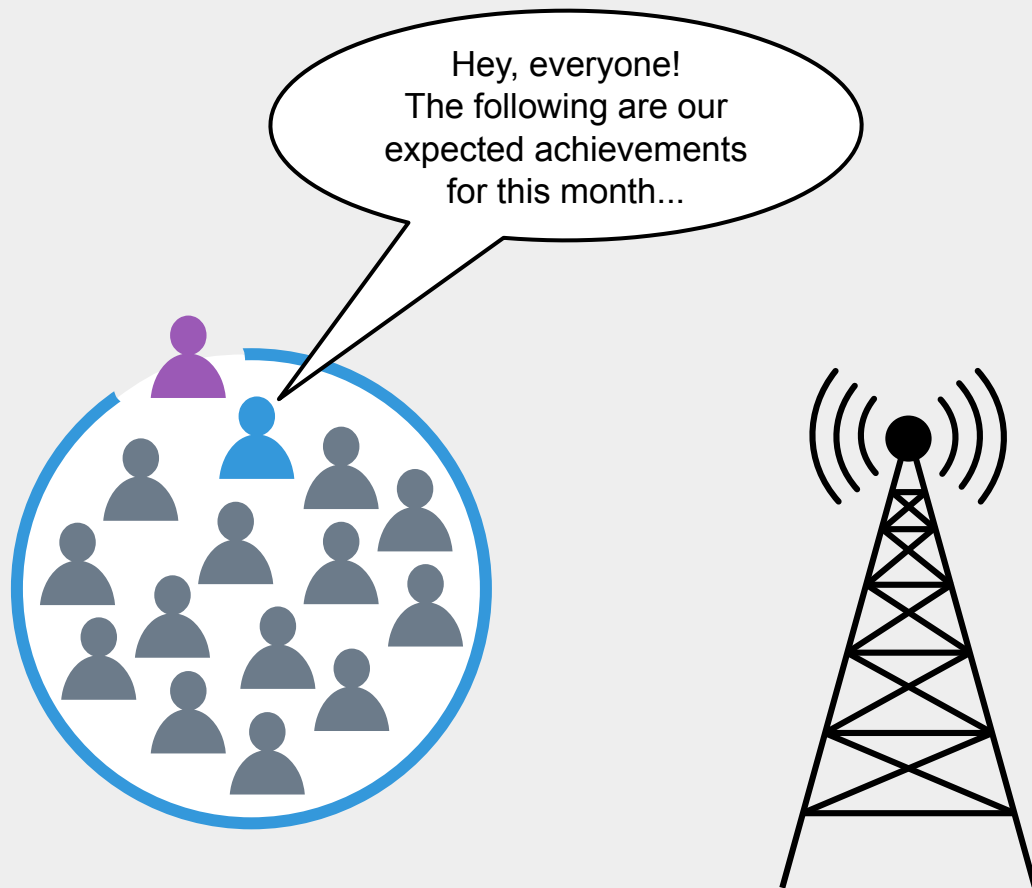


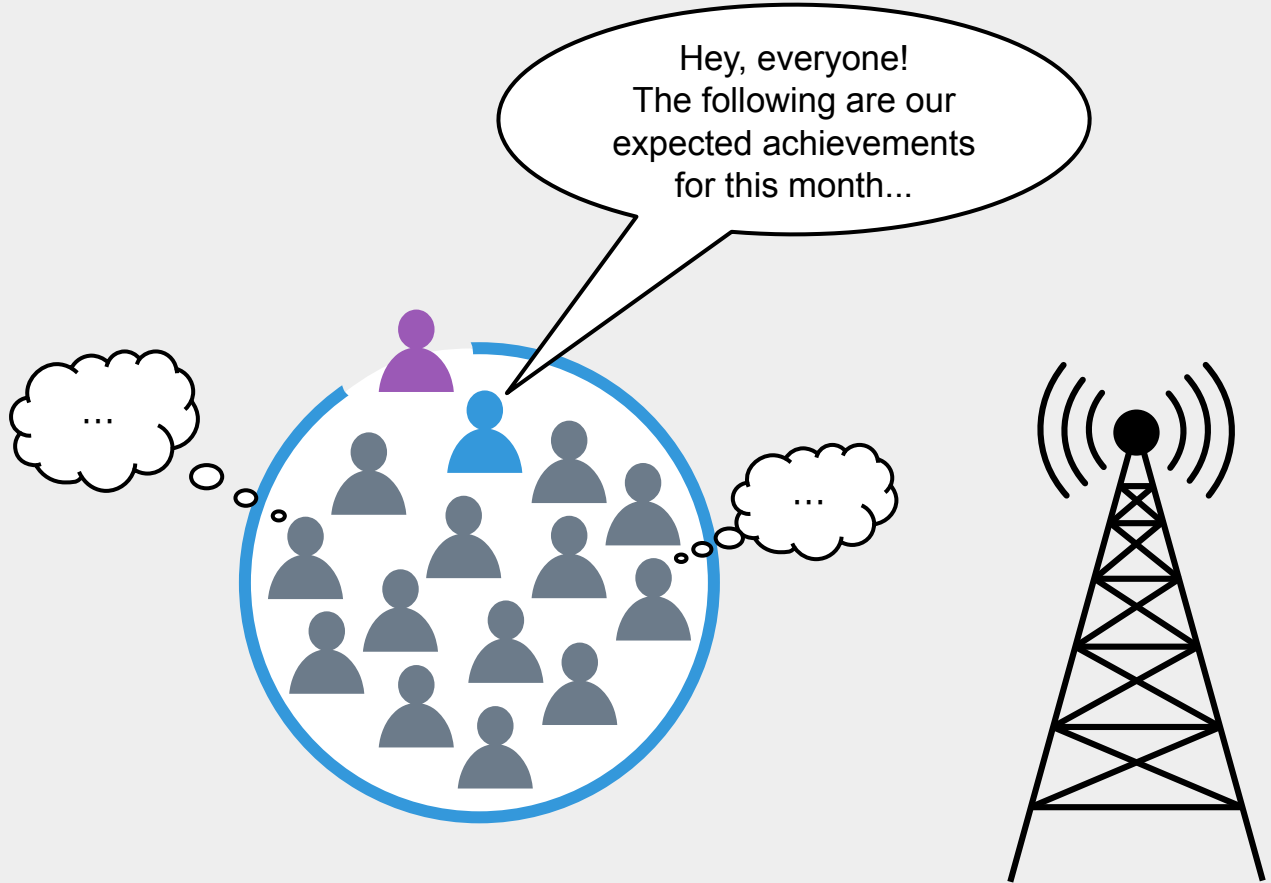


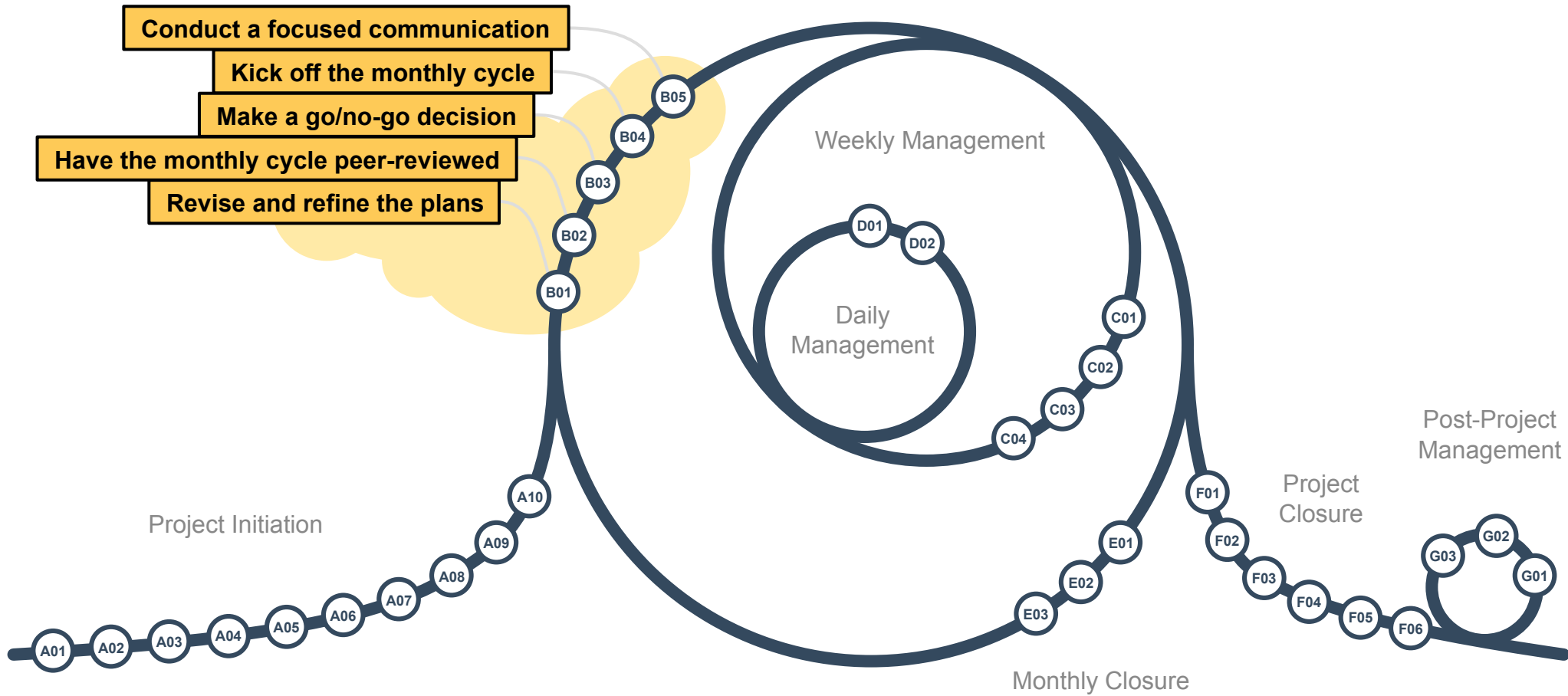












① High-level overview

② Full review

Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management



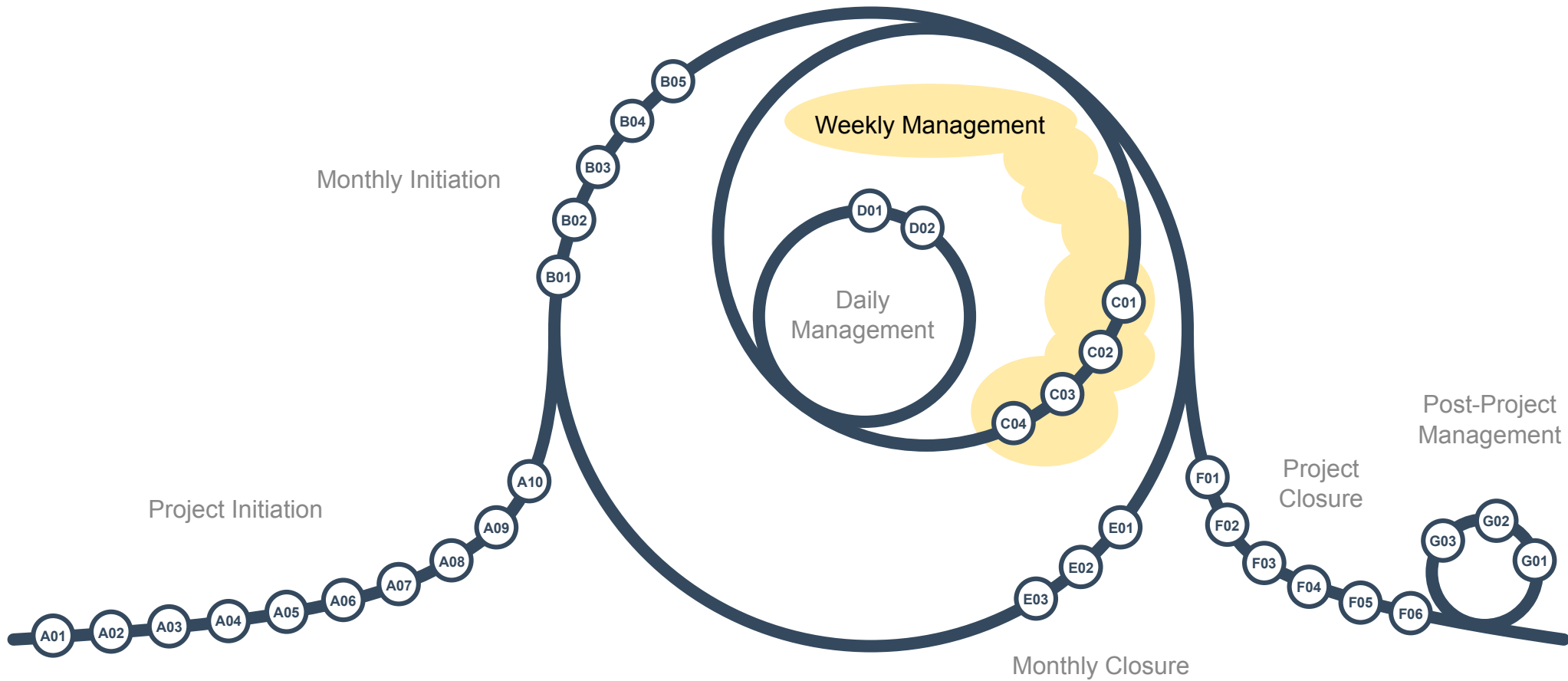
③ NUPP

④ Tailoring

⑤ Development methods

⑥ Code of conduct

⑦ Certification program



Project Initiation

Monthly Initiation

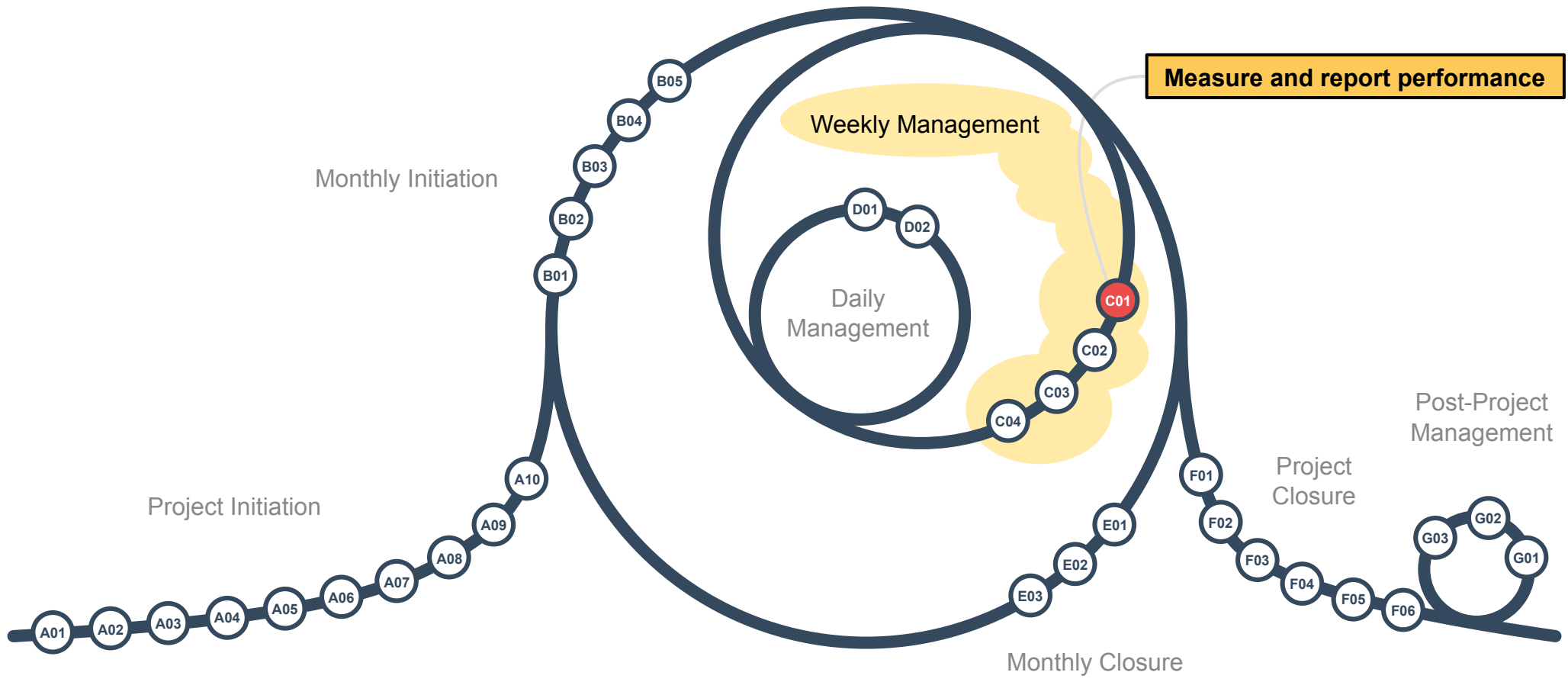
Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management



Measure and report performance

Weekly Management

Daily Management

Monthly Initiation


Project Initiation

Monthly Closure

Project Closure

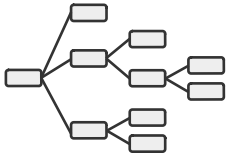
Post-Project Management

1

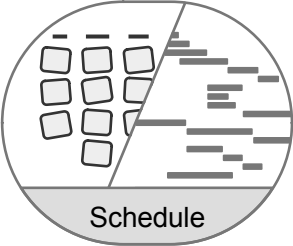


Project Description

2

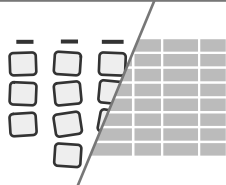


Deliverables Map



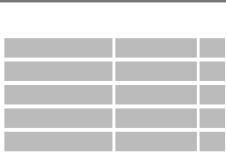
Schedule

3



Follow-Up Register

4



Health Register

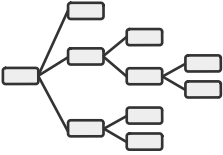


1

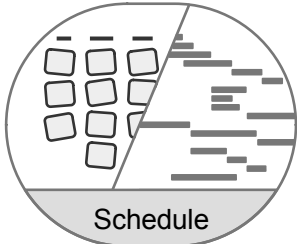


Project Description

2

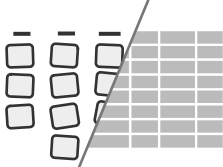


Deliverables Map



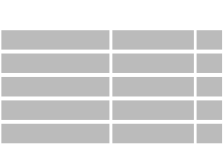
Schedule

3

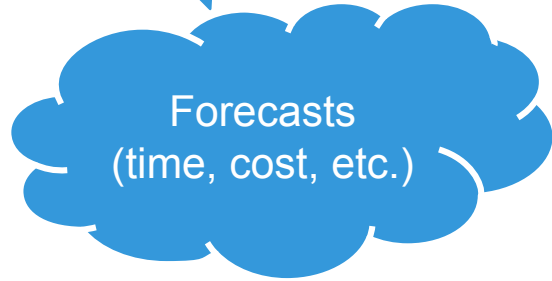
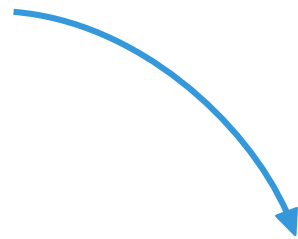
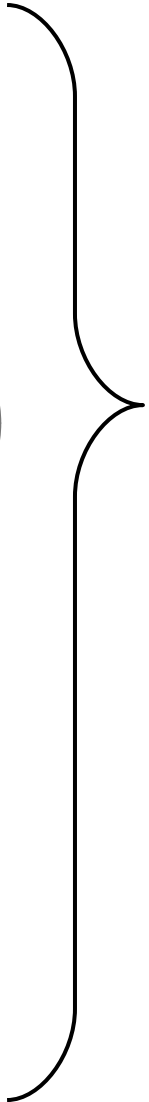


Follow-Up Register

4



Health Register



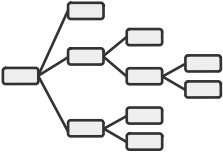
Forecasts  
(time, cost, etc.)

1

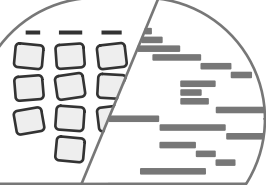


Project Description

2

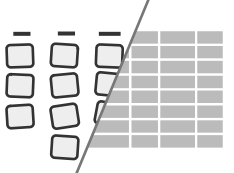


Deliverables Map



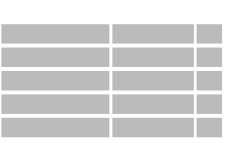
Schedule

3

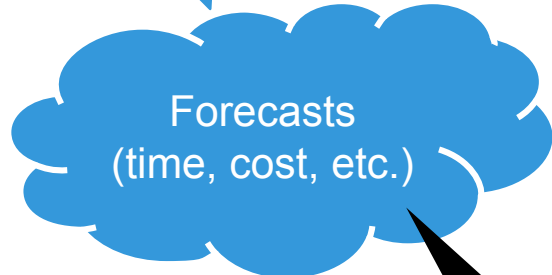
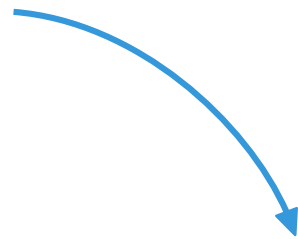
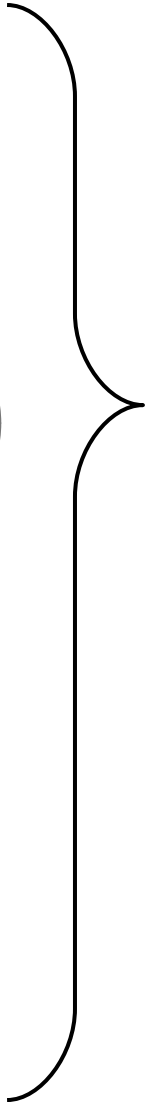


Follow-Up Register

4



Health Register



Forecasts  
(time, cost, etc.)

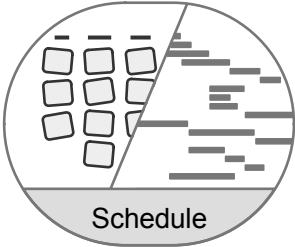
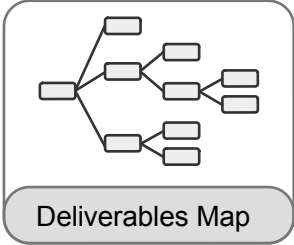


Aligned with  
the goals

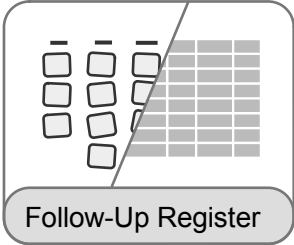
1



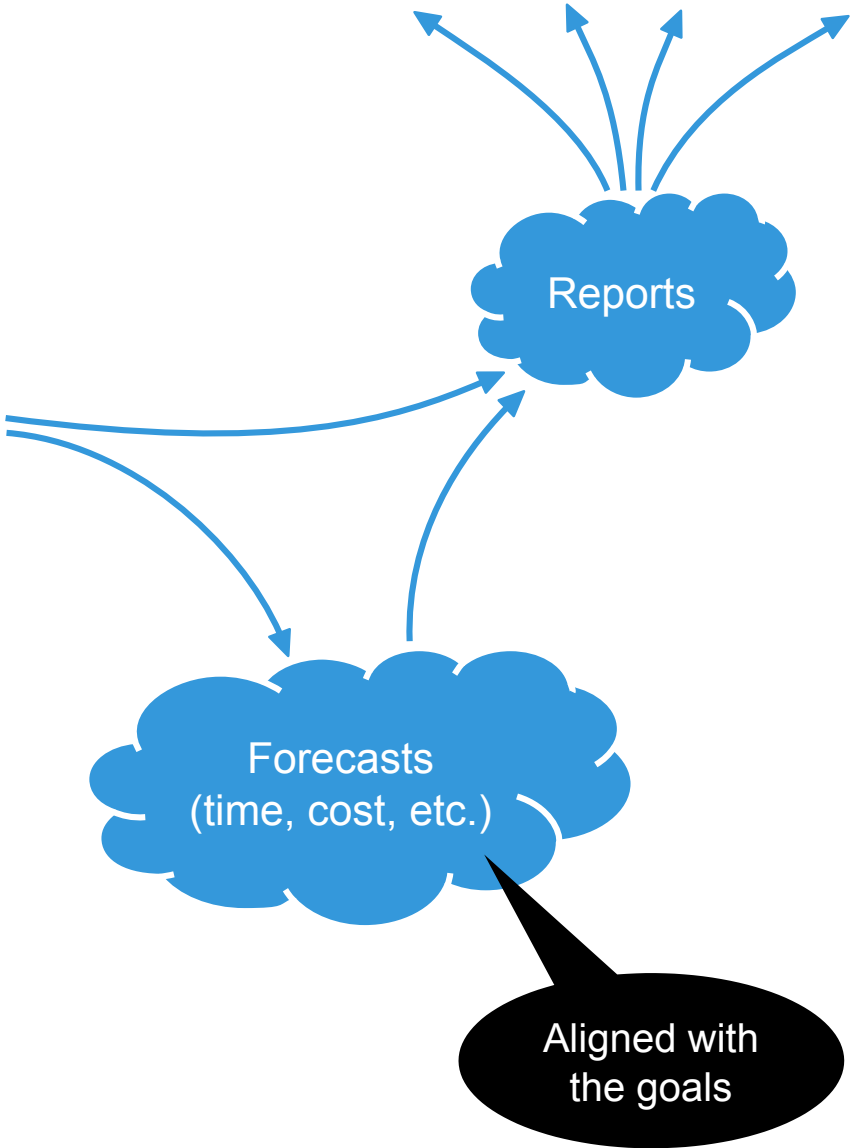
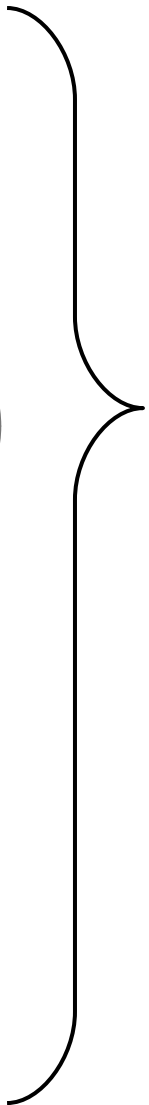
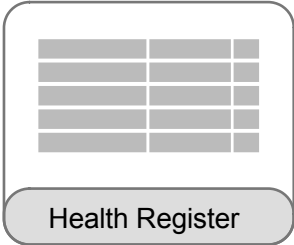
2



3



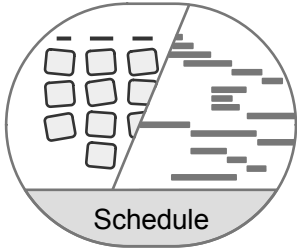
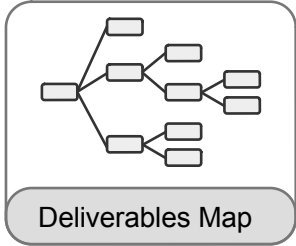
4



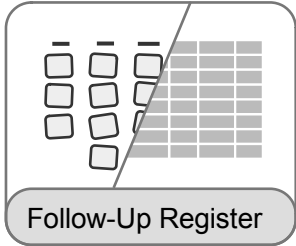
1



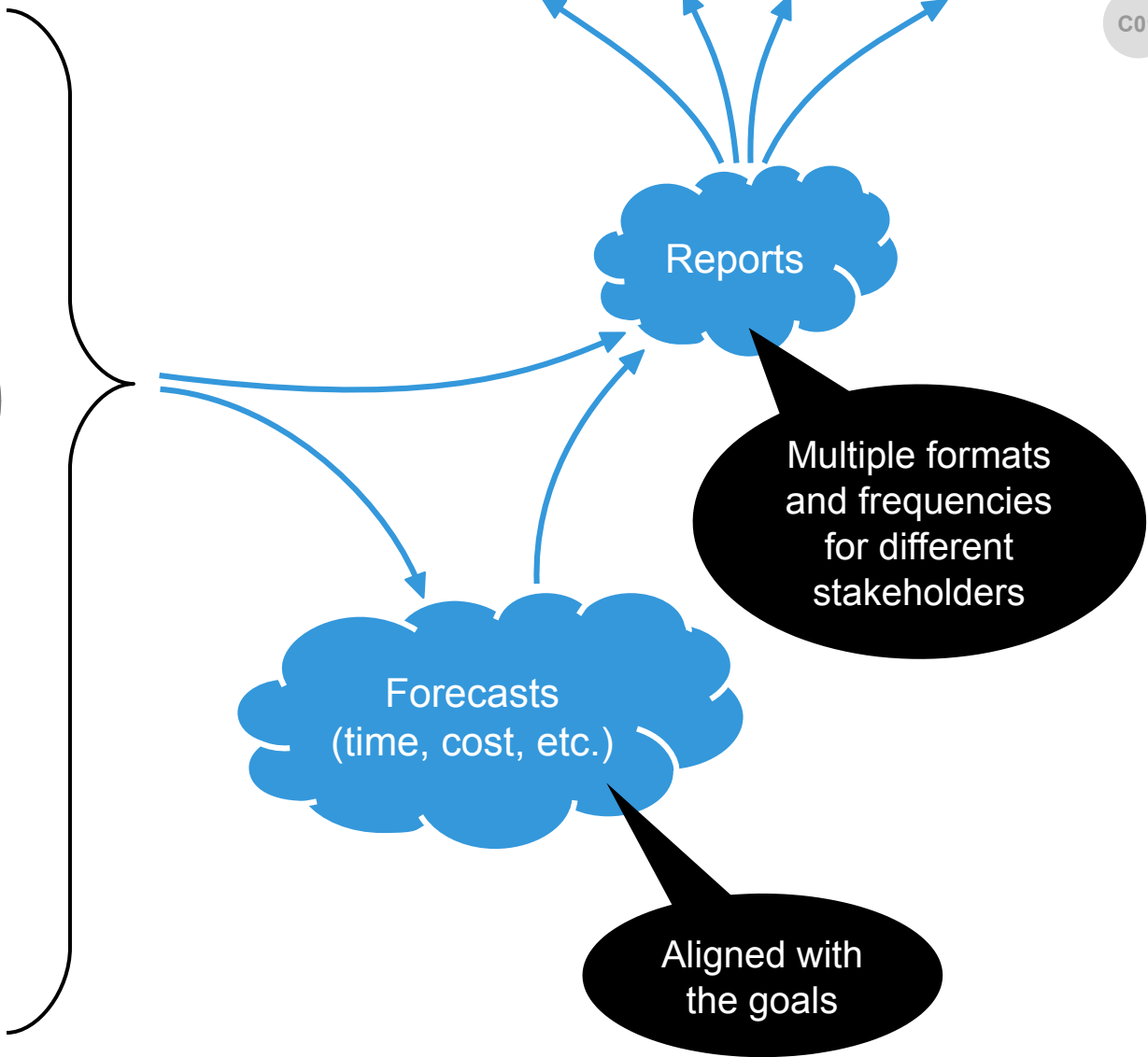
2



3

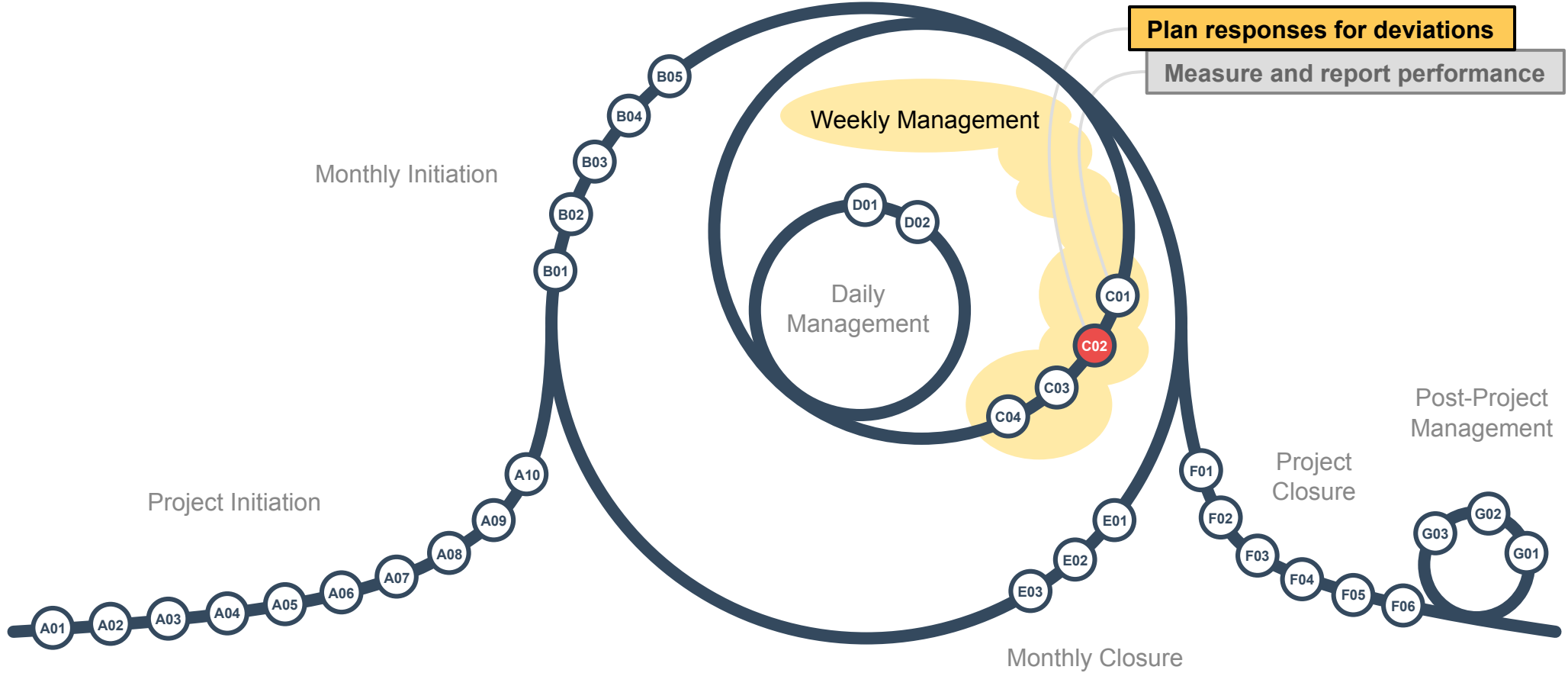


4



How would you improve the effectiveness  
of your reports?





**Plan responses for deviations**

Measure and report performance

Weekly Management

Daily Management

Monthly Initiation

Project Initiation

Monthly Closure

Project Closure

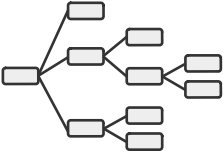
Post-Project Management

1

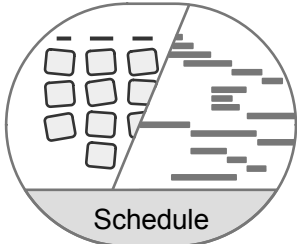


Project Description

2

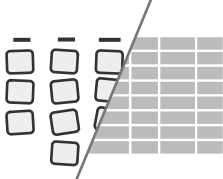


Deliverables Map



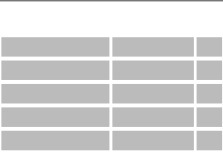
Schedule

3



Follow-Up Register

4



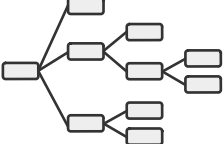
Health Register

1




Project Description

2

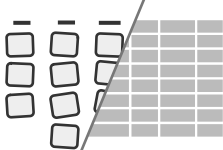


Deliverables Map



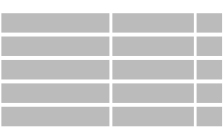
Schedule

3

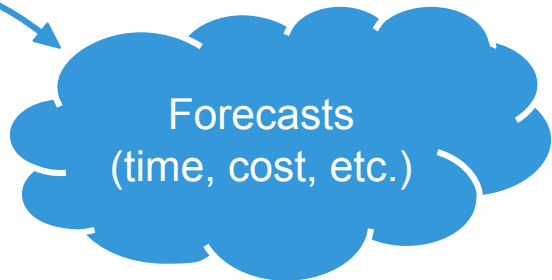
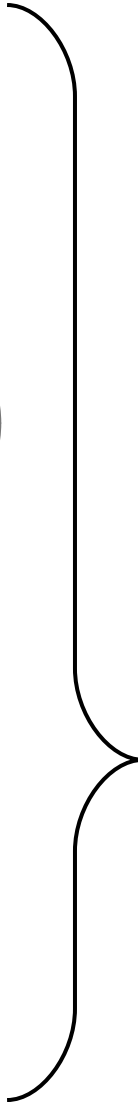


Follow-Up Register

4



Health Register



Forecasts  
(time, cost, etc.)

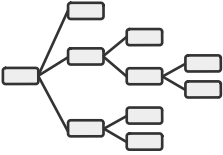


1

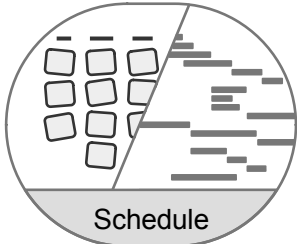


Project Description

2

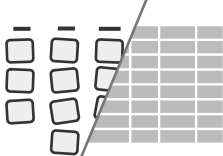


Deliverables Map



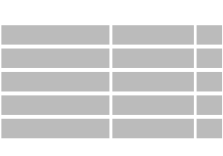
Schedule

3

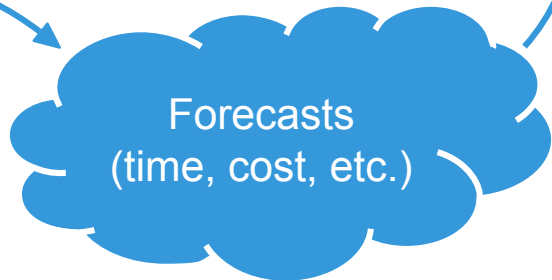
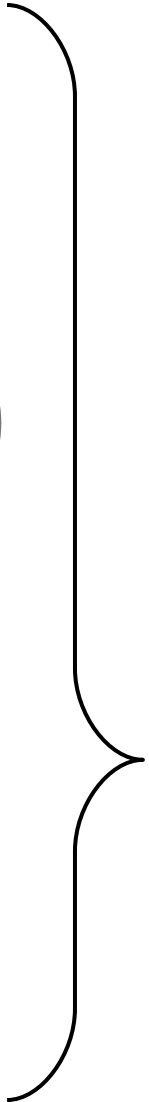


Follow-Up Register

4



Health Register



Forecasts  
(time, cost, etc.)



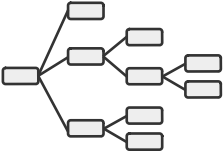
Responses to  
deviations

1

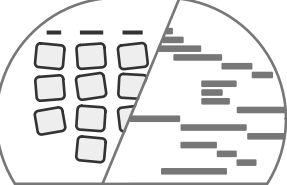


Project Description

2

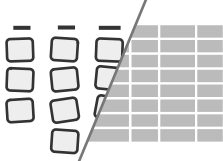


Deliverables Map



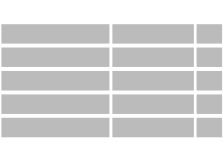
Schedule

3



Follow-Up Register

4

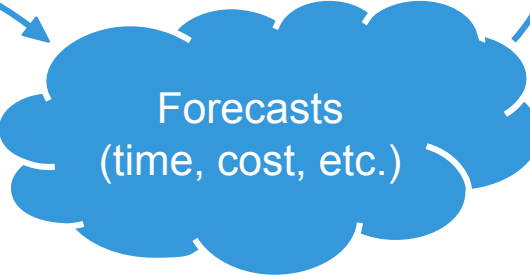


Health Register

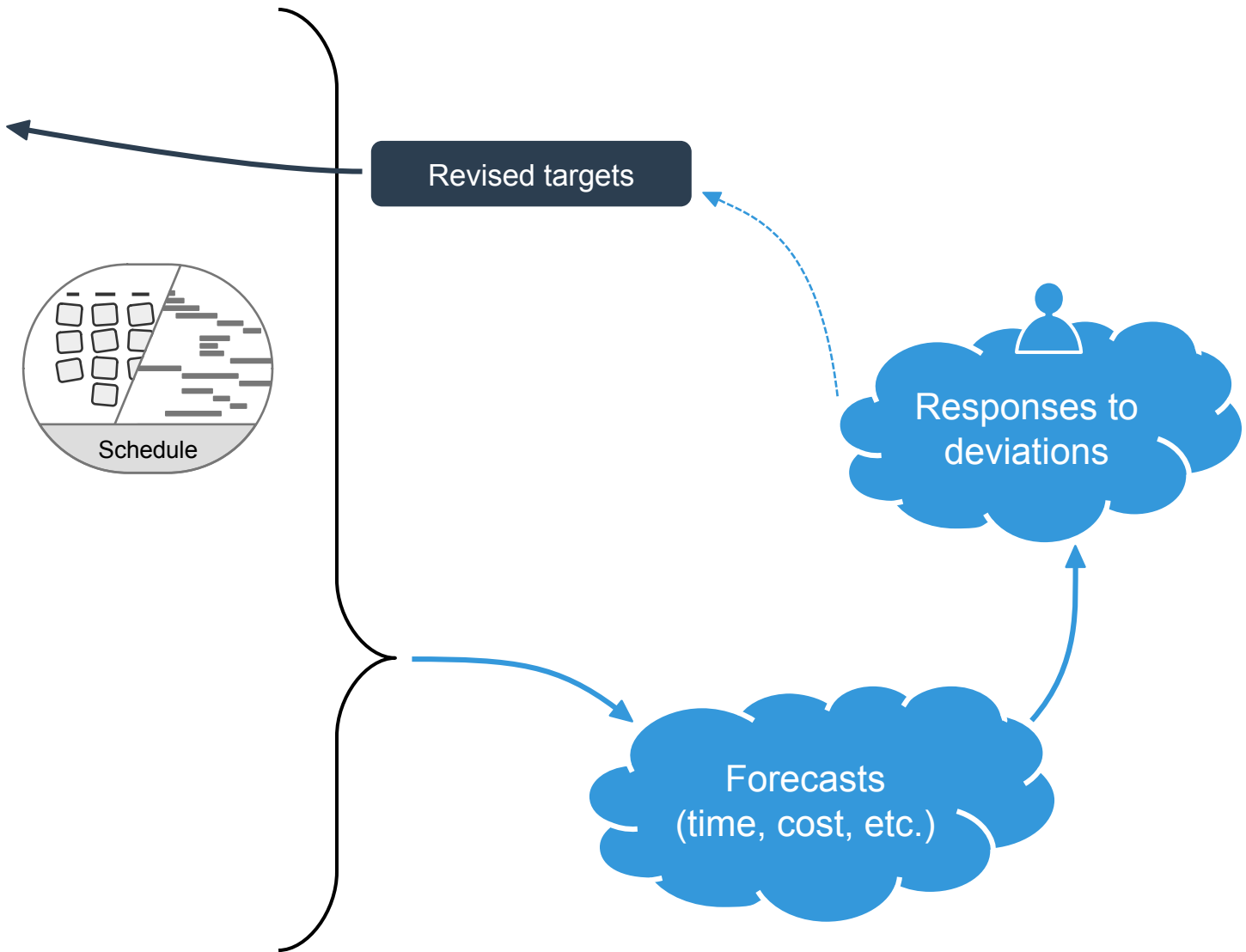
Revised targets



Responses to deviations



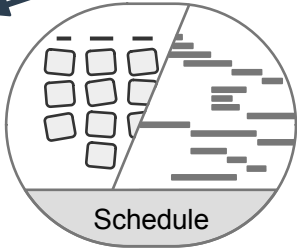
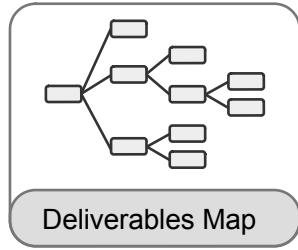
Forecasts  
(time, cost, etc.)



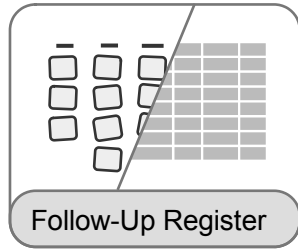
1



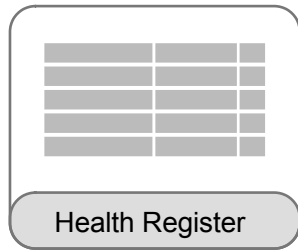
2



3

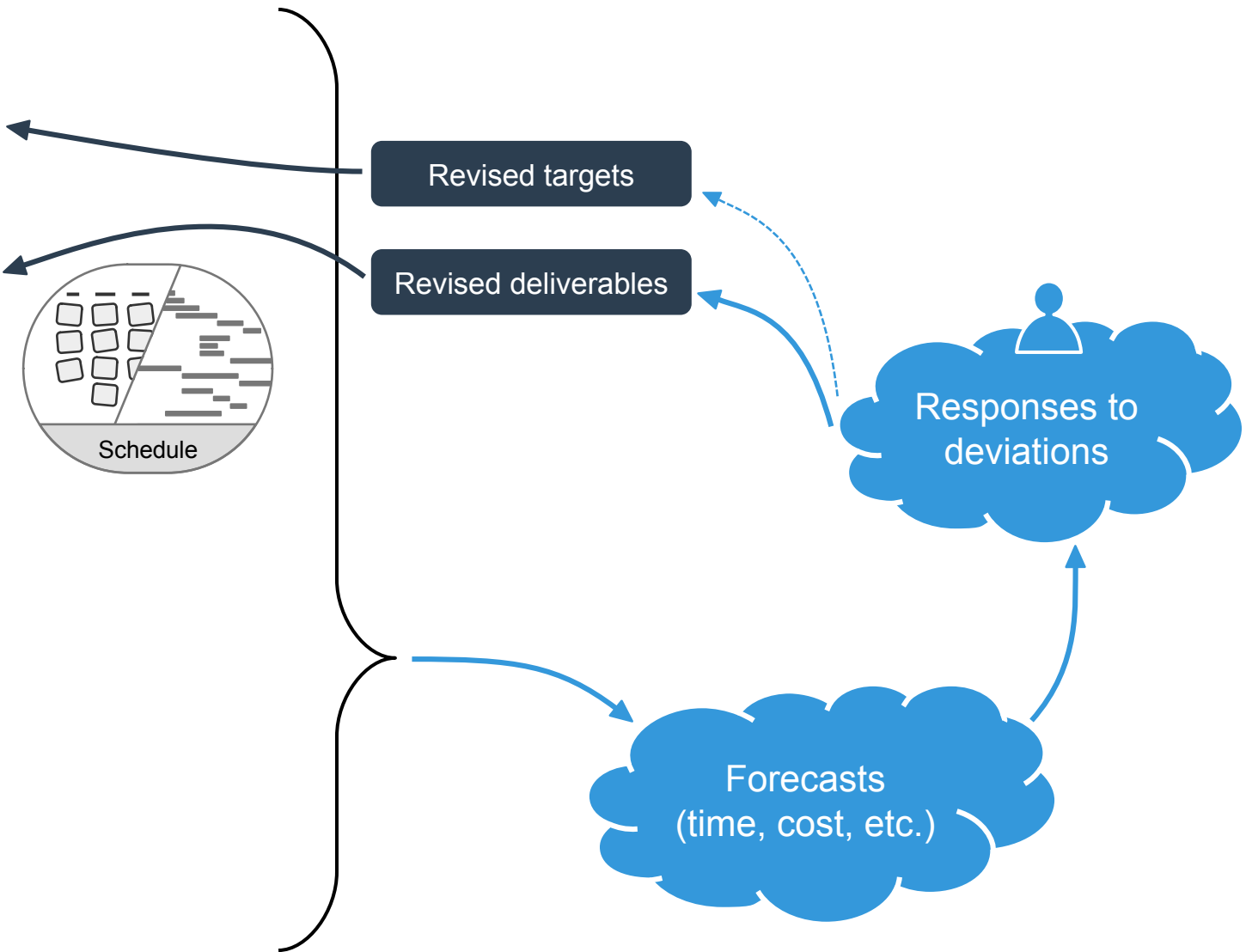
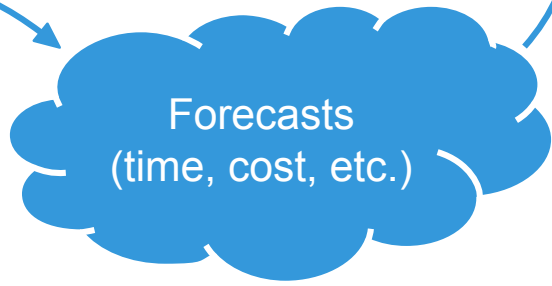


4



Revised targets

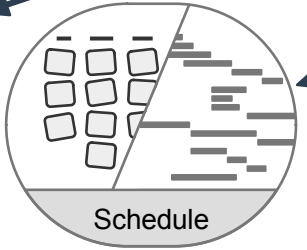
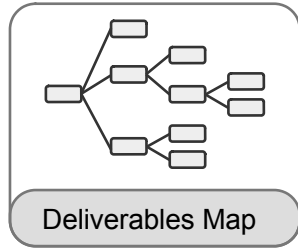
Revised deliverables



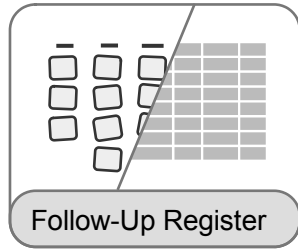
1



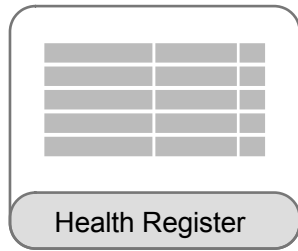
2



3



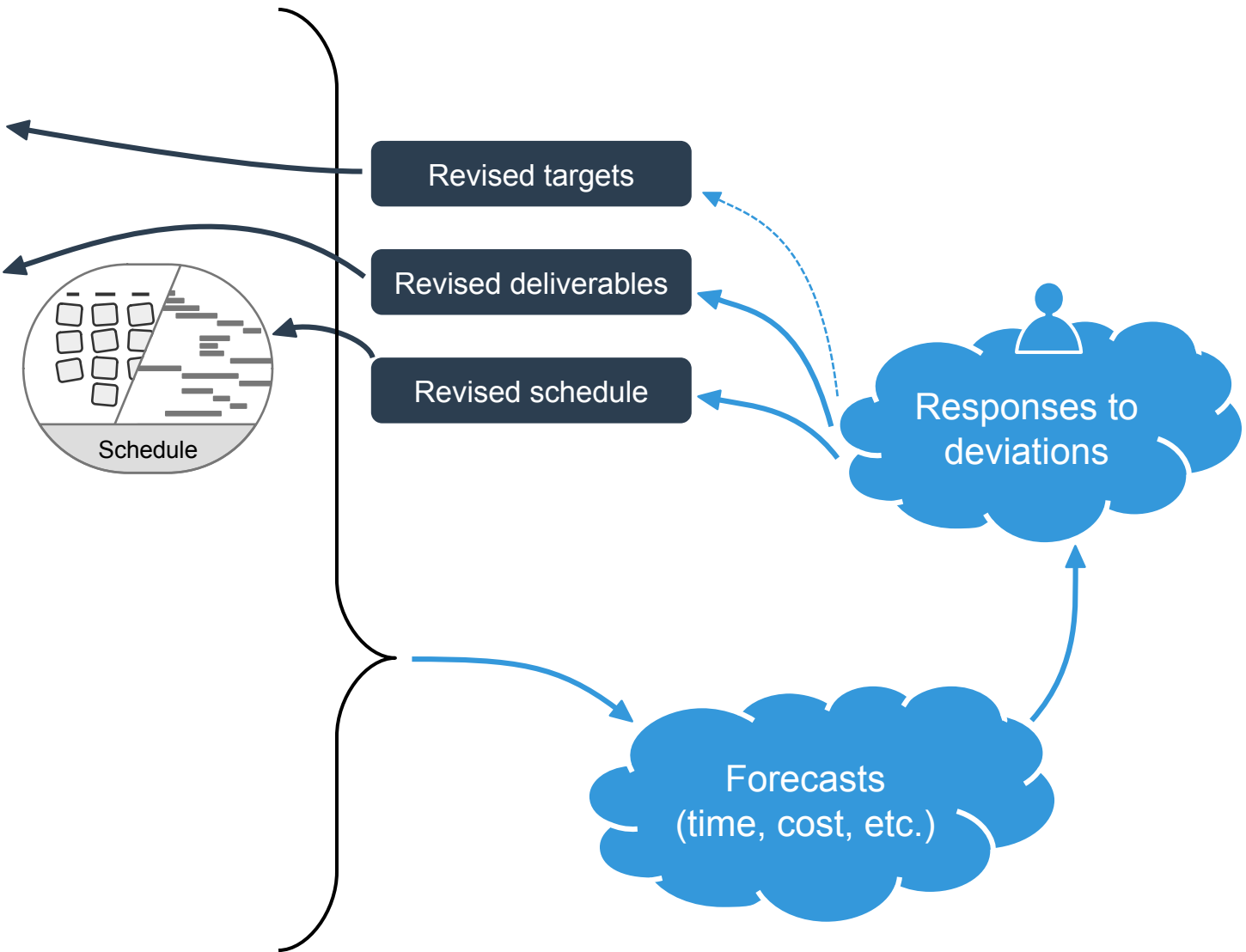
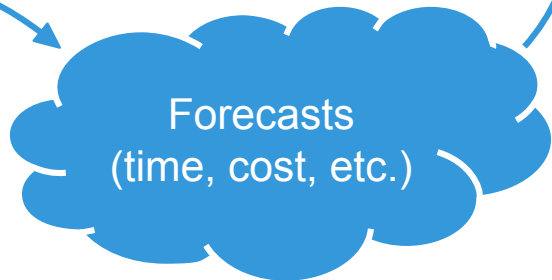
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Revised targets

Revised deliverables

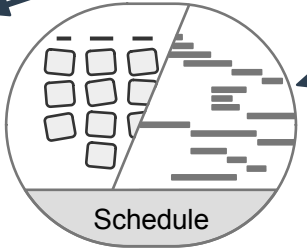
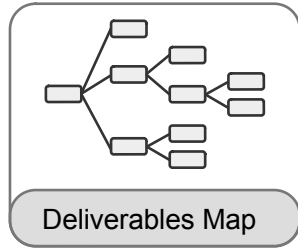
Revised schedule



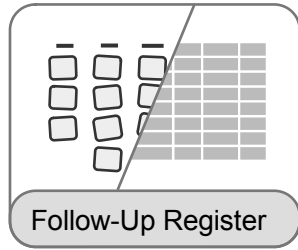
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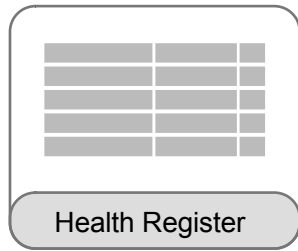
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3



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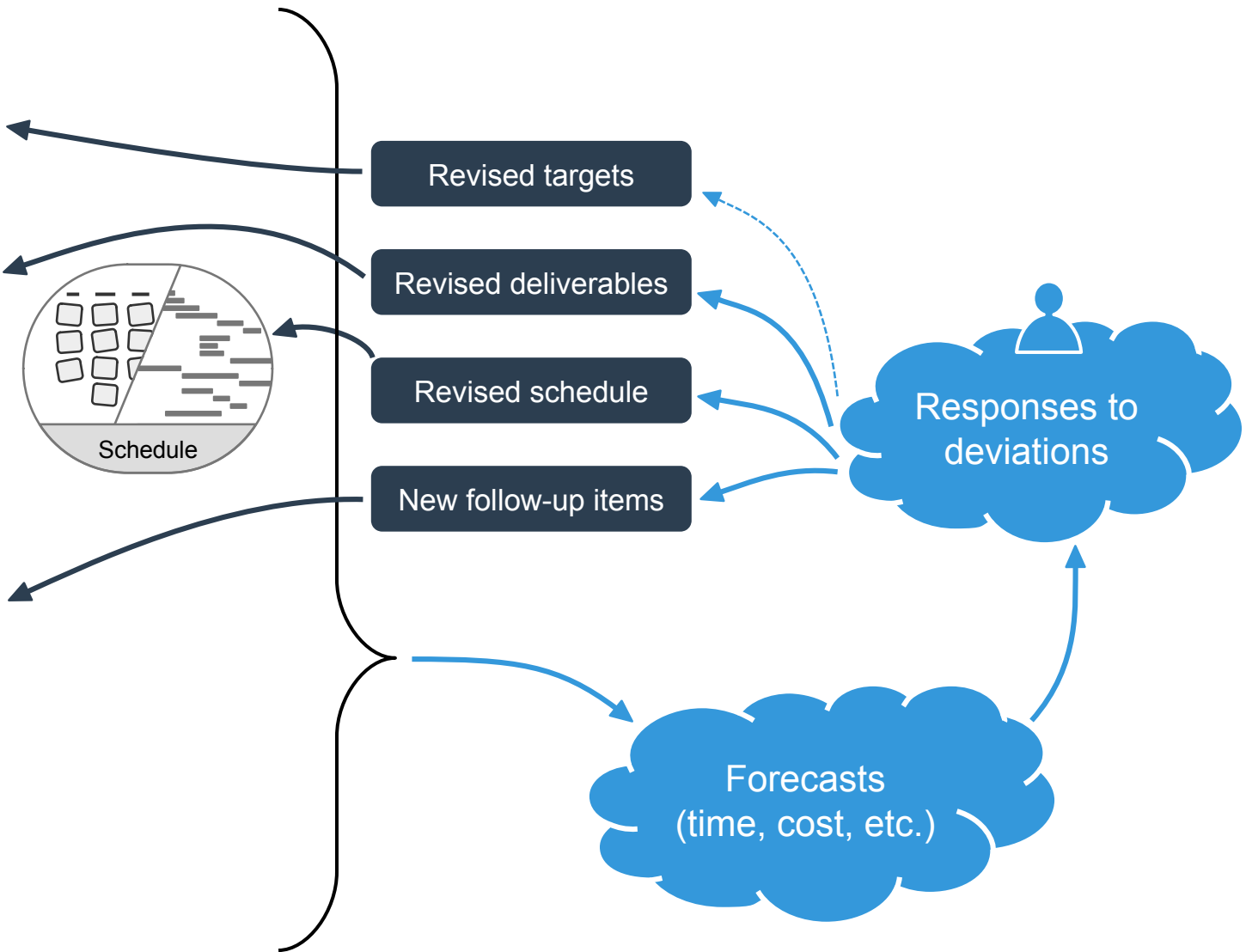
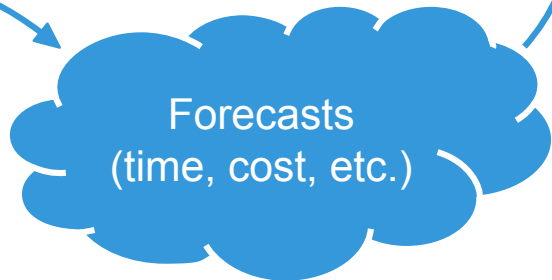


Revised targets

Revised deliverables

Revised schedule

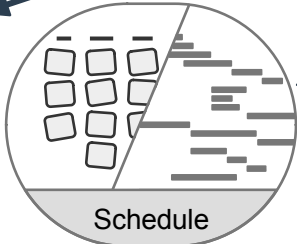
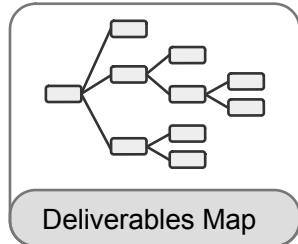
New follow-up items



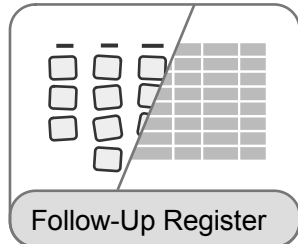
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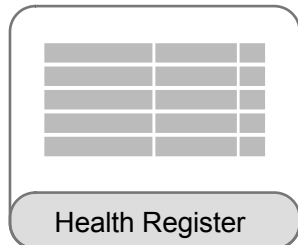
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3



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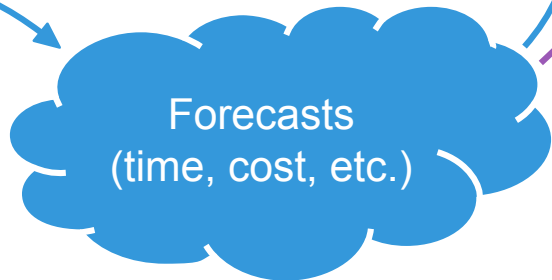


Revised targets

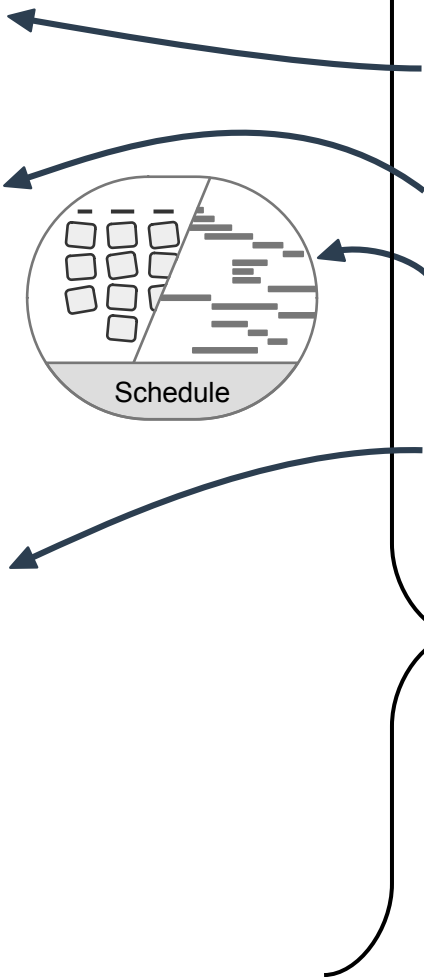
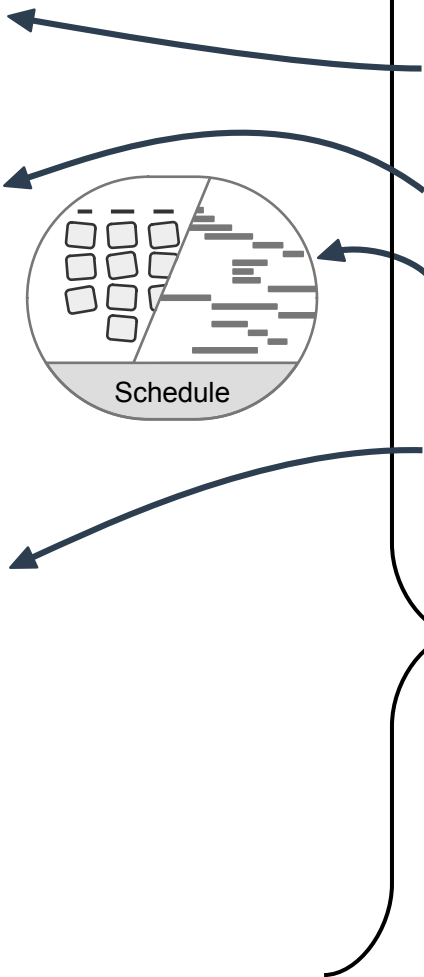
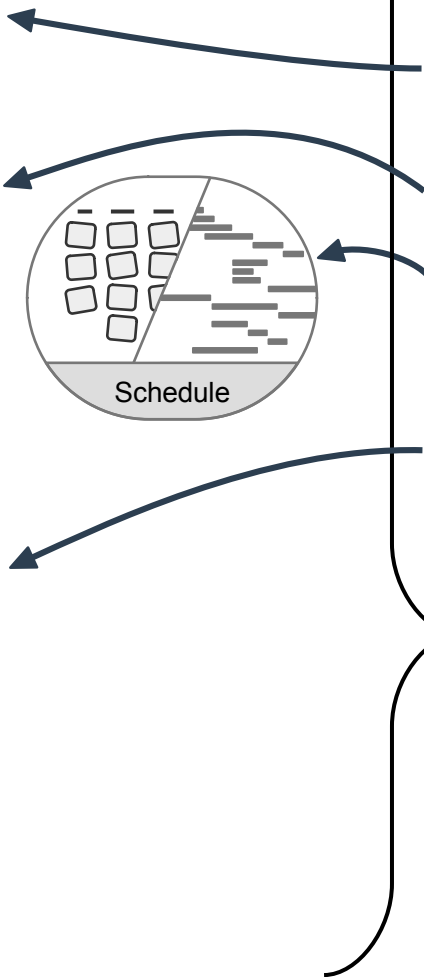
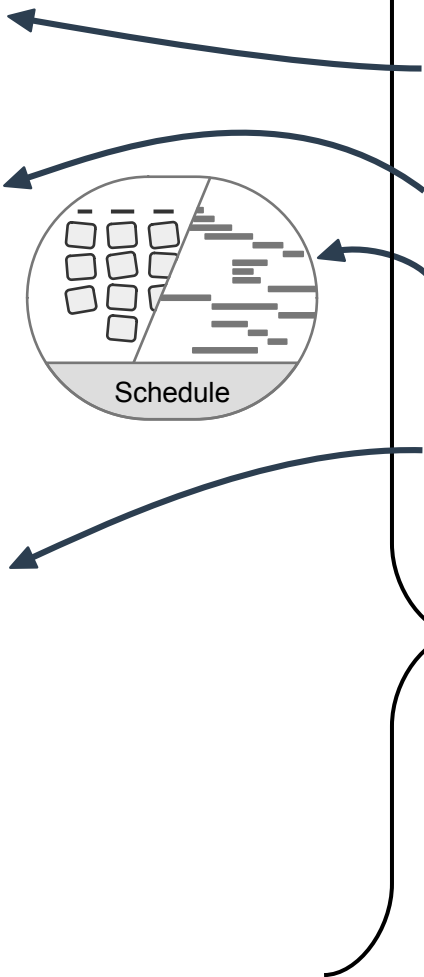
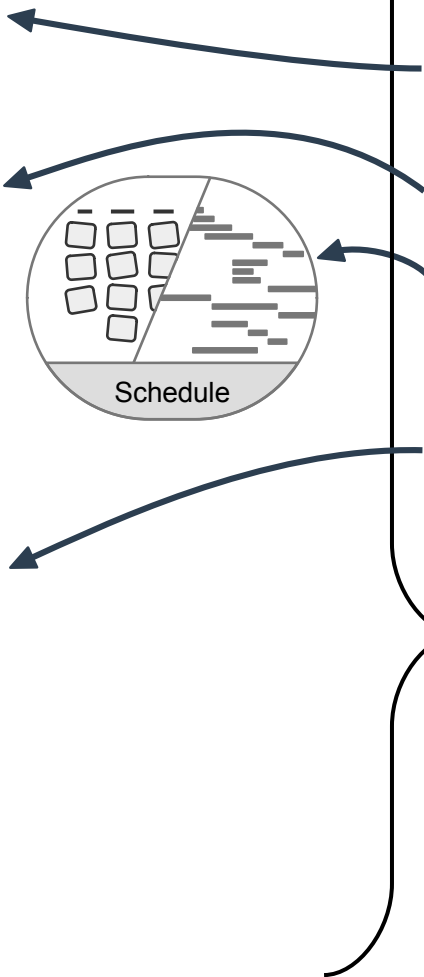
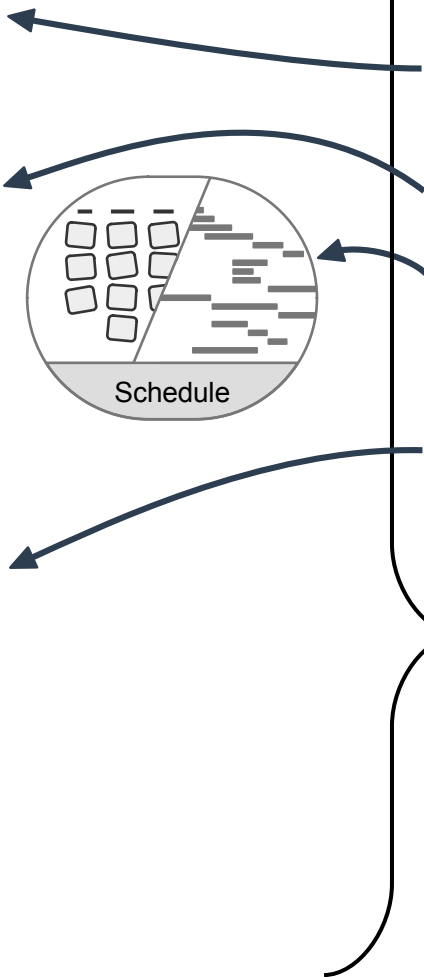
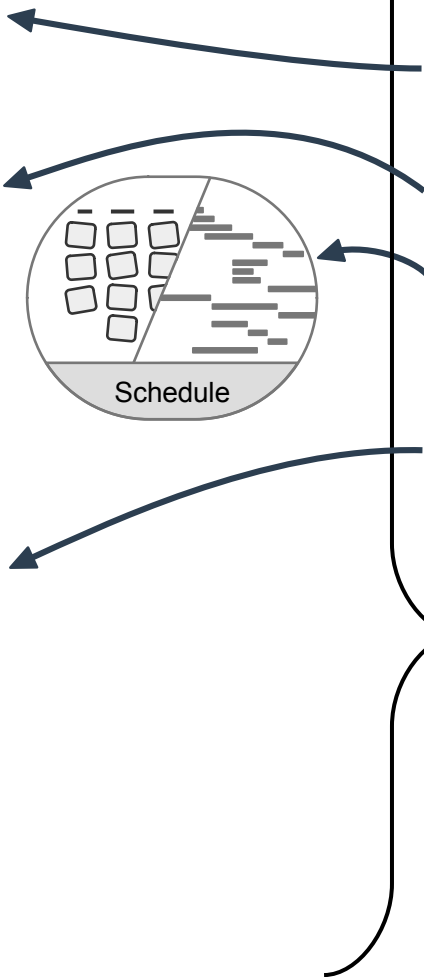
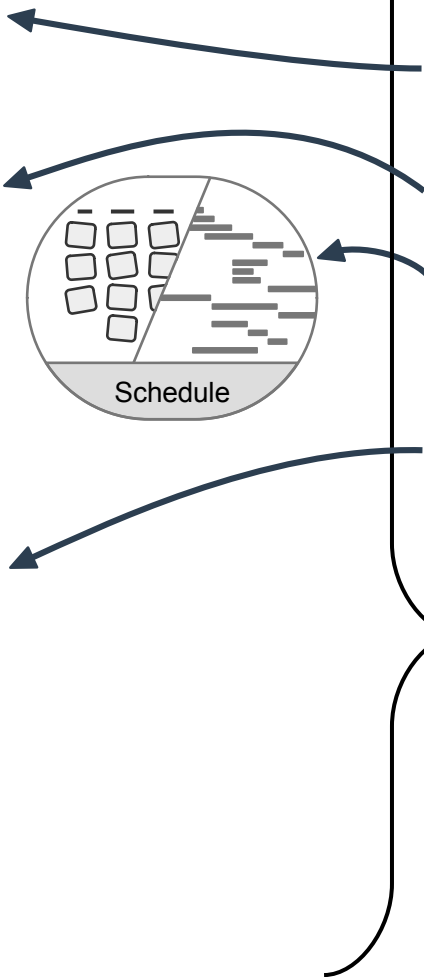
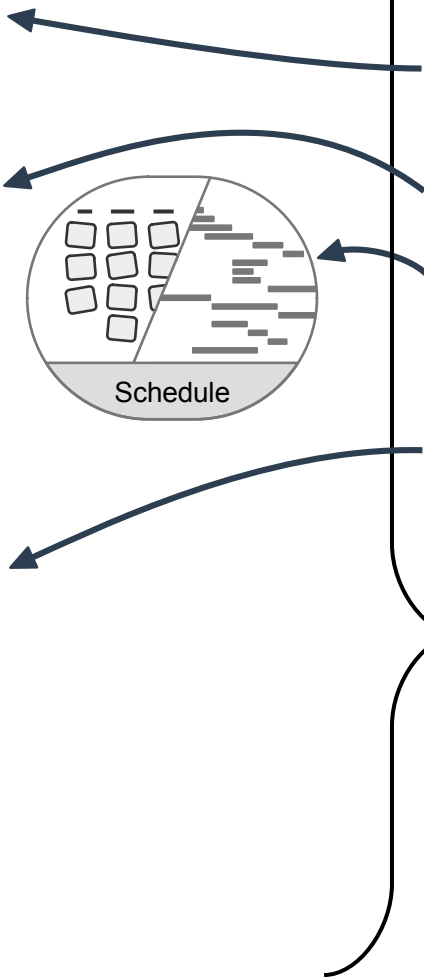
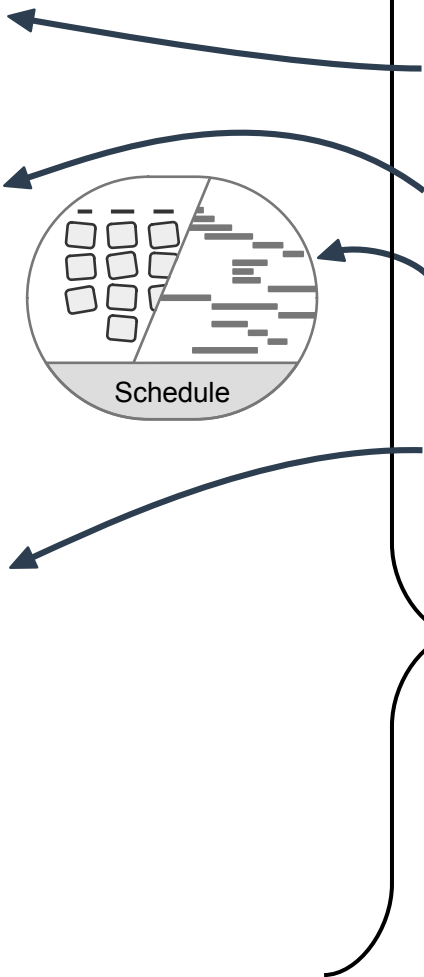
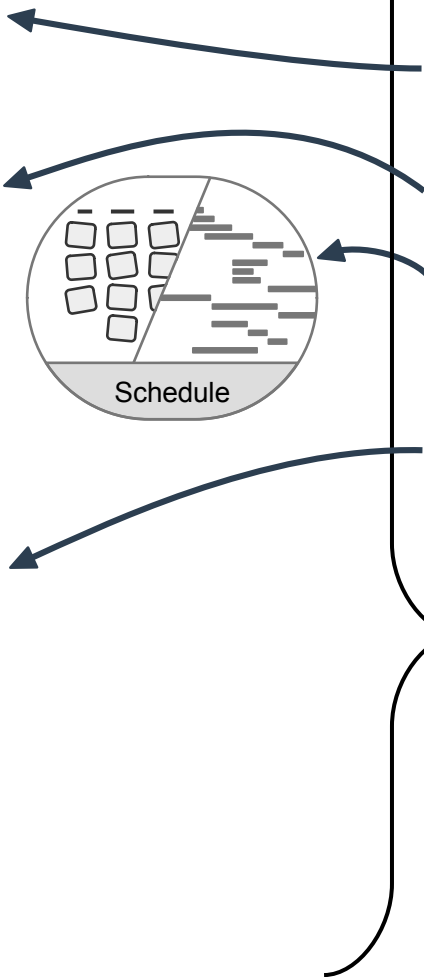
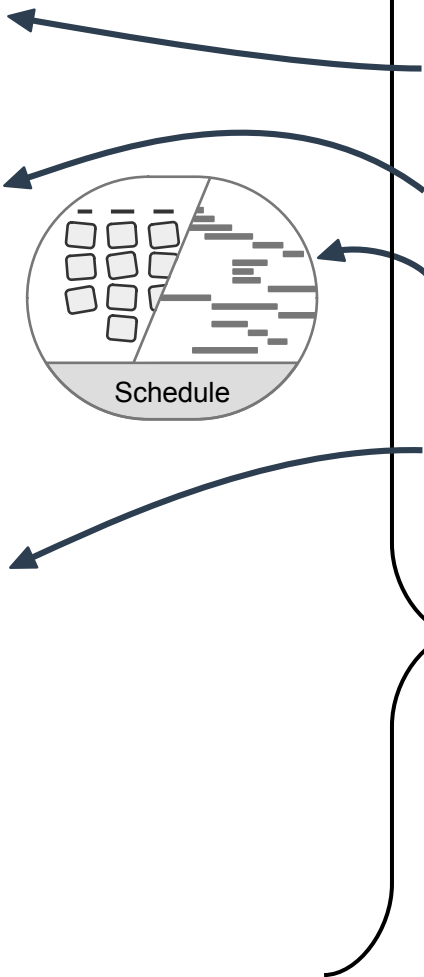
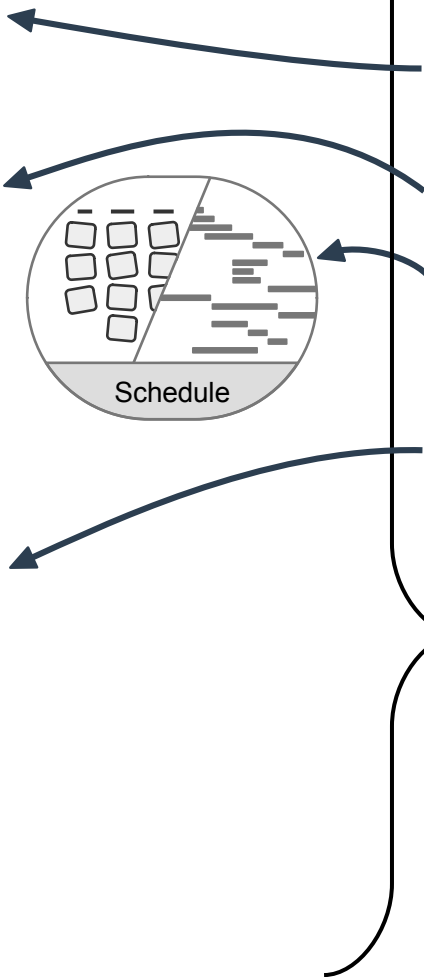
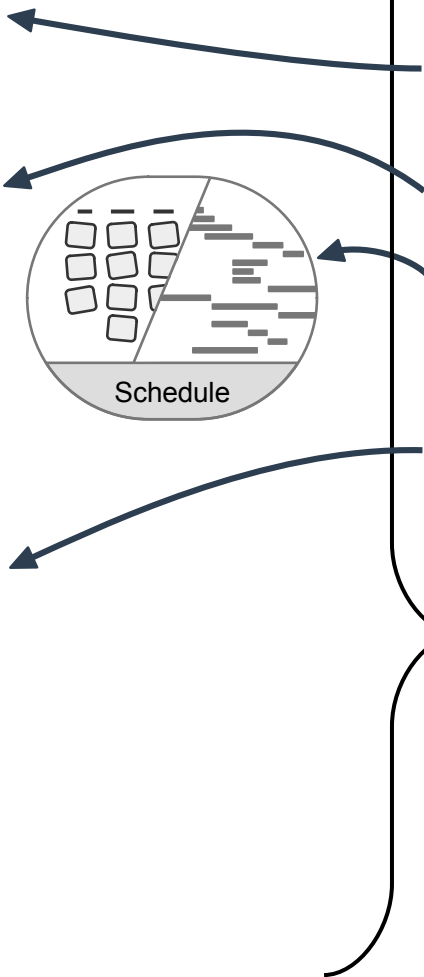
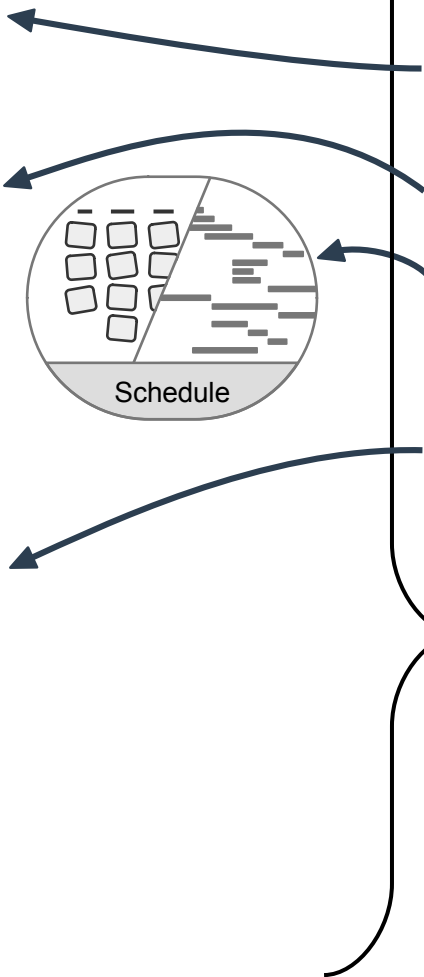
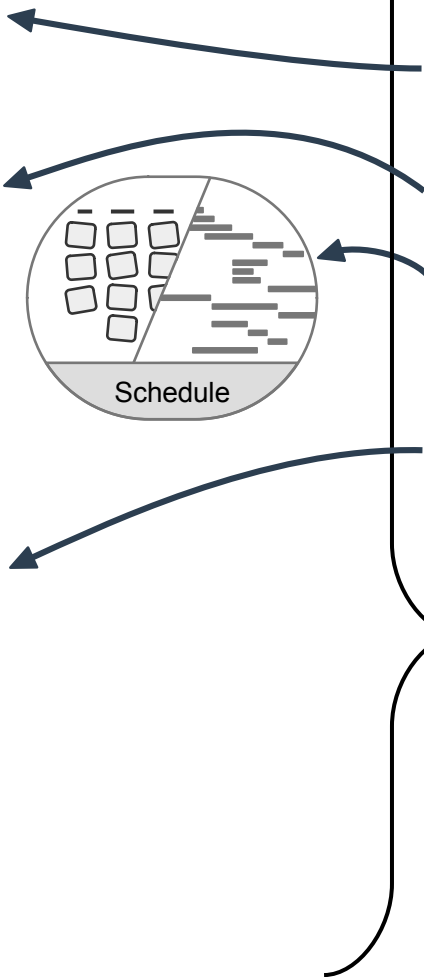
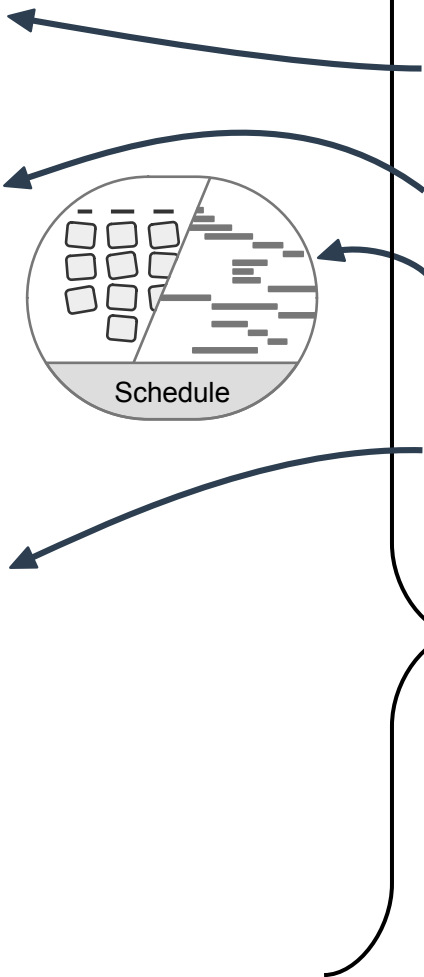
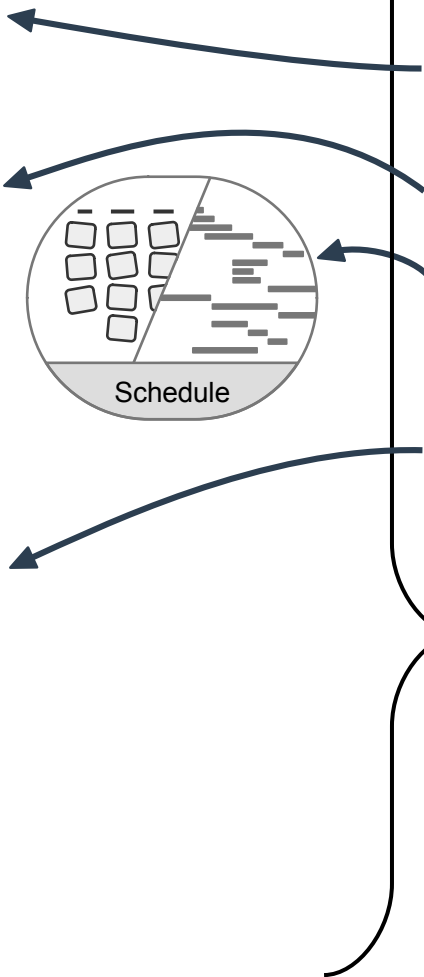
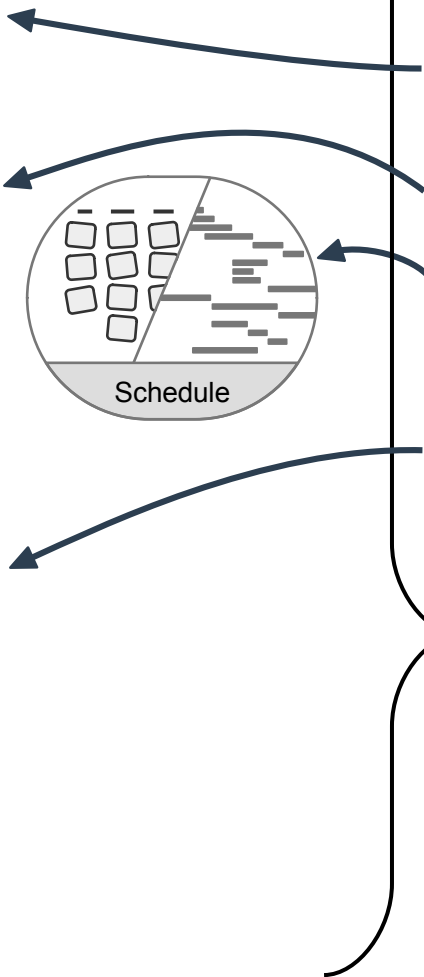
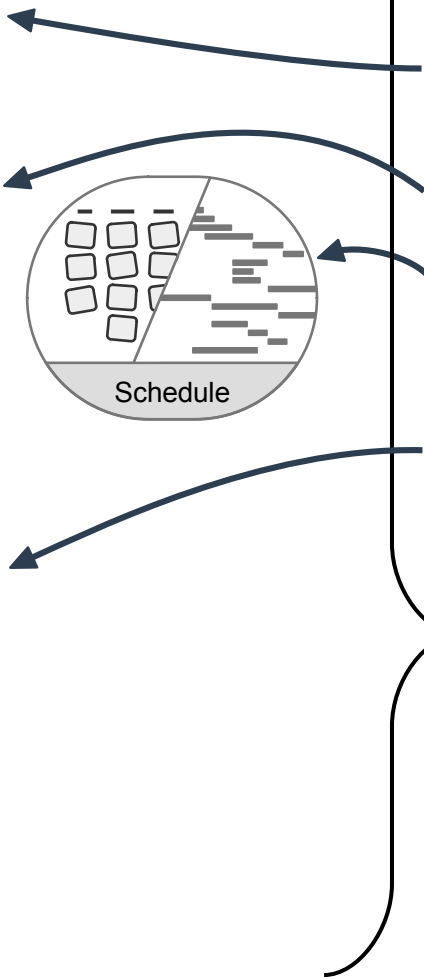
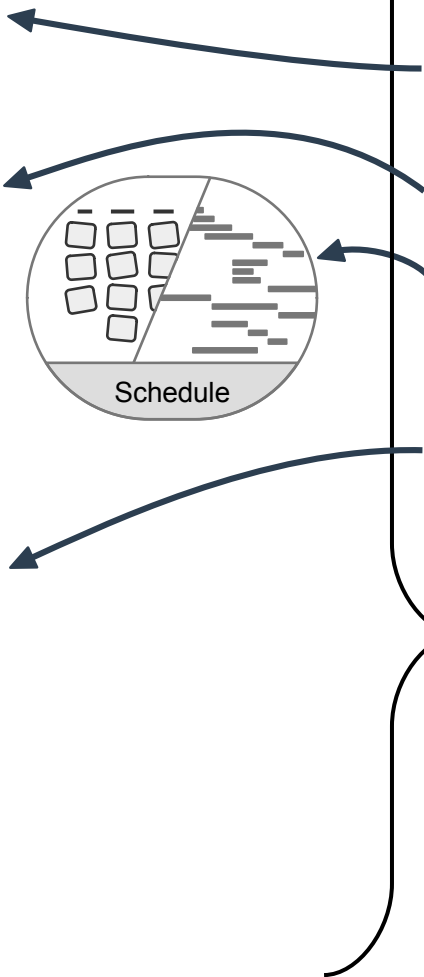
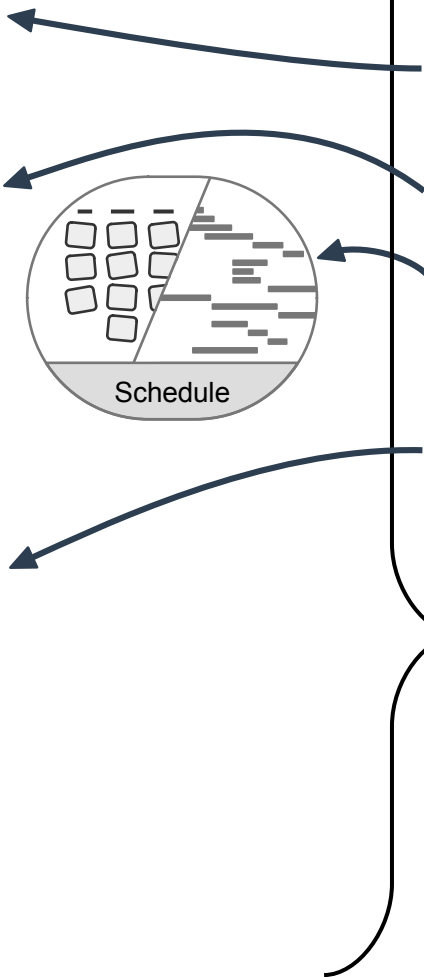
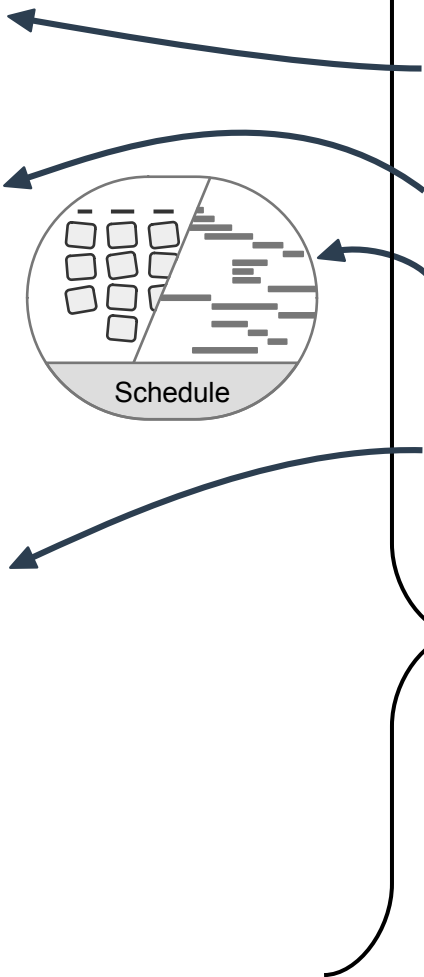
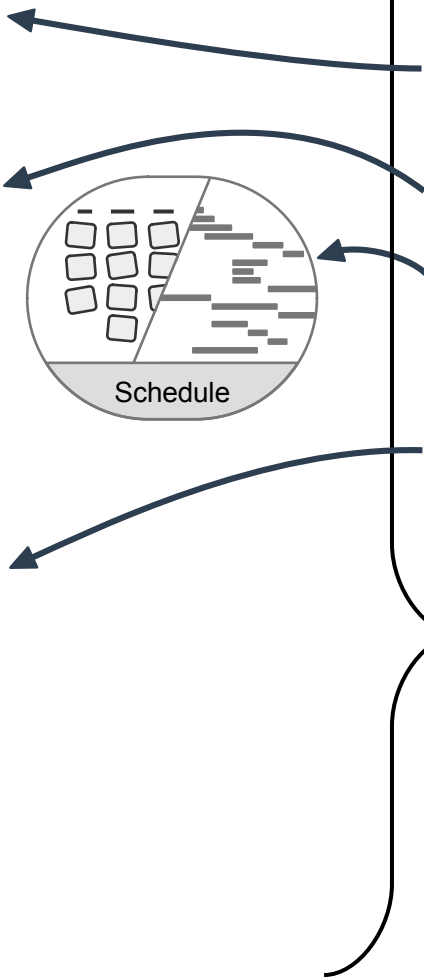
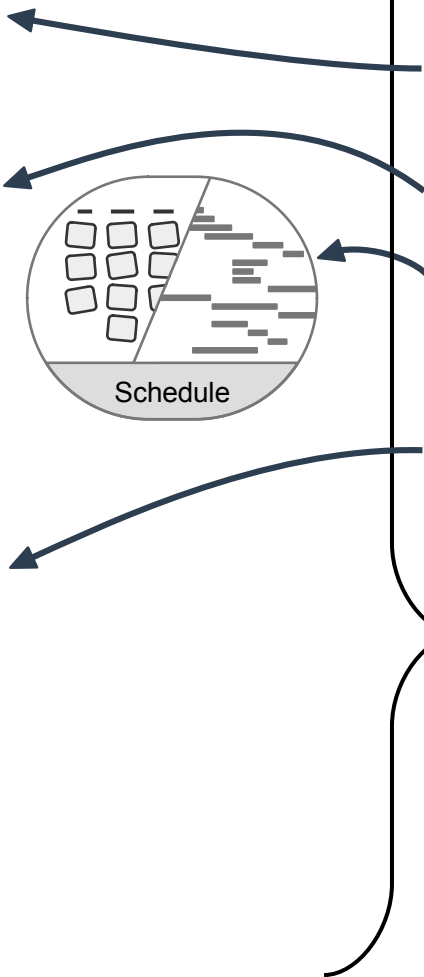
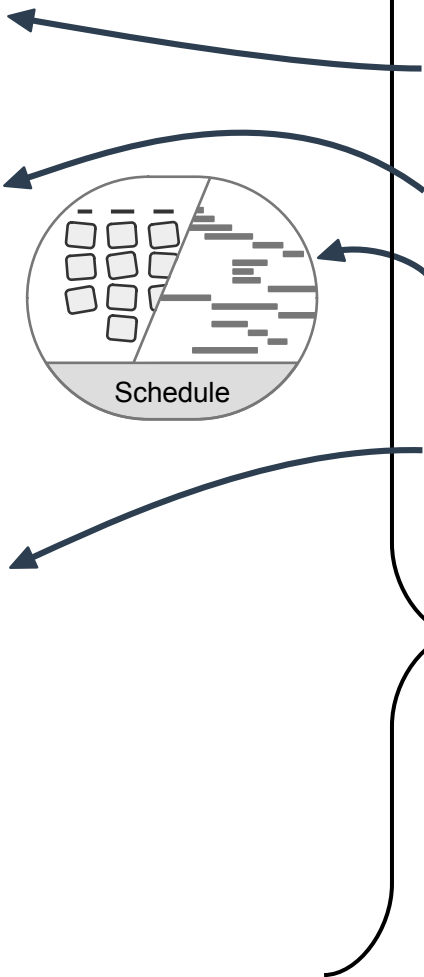
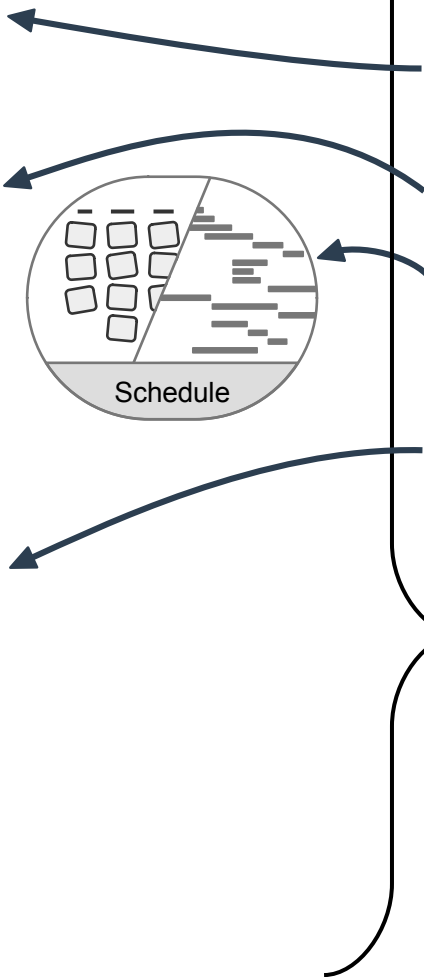
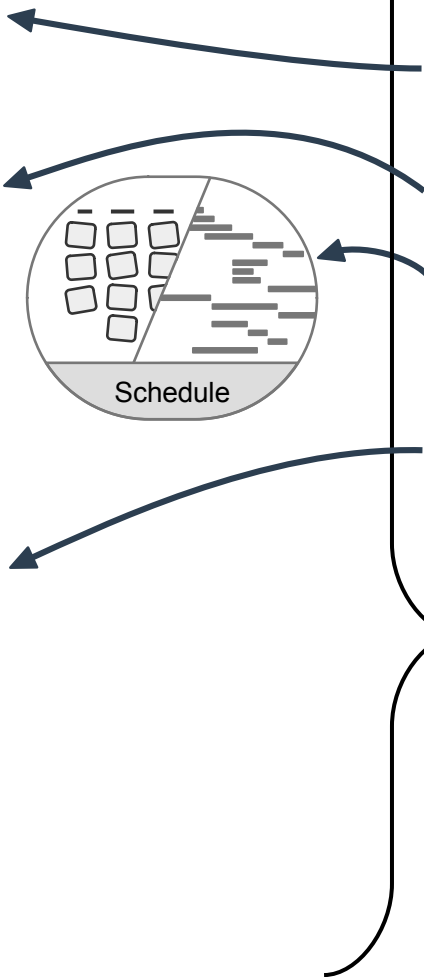
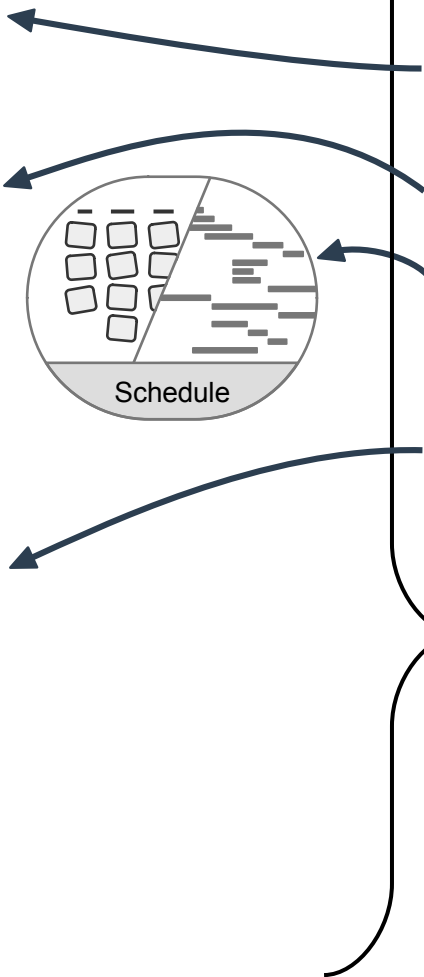
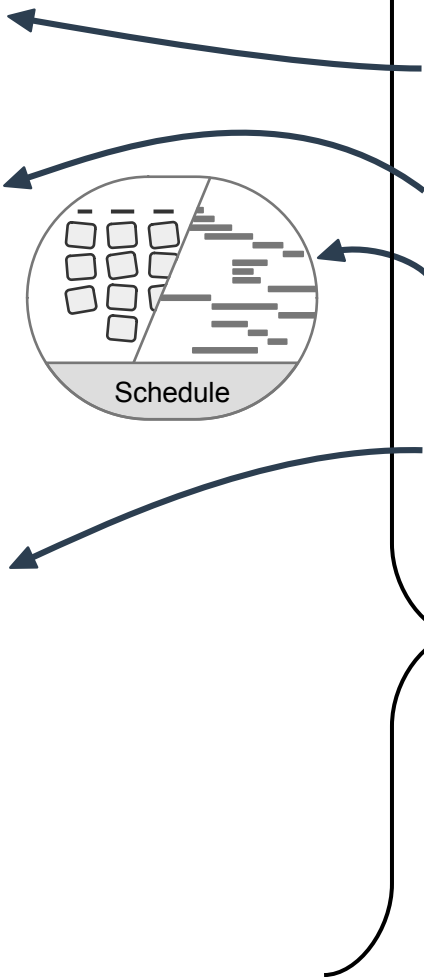
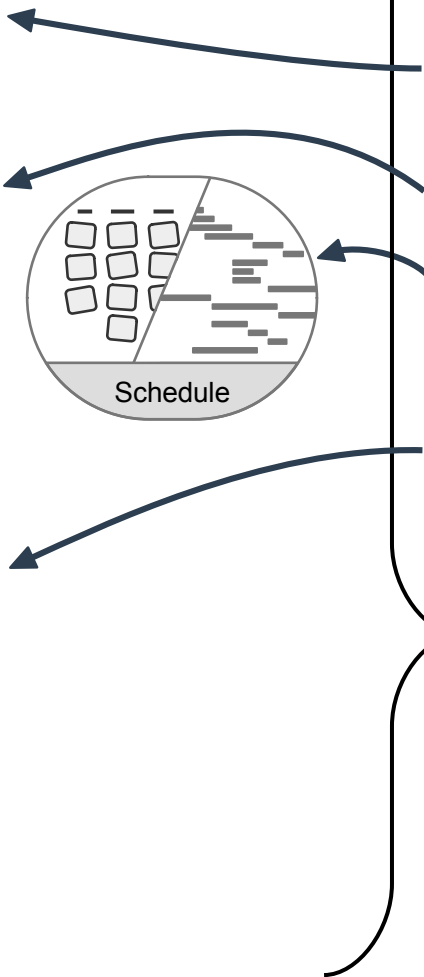
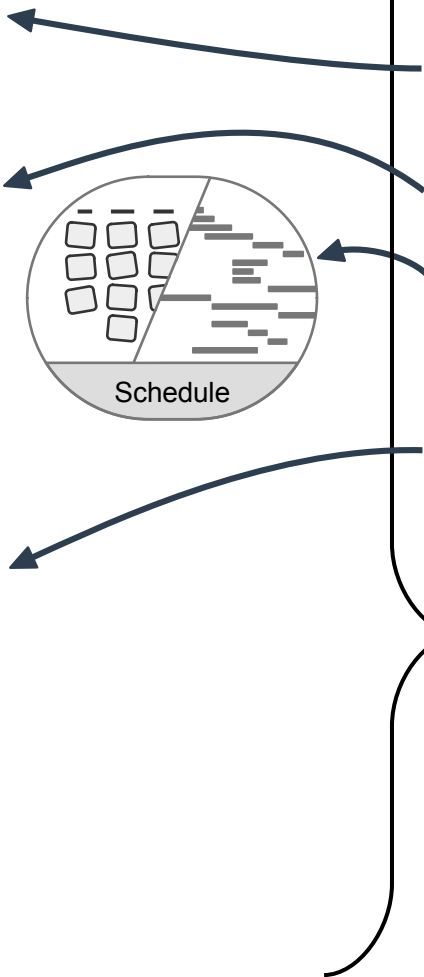
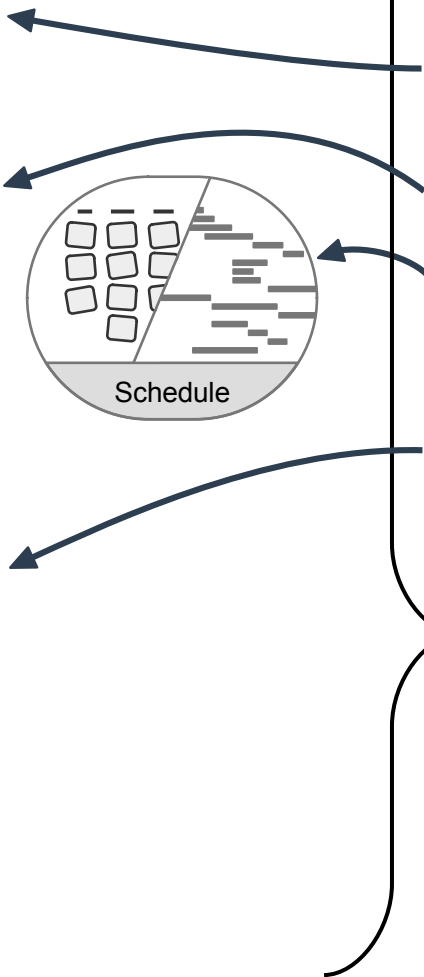
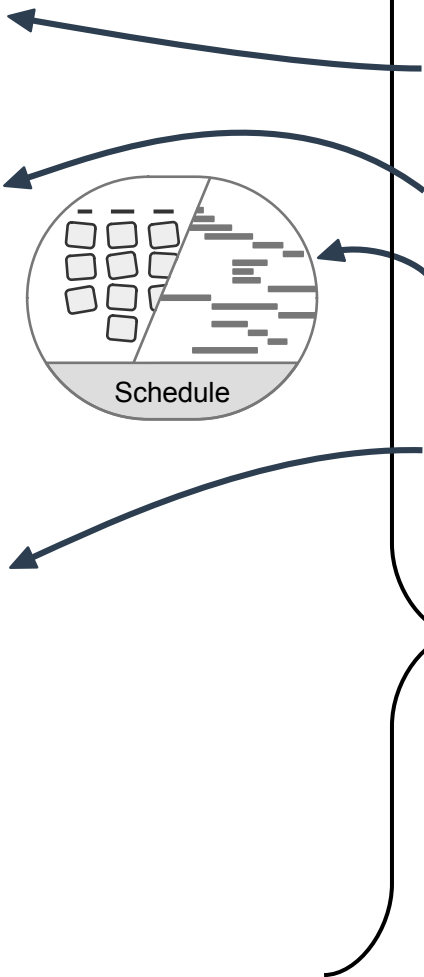
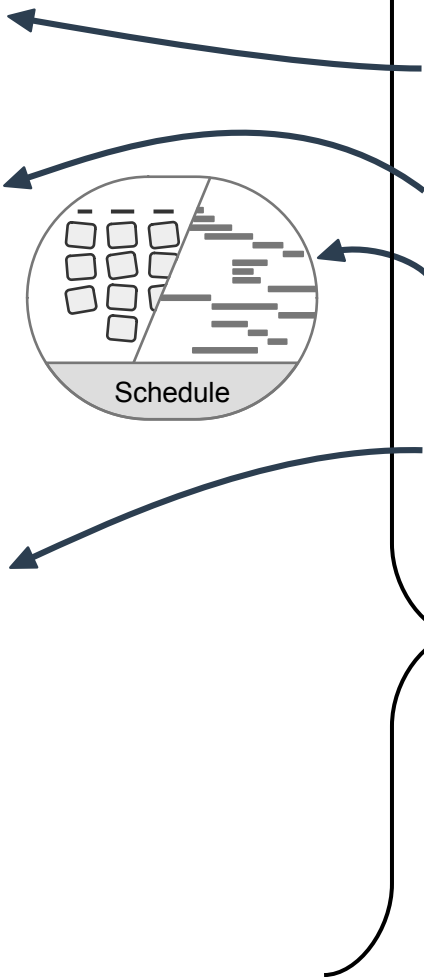
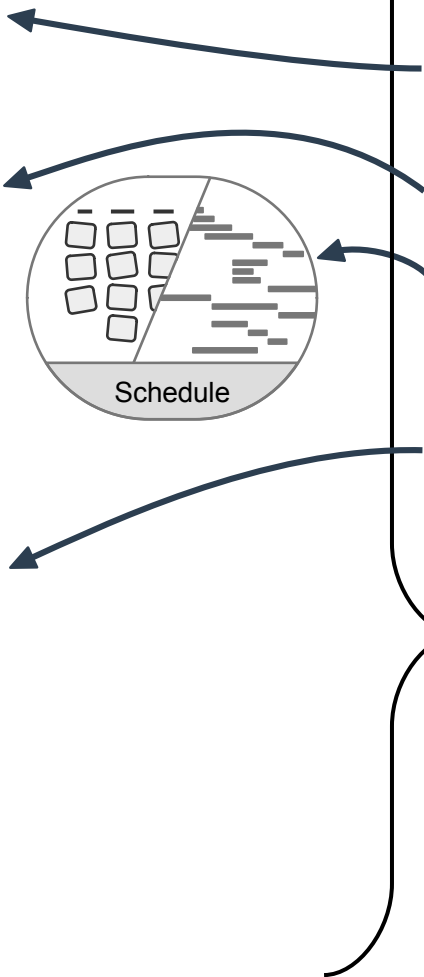
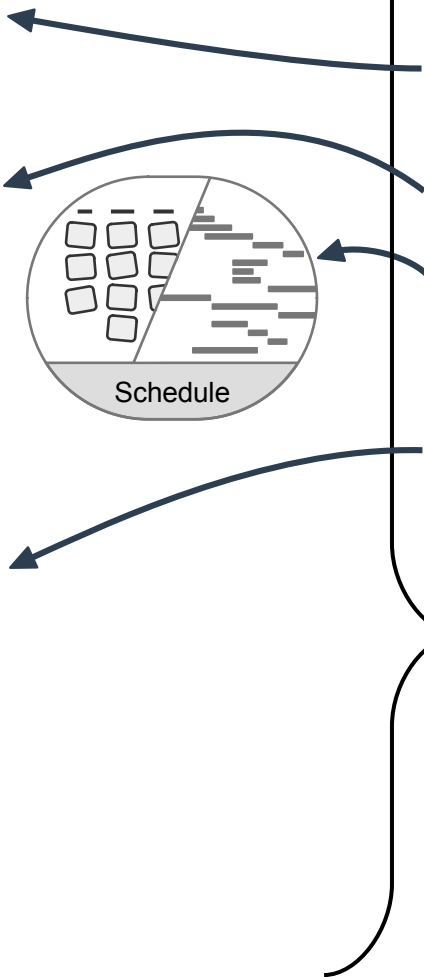
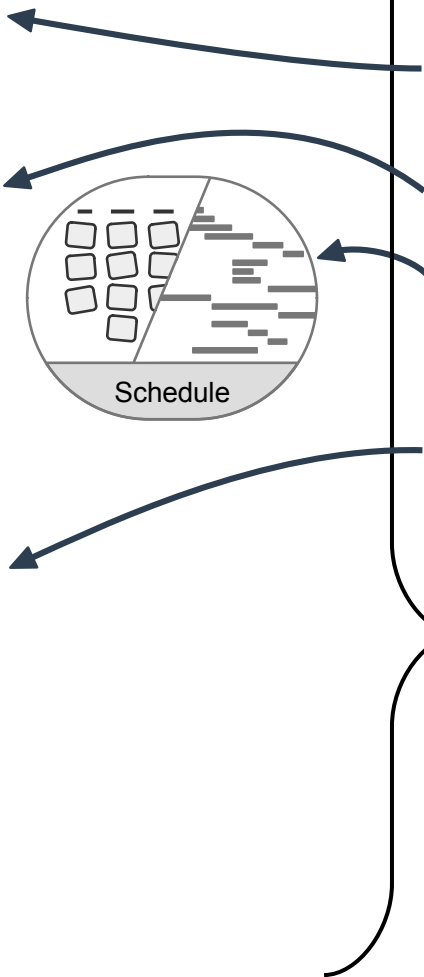
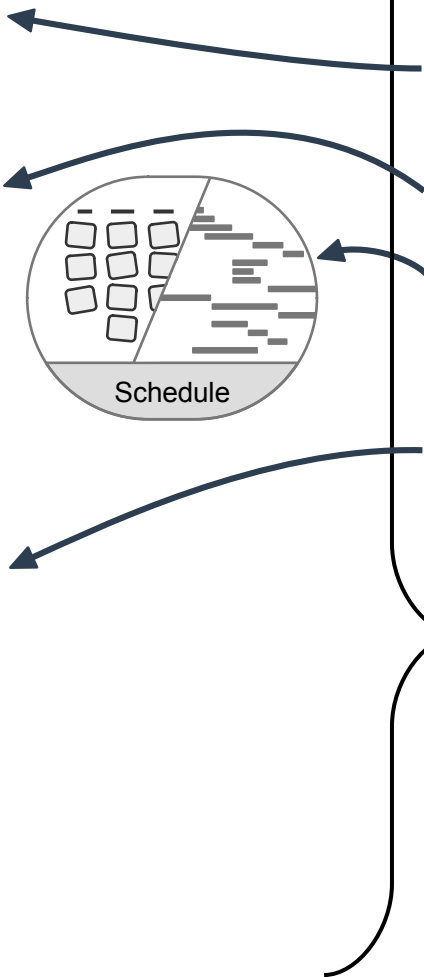
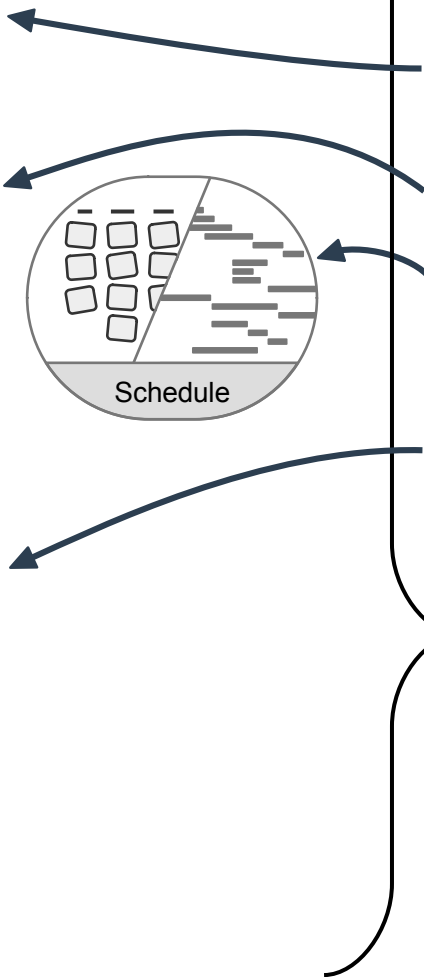
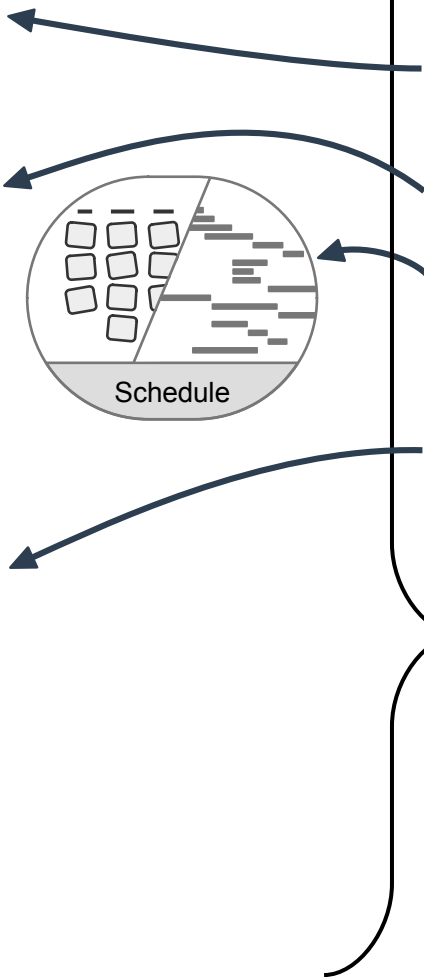
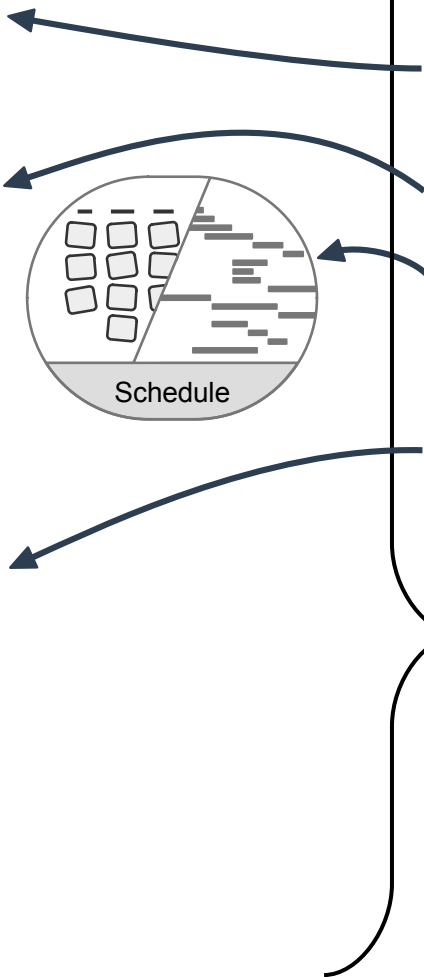
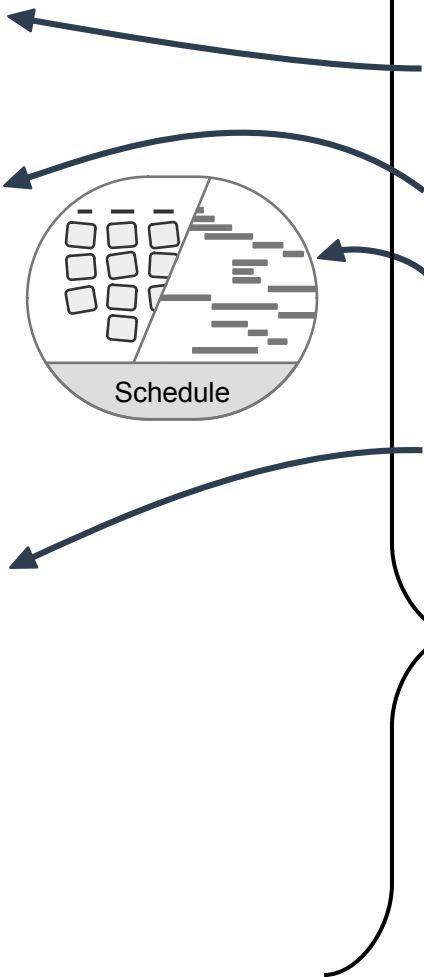
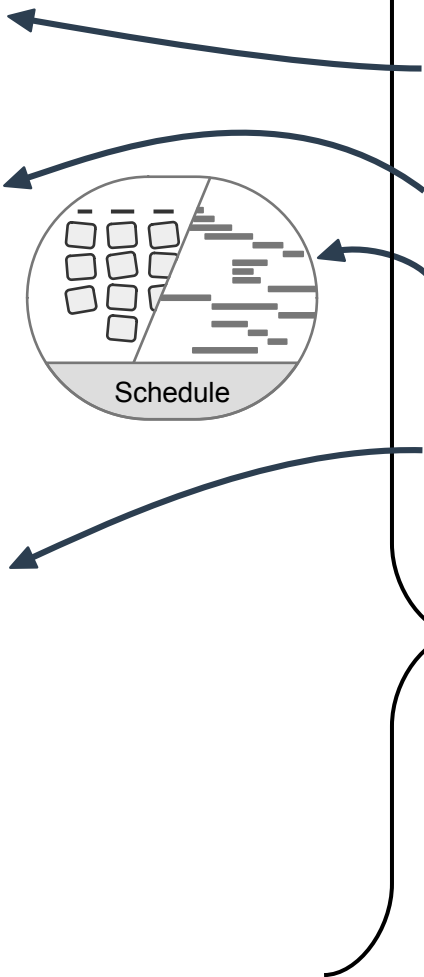
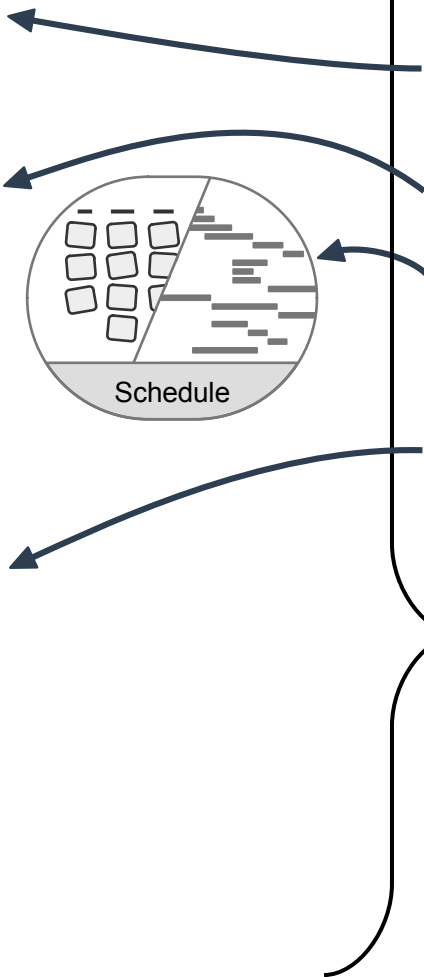
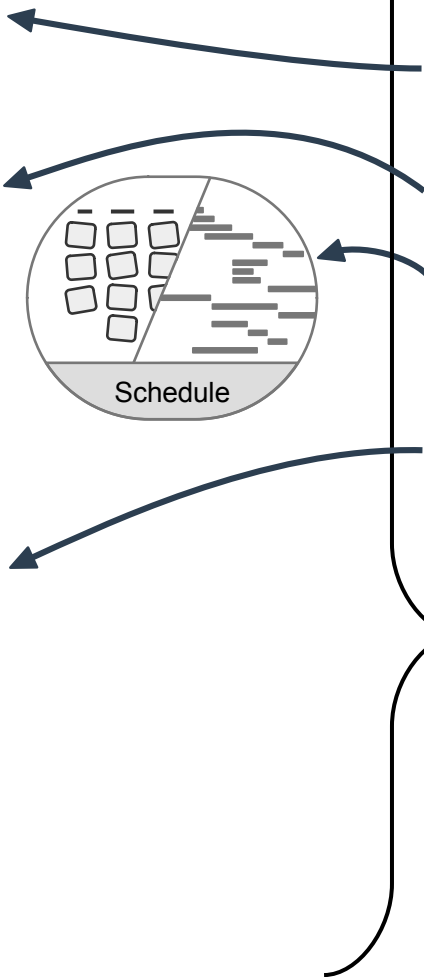
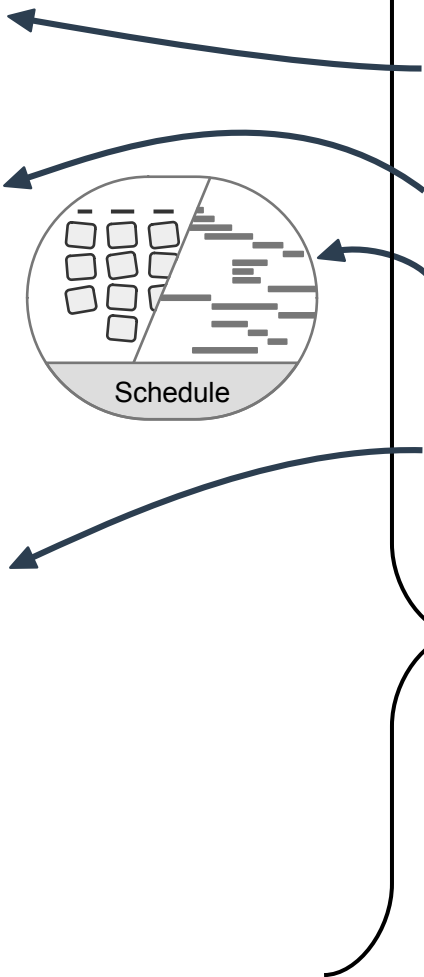
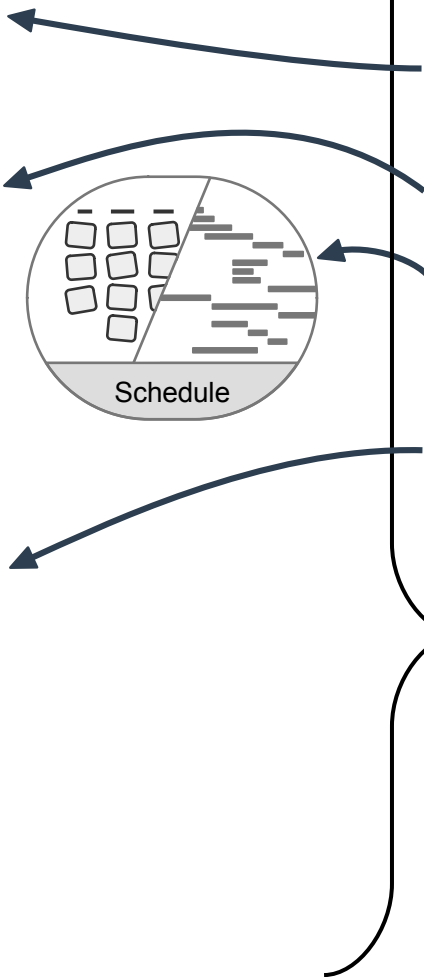
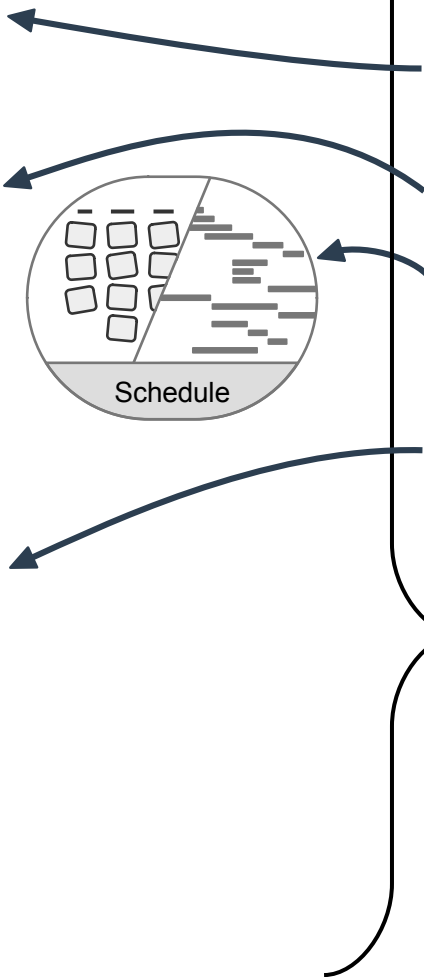
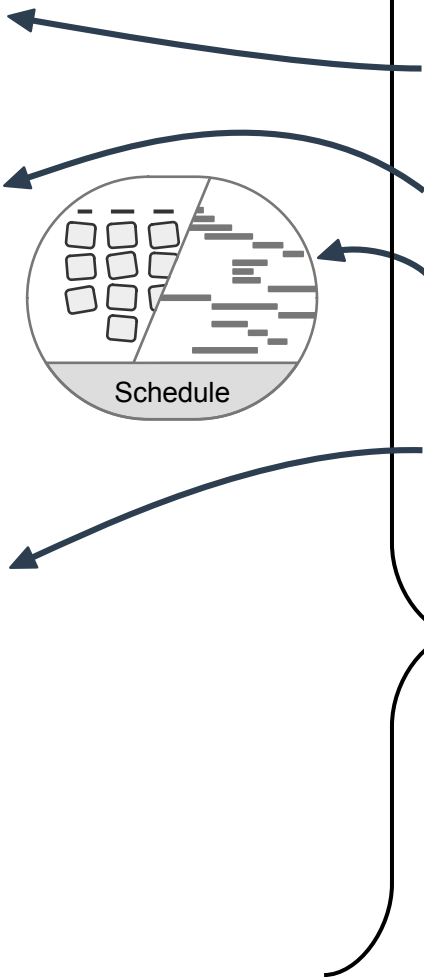
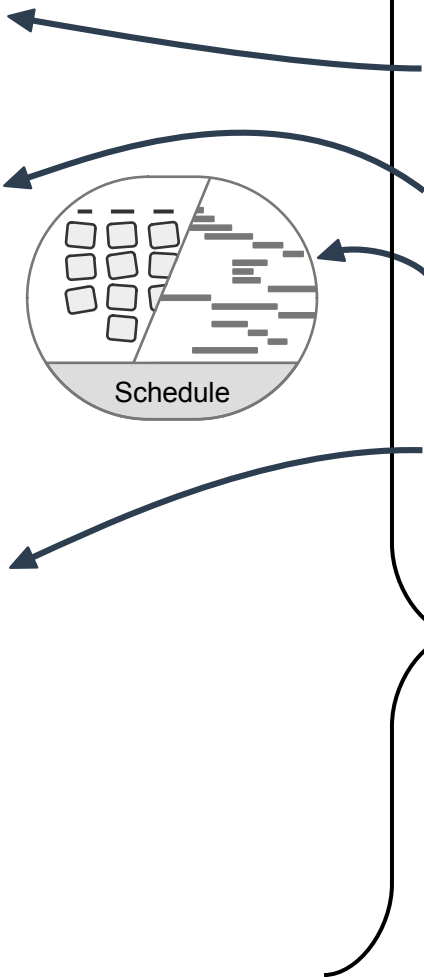
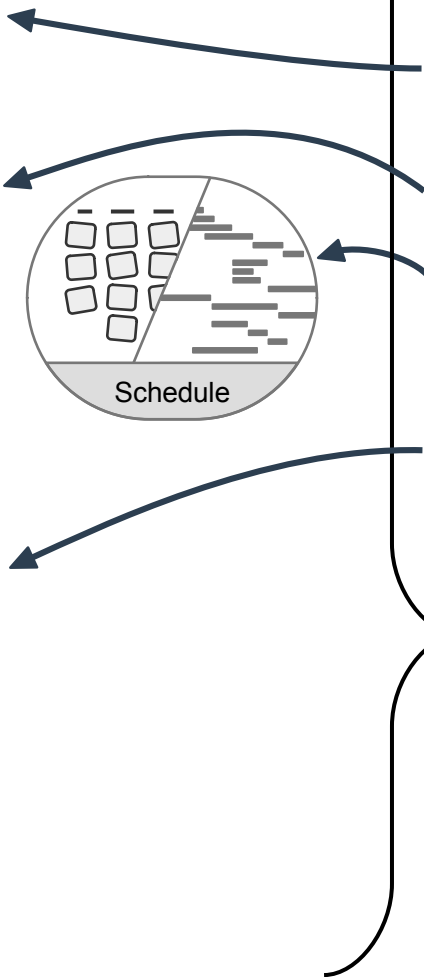
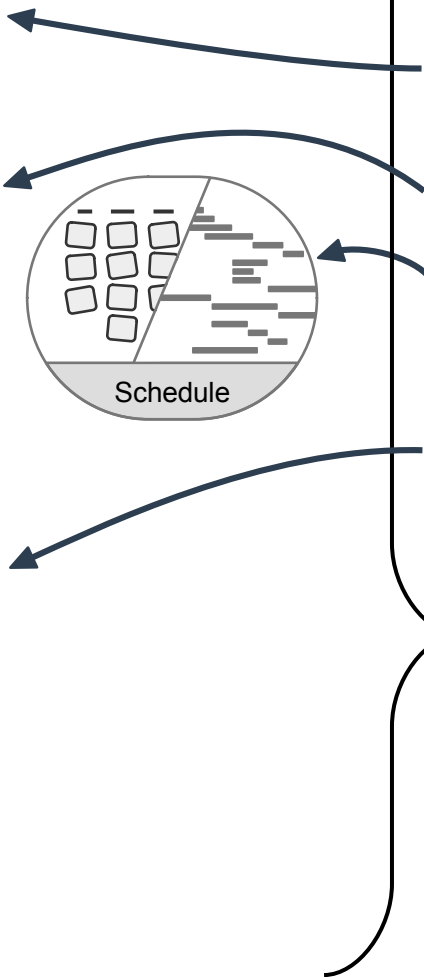
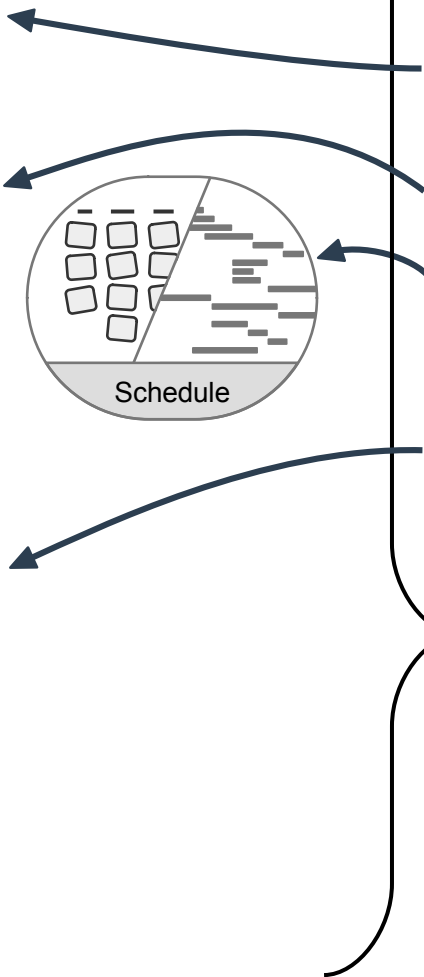
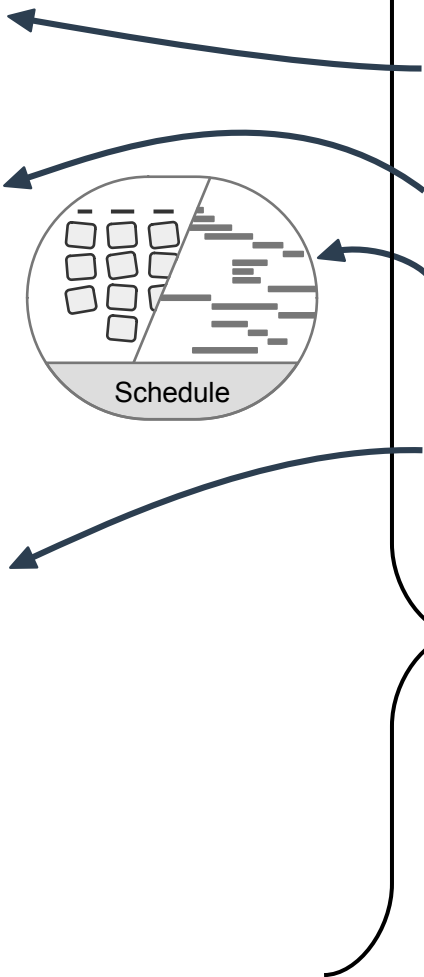
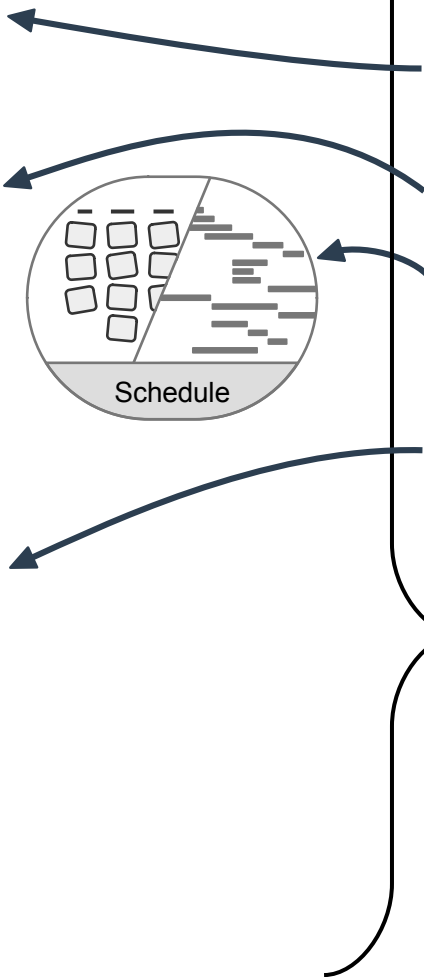
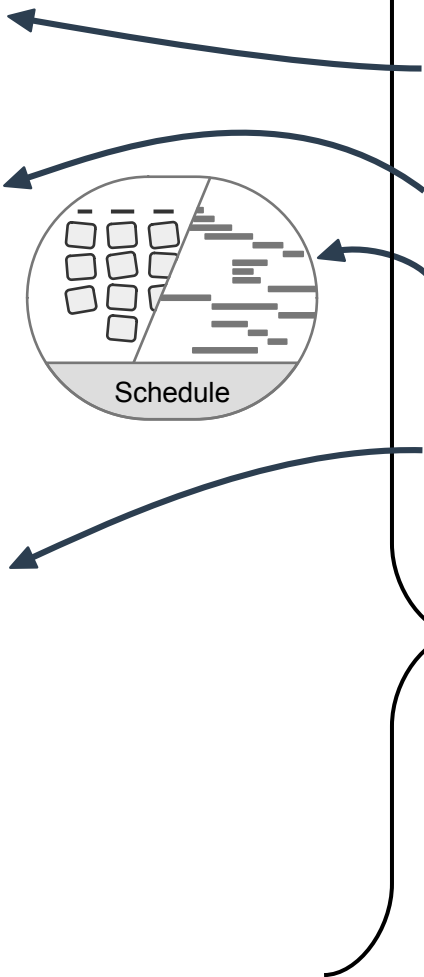
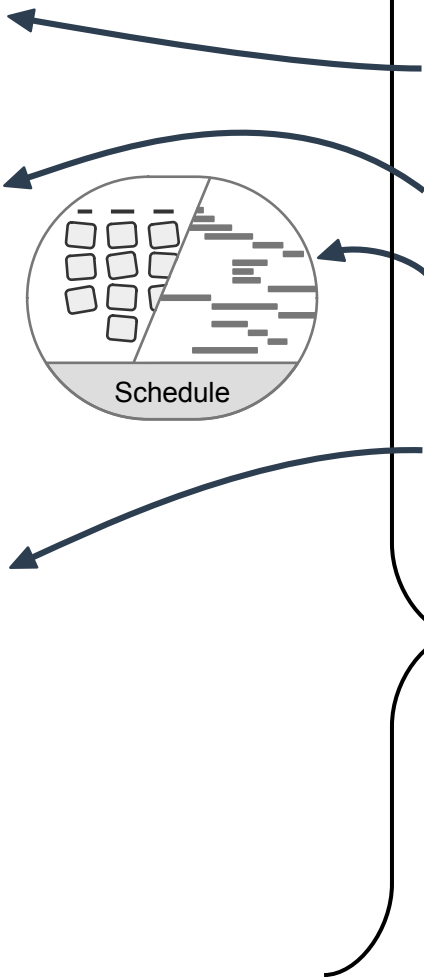
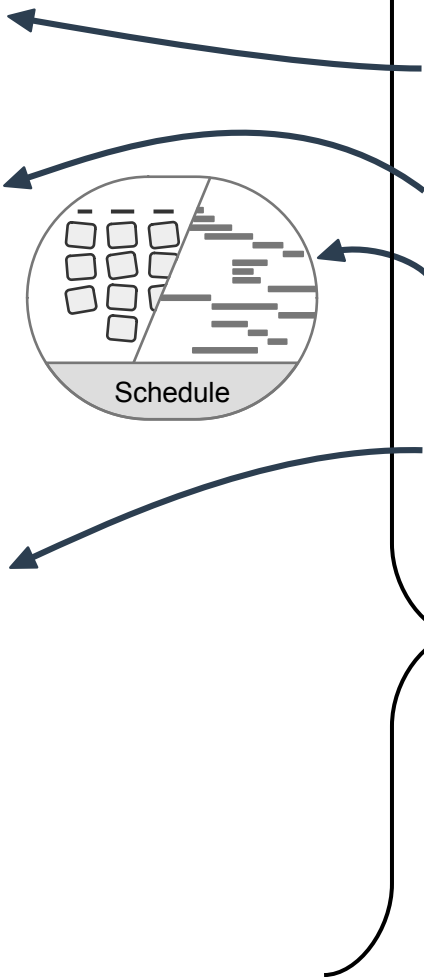
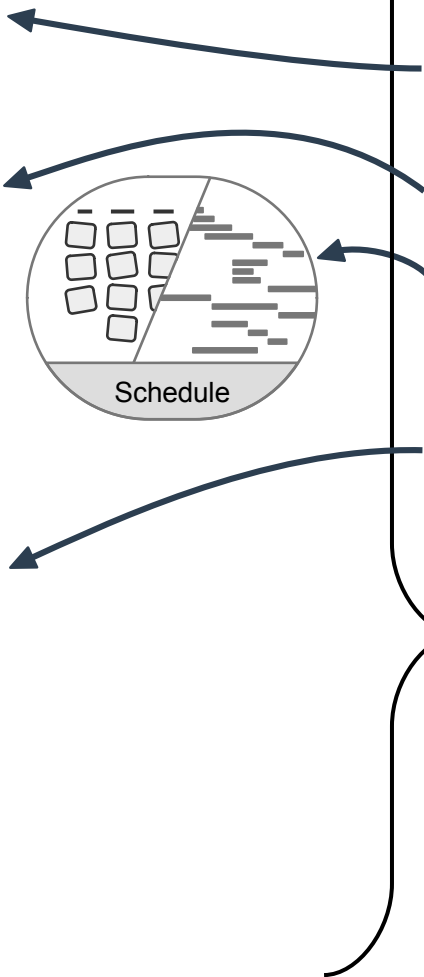
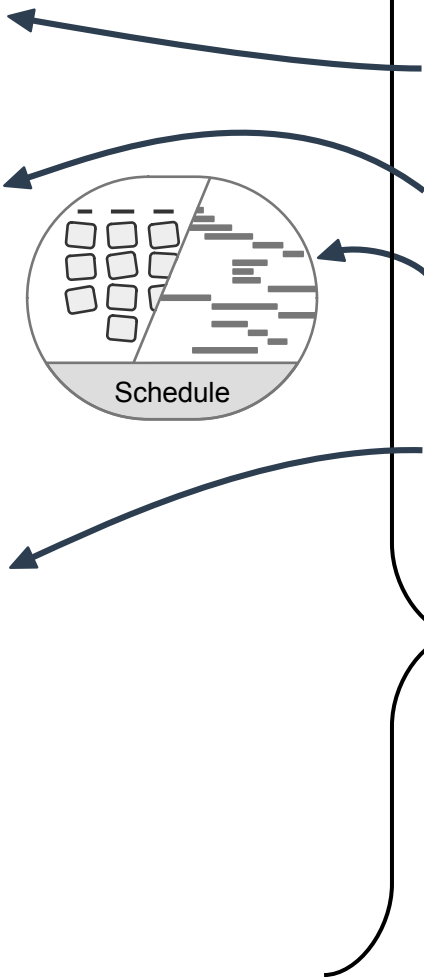
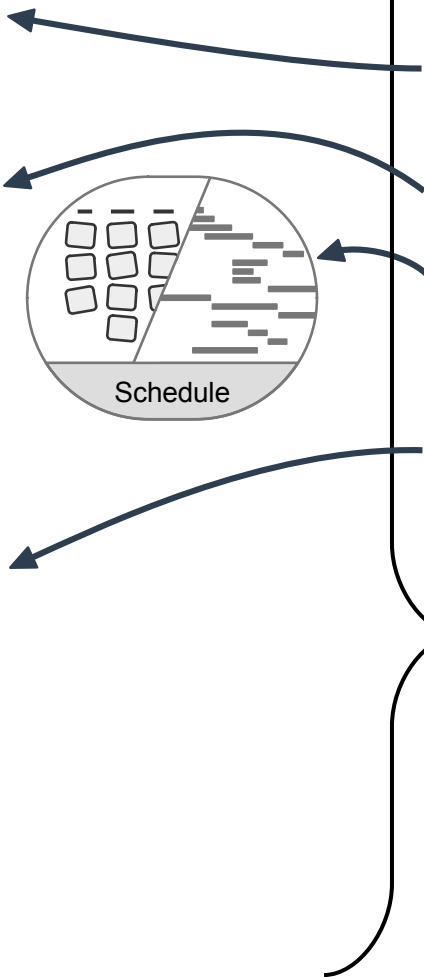
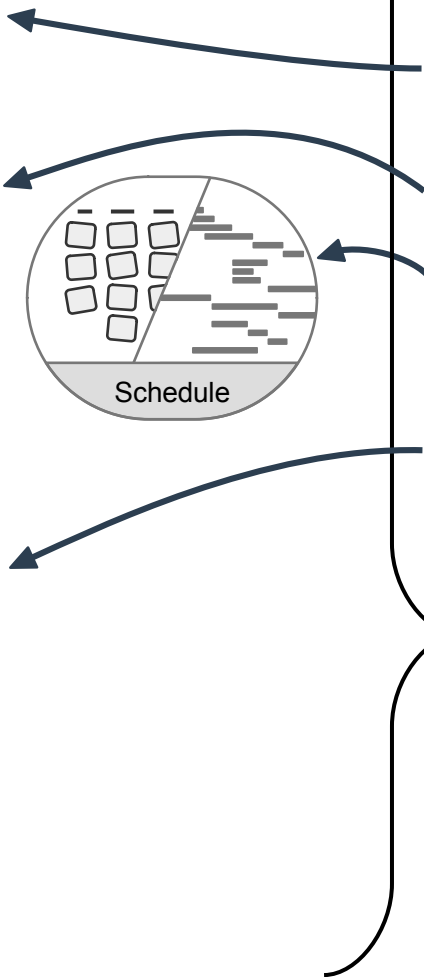
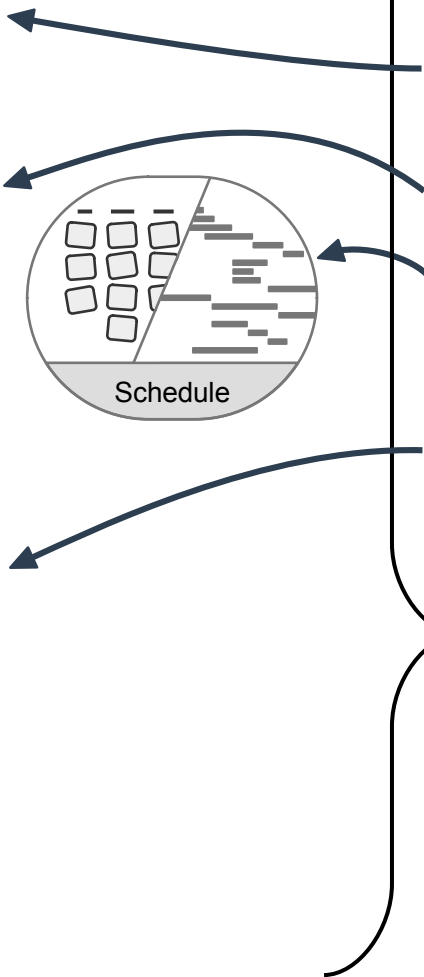
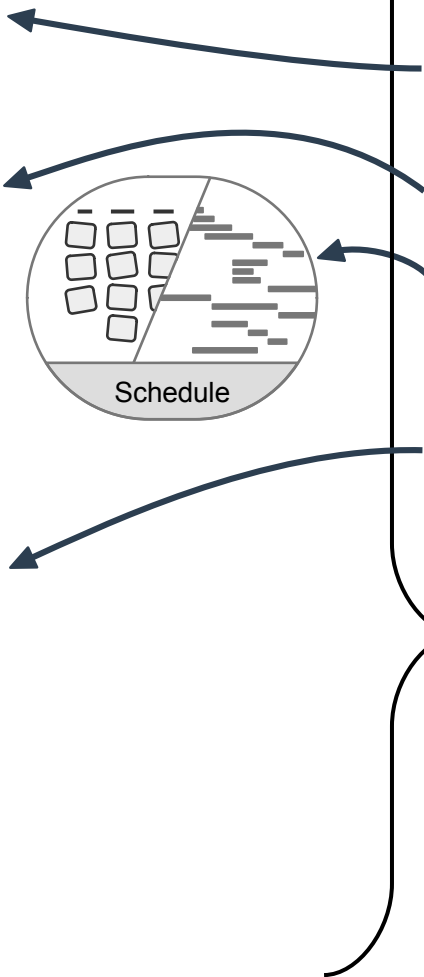
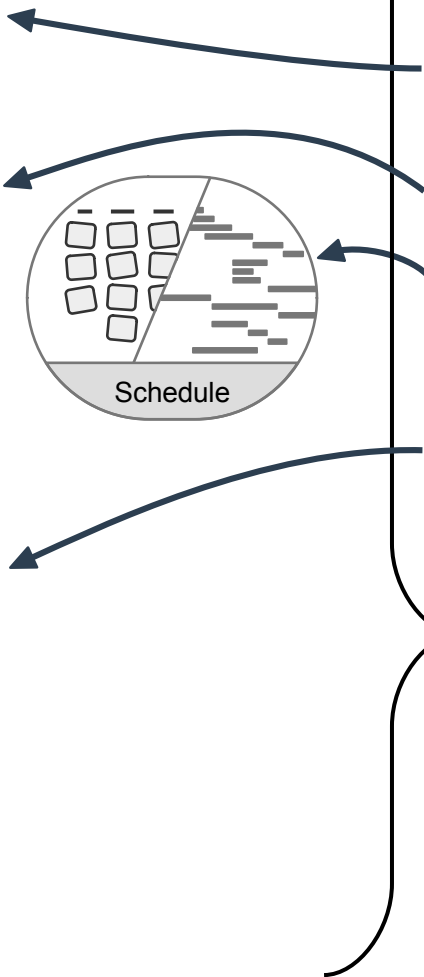
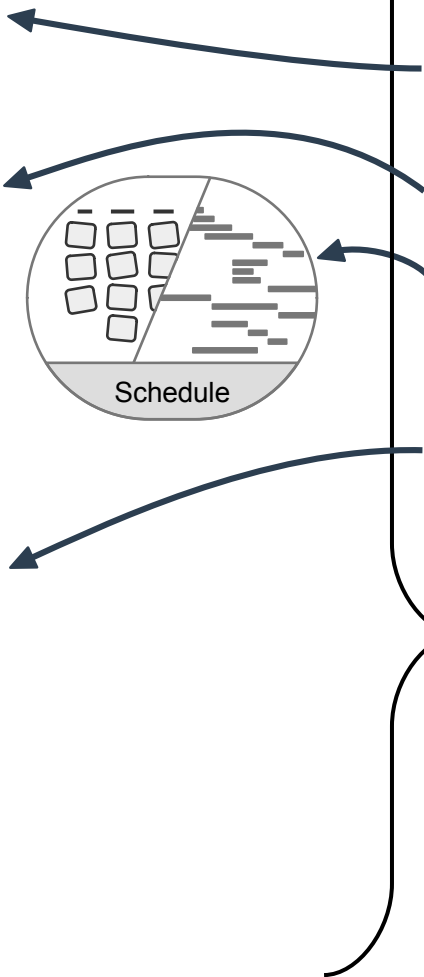
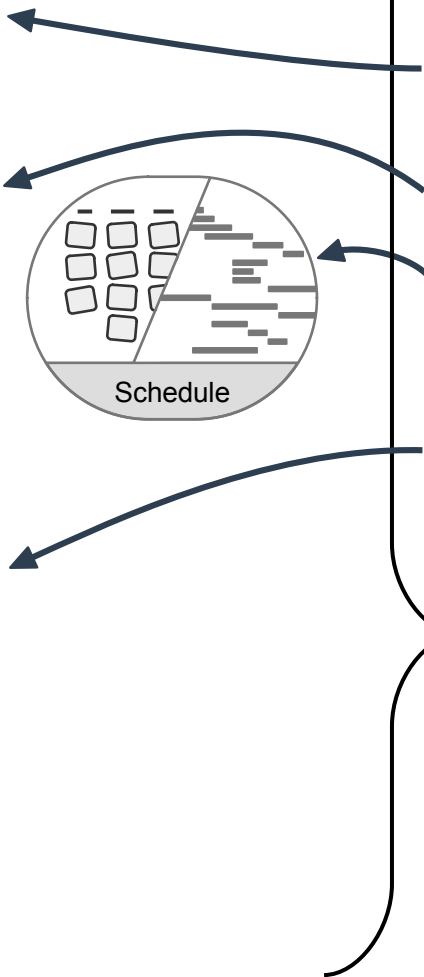
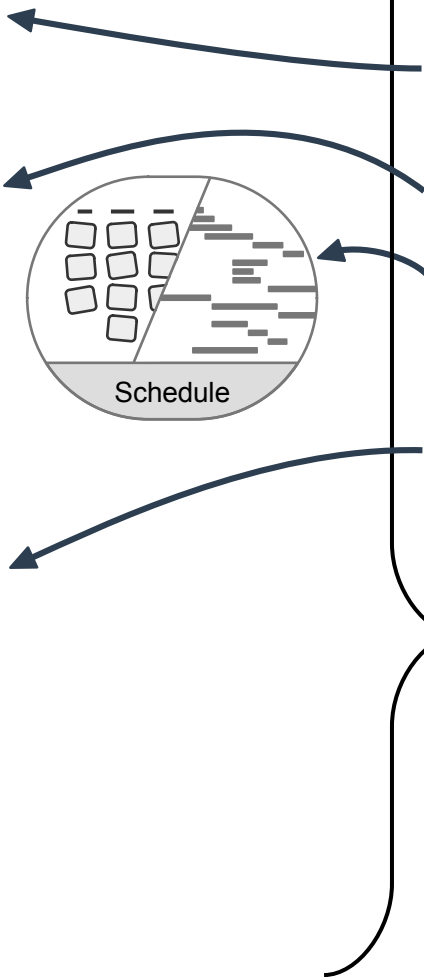
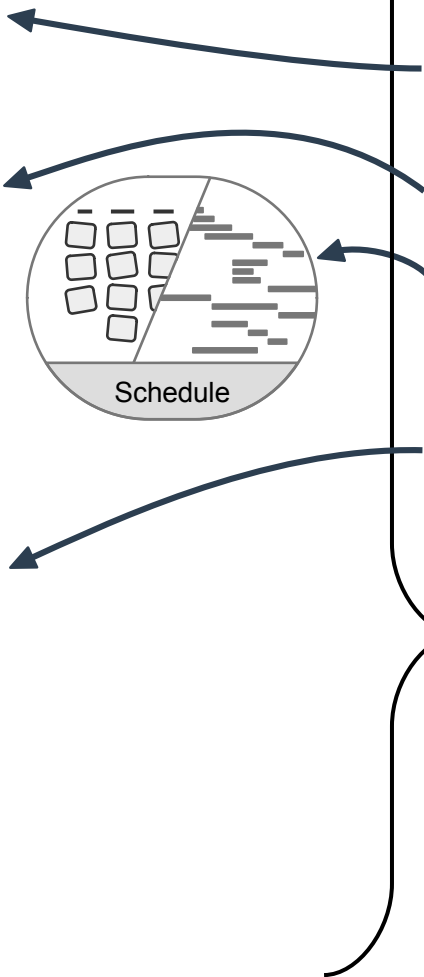
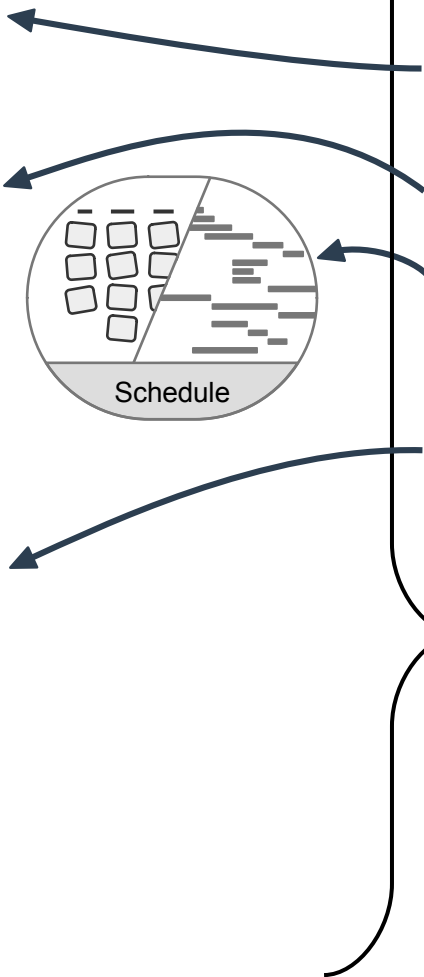
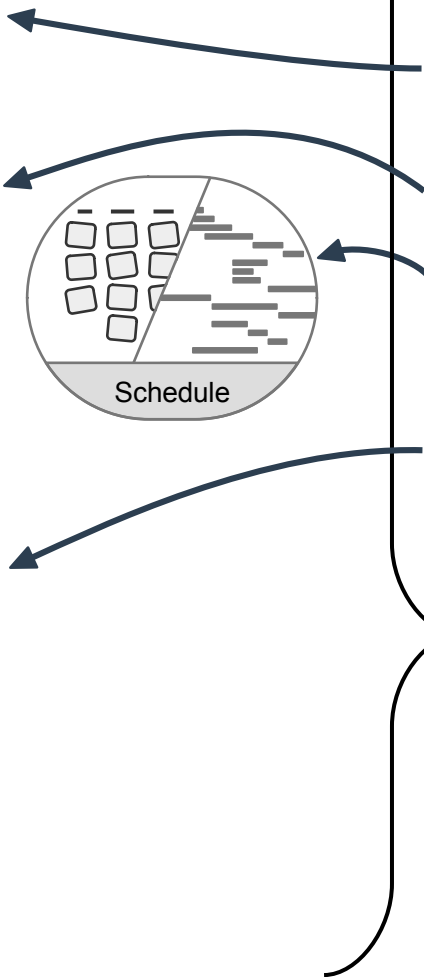
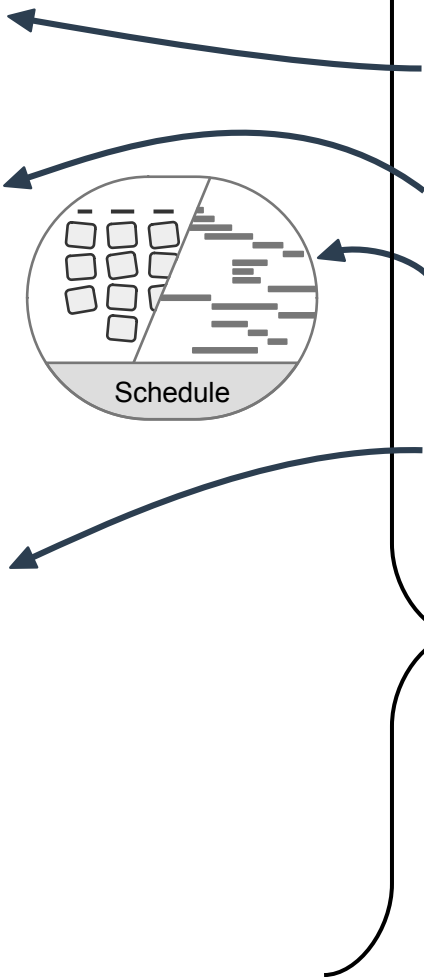
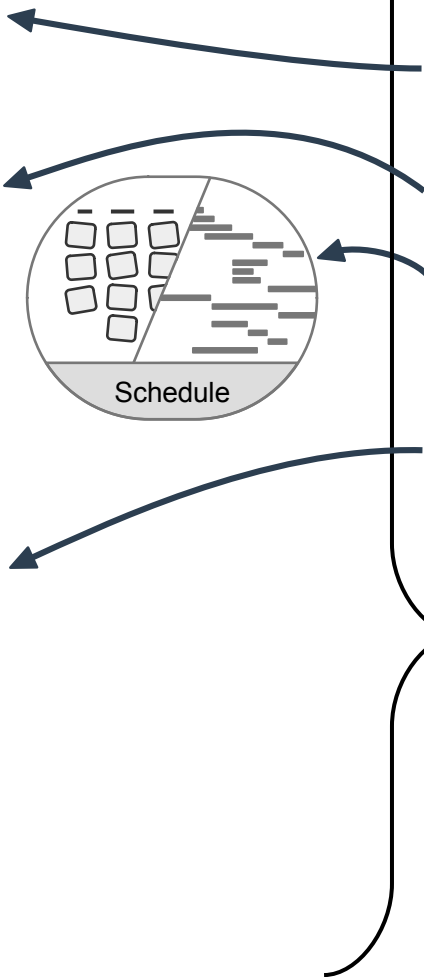
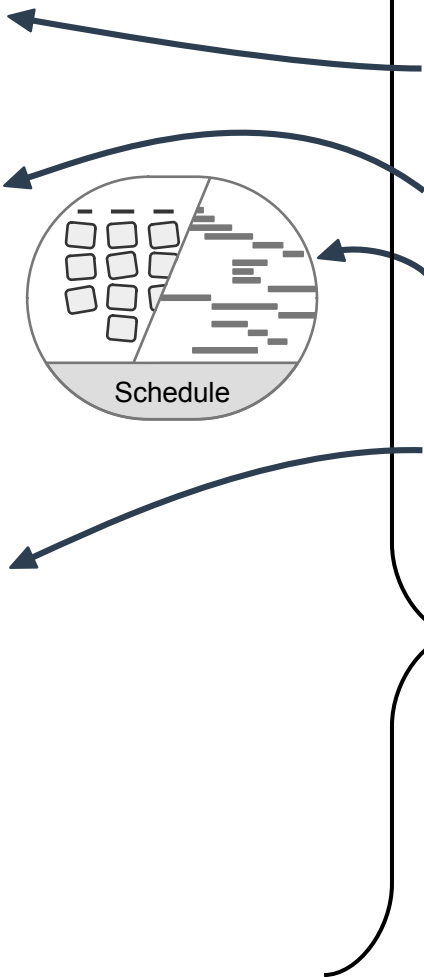
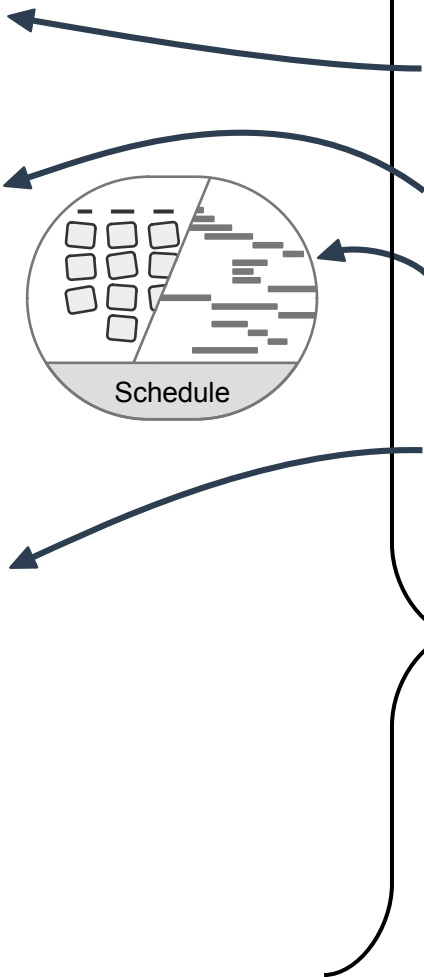
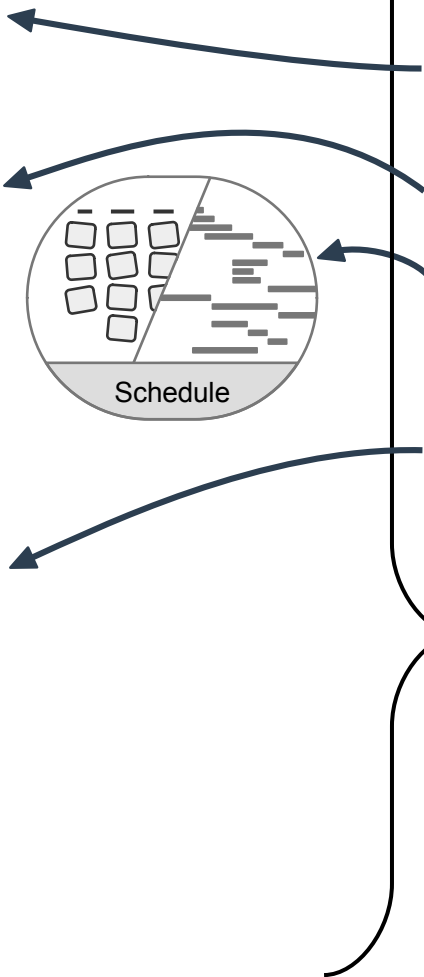
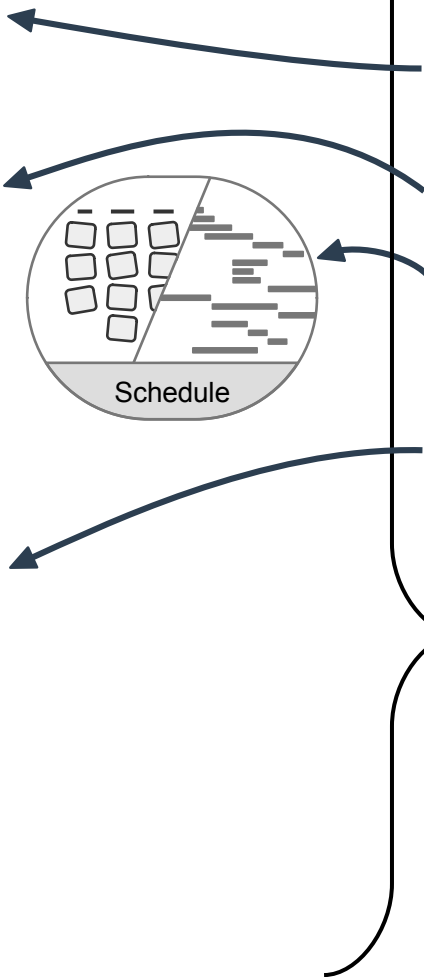
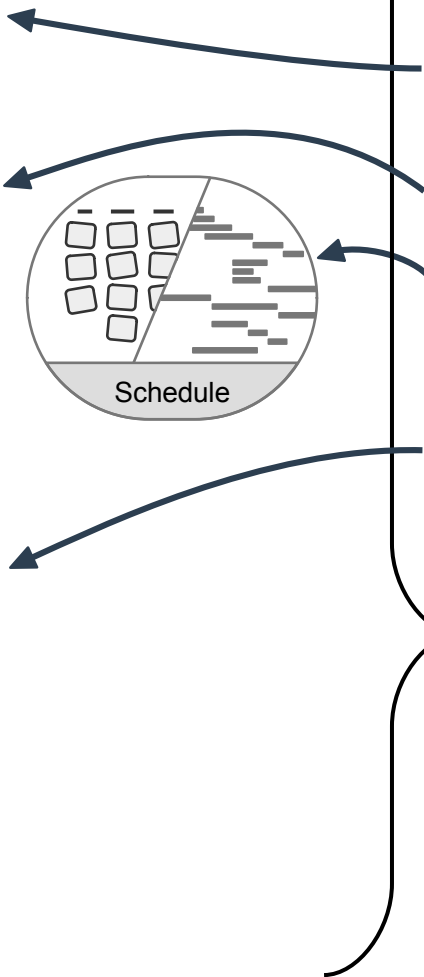
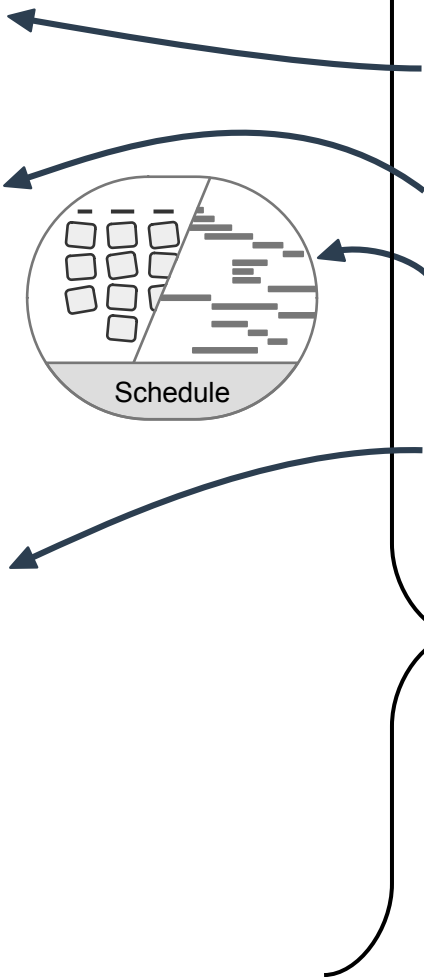
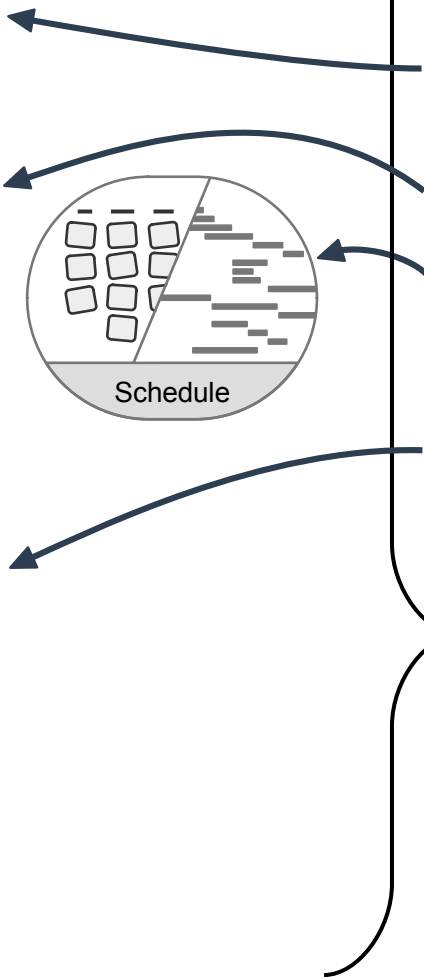
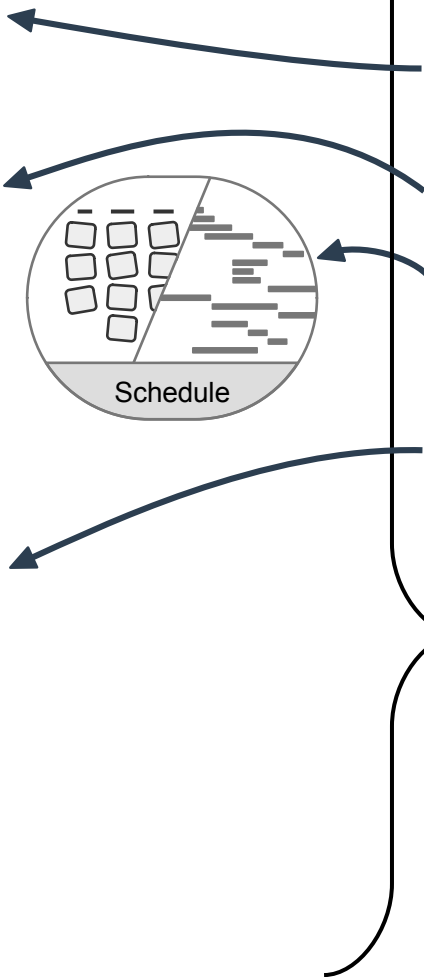
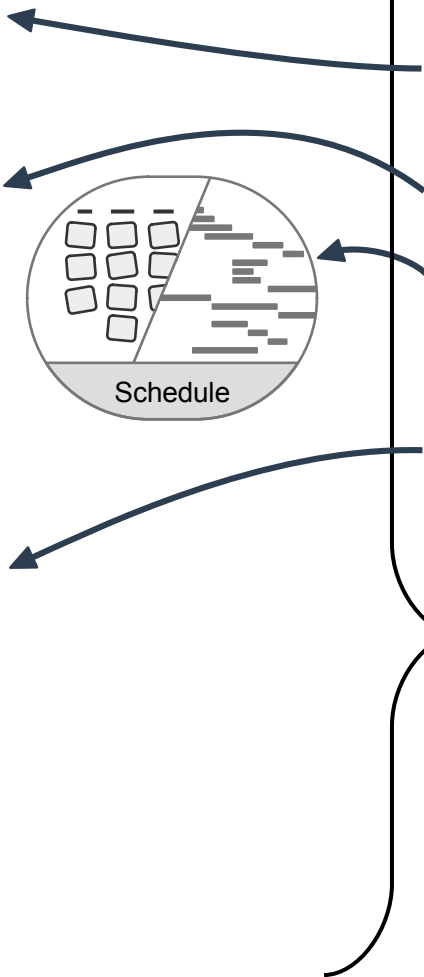
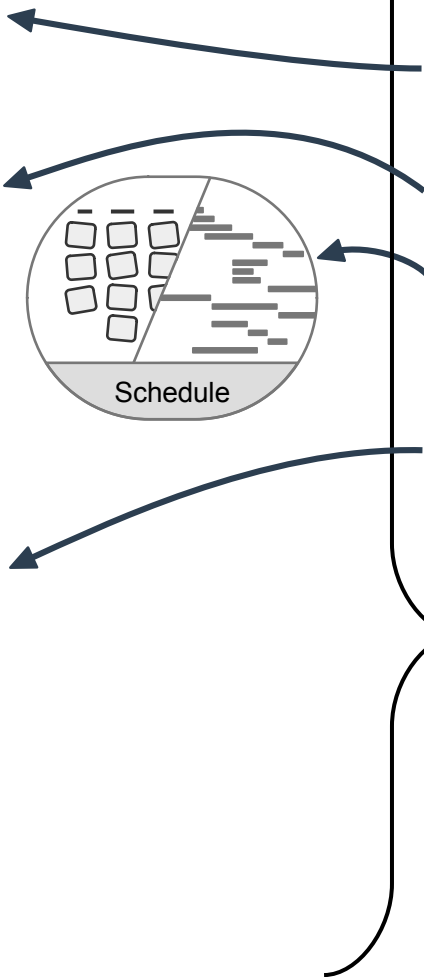
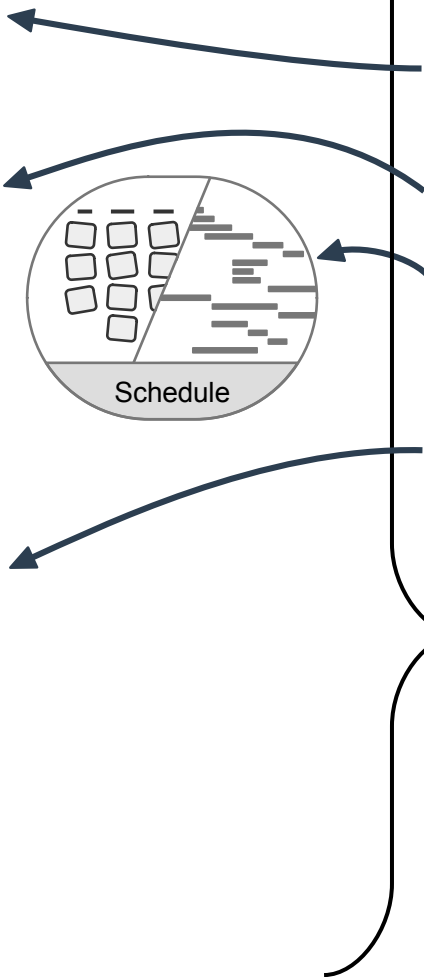
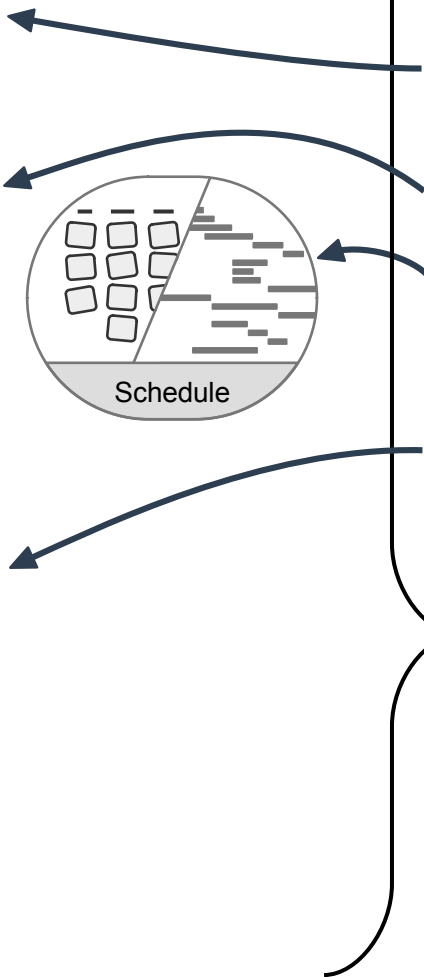
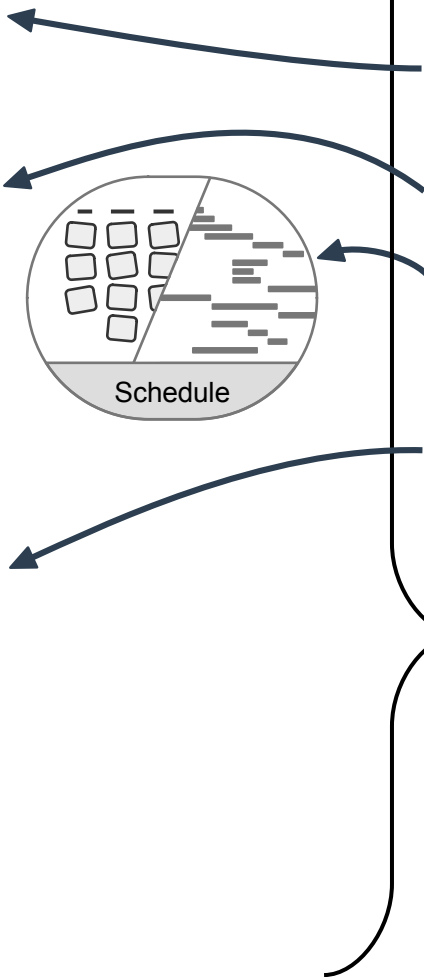
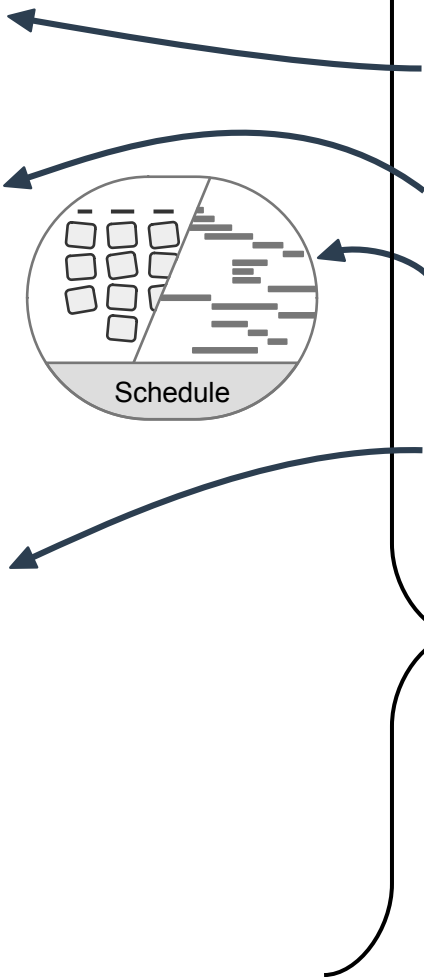
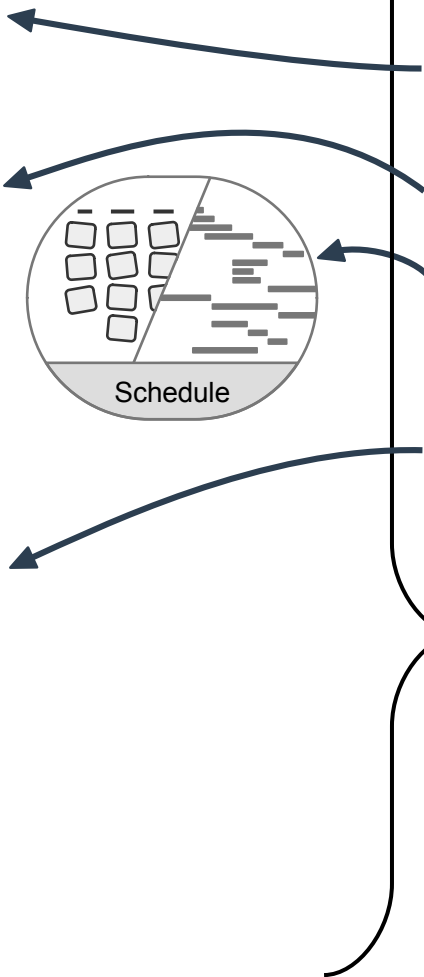
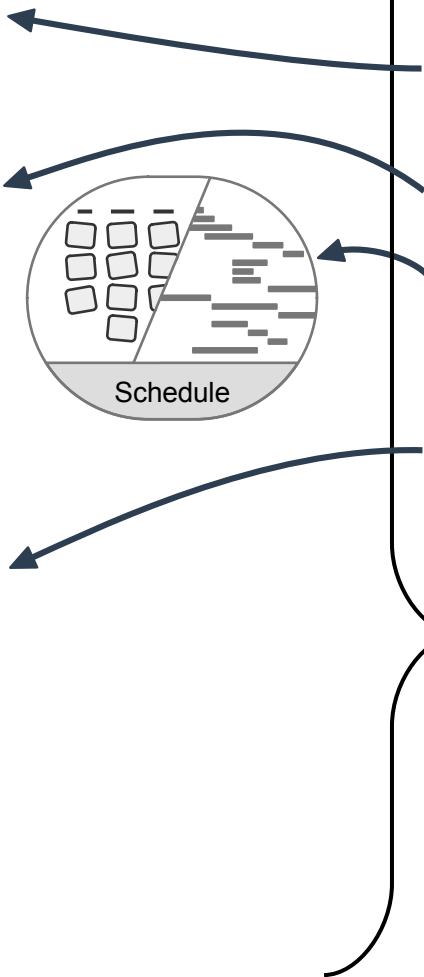
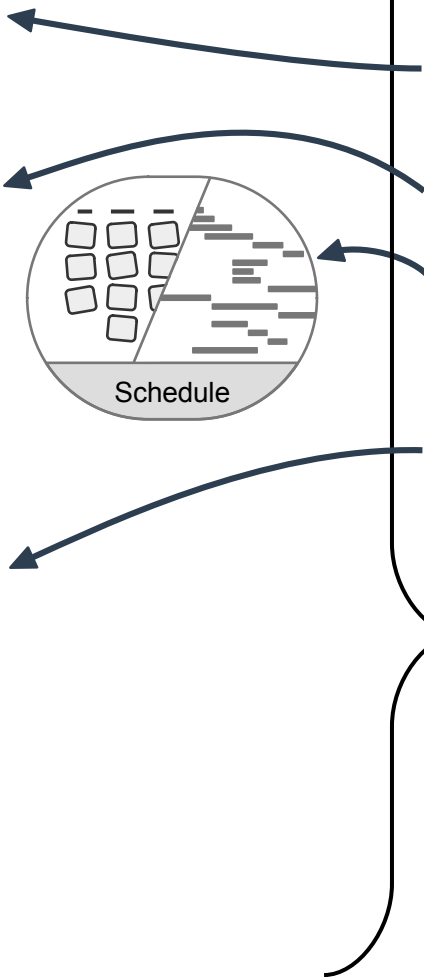
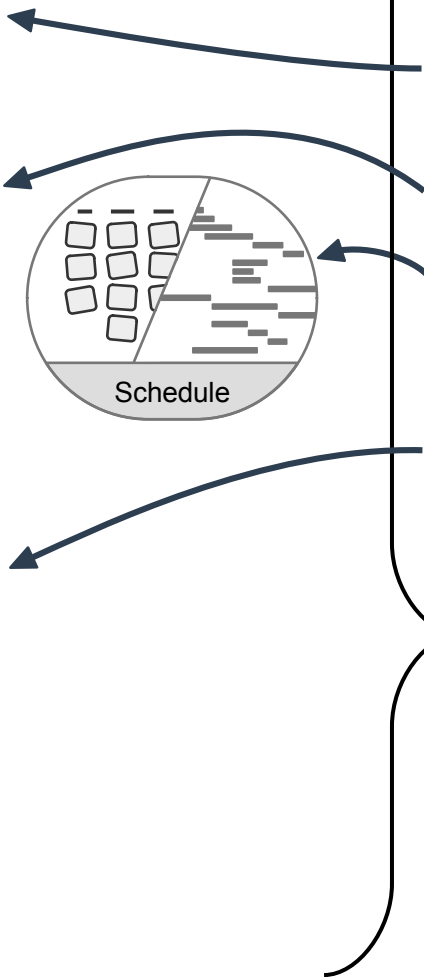
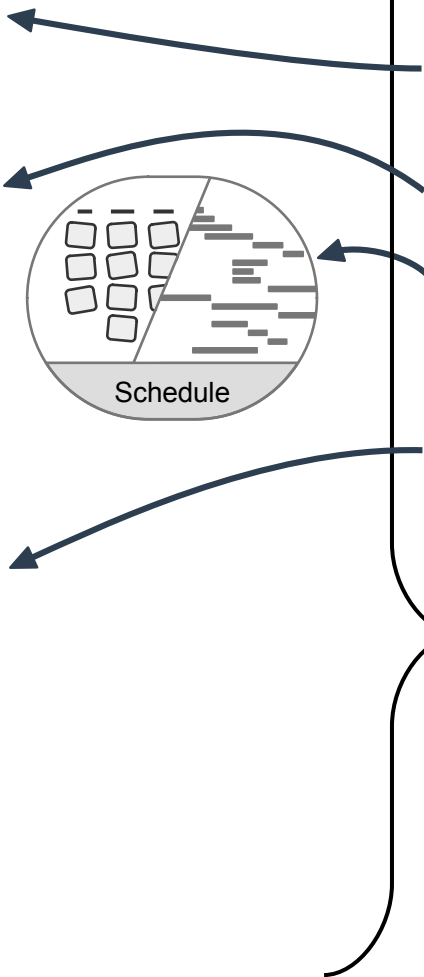
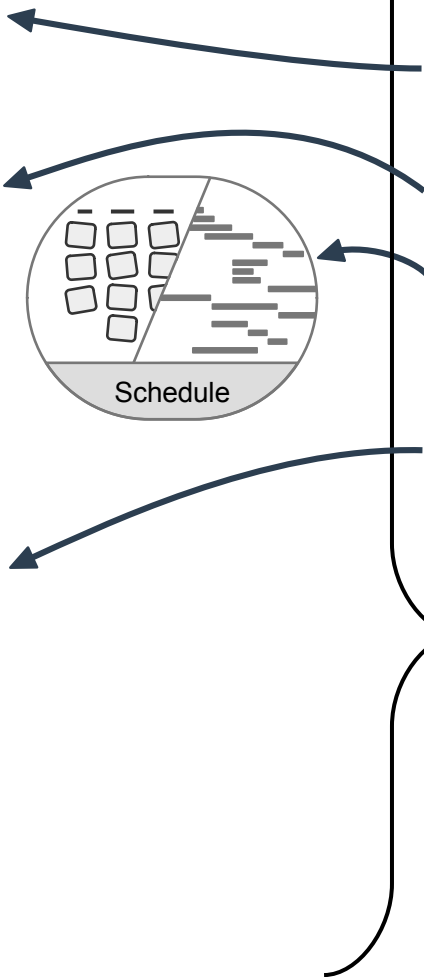
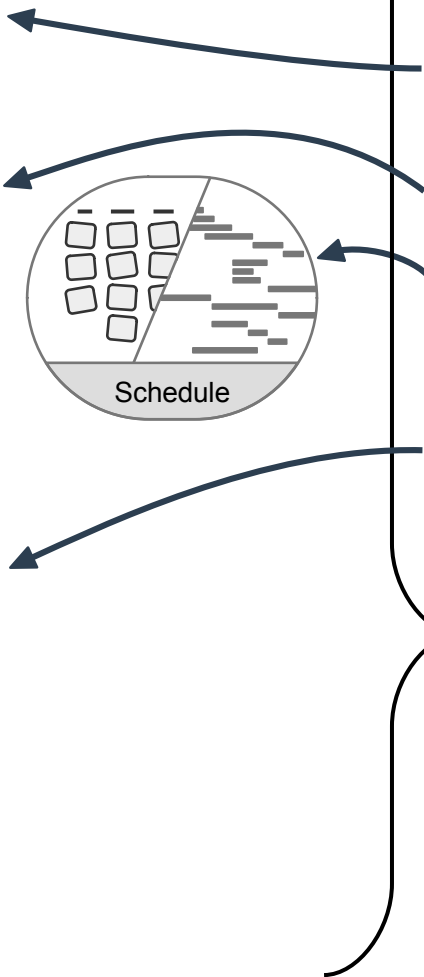
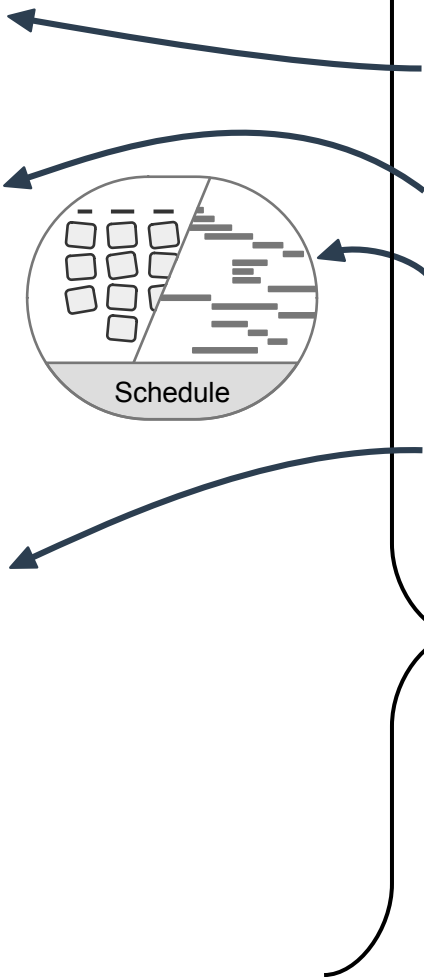
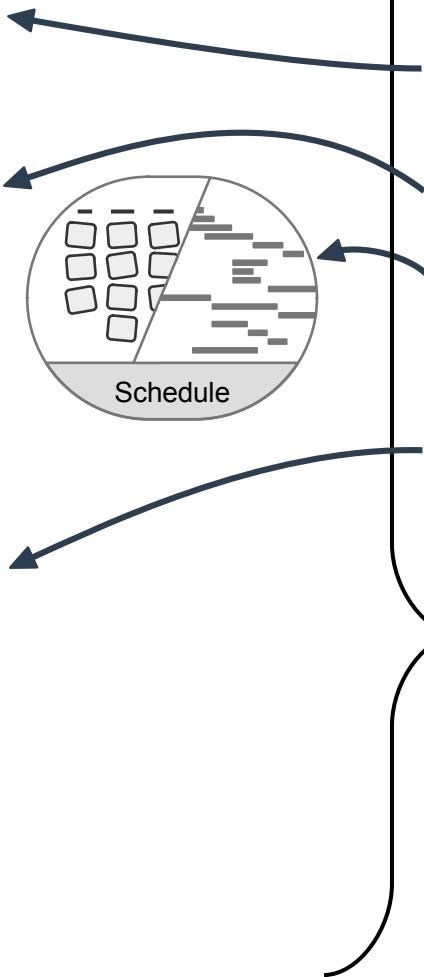
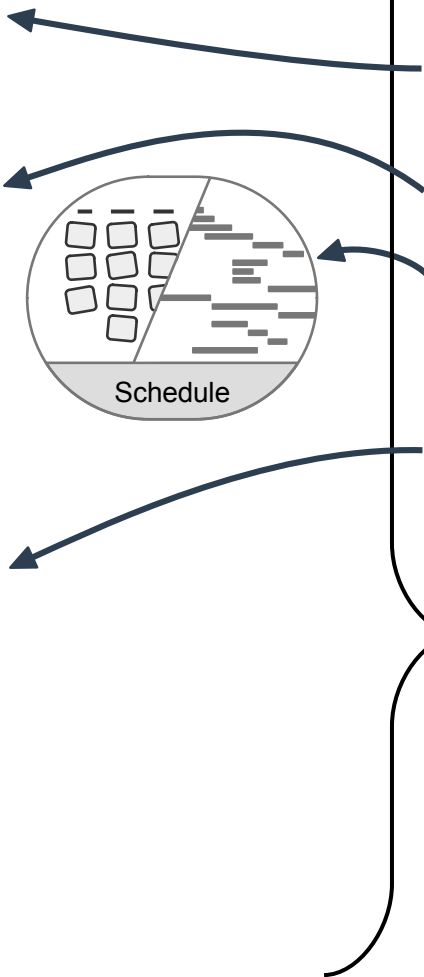
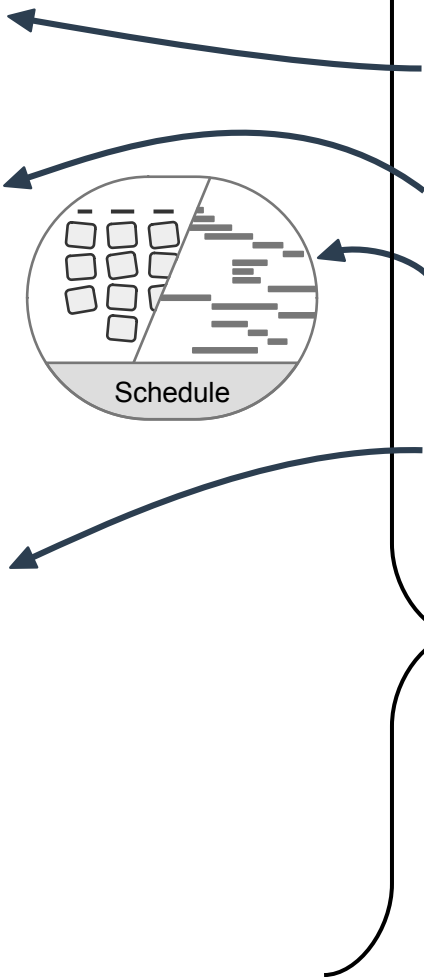
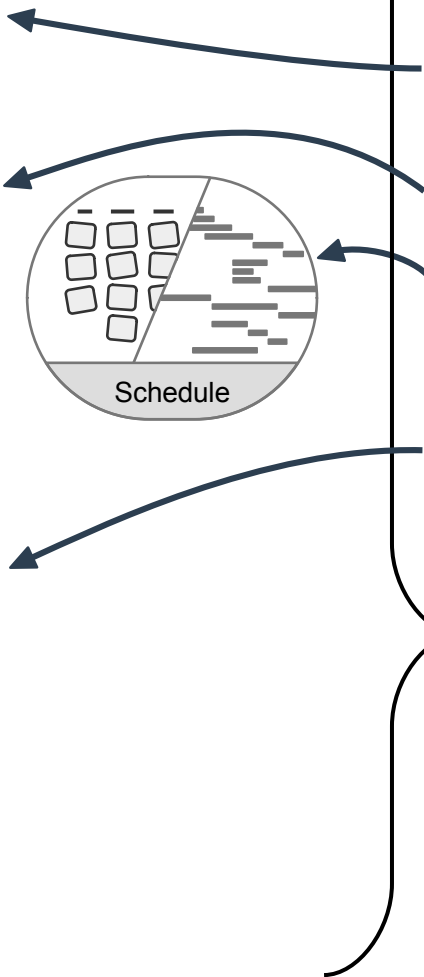
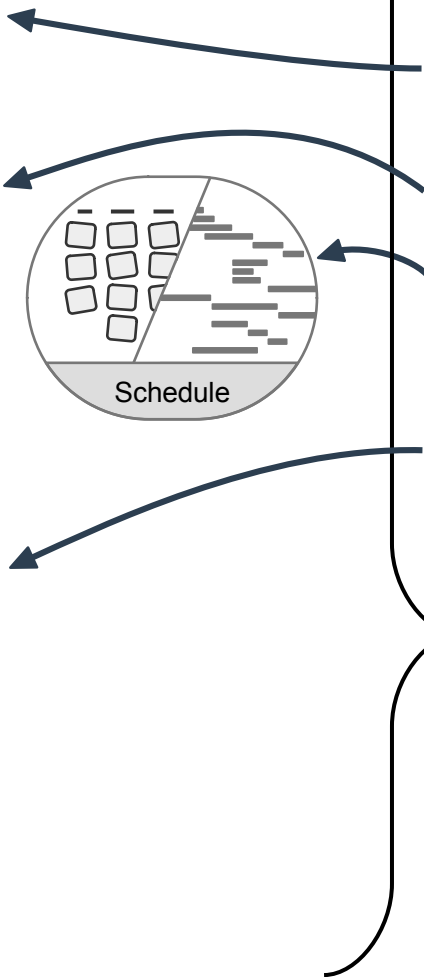
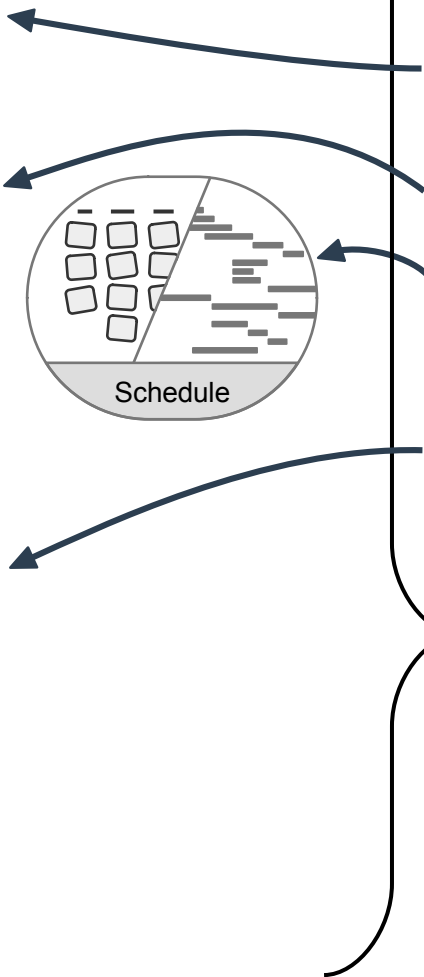
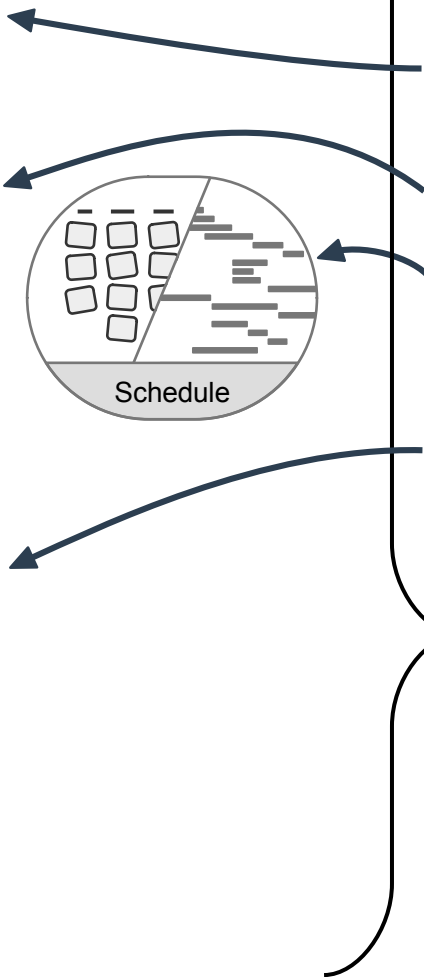
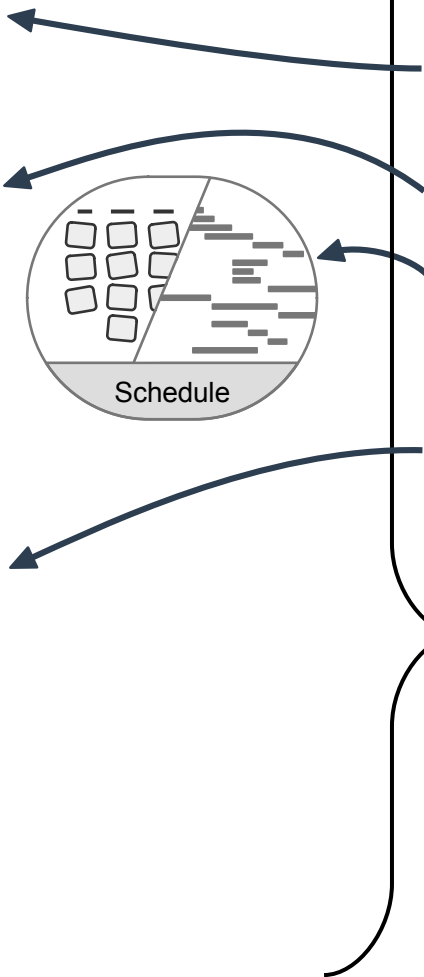
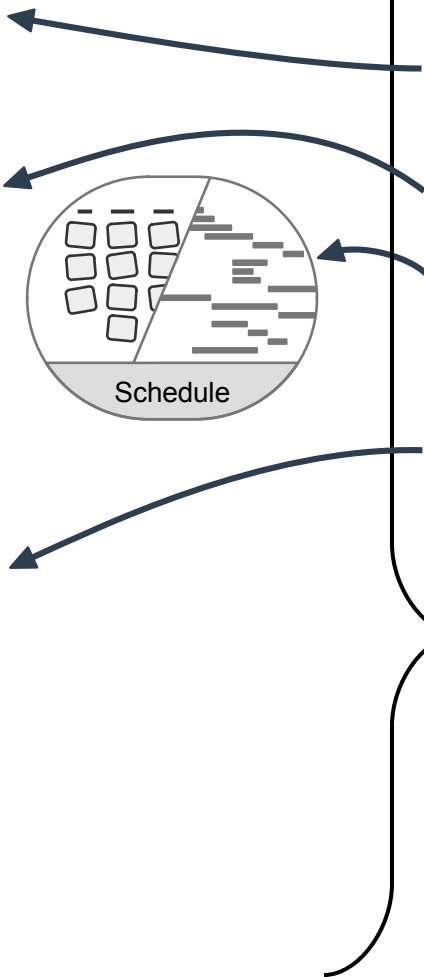
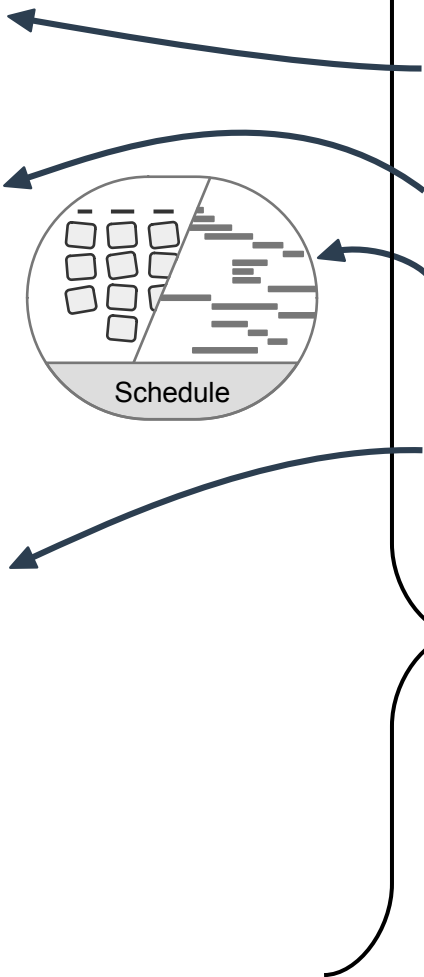
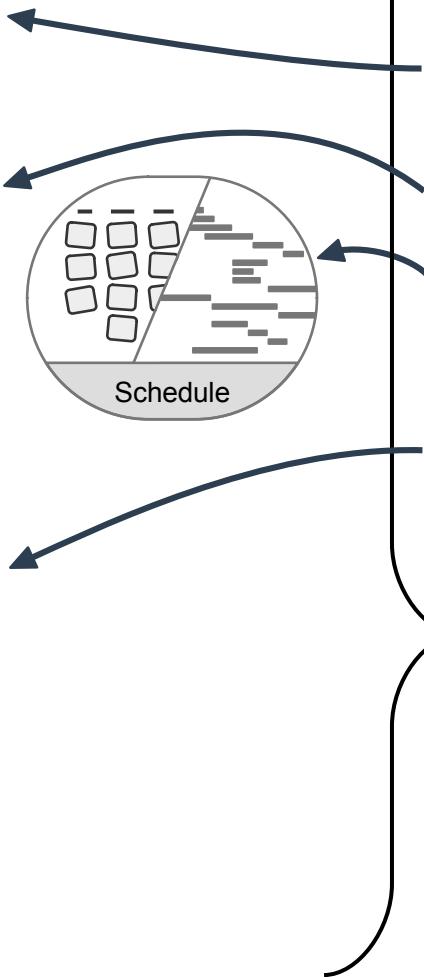
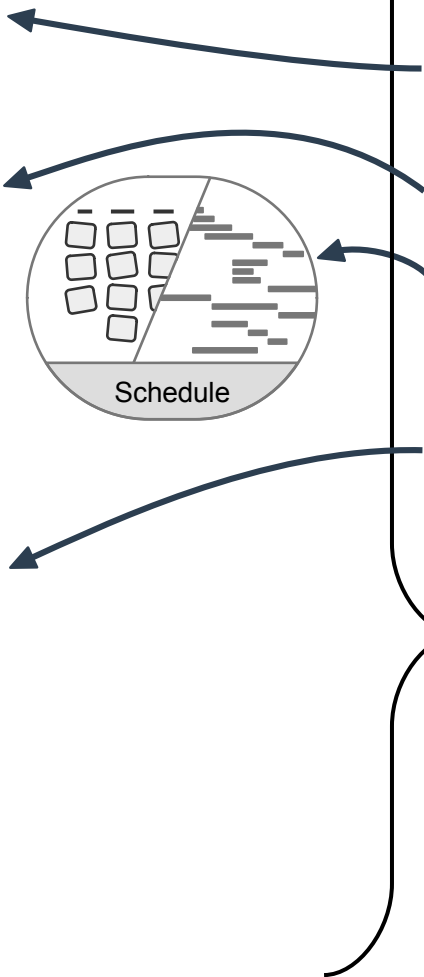
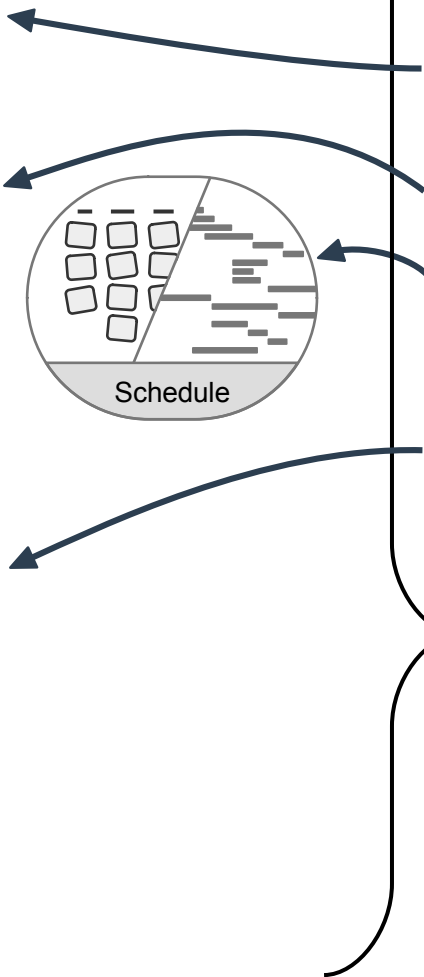
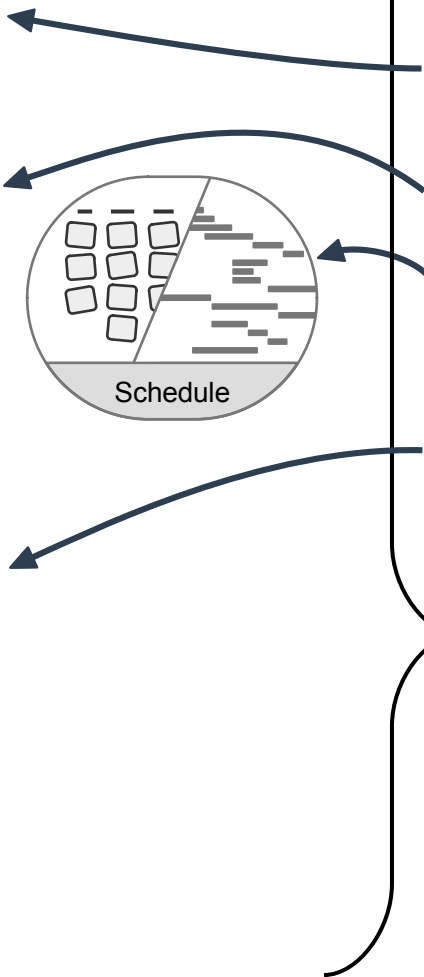
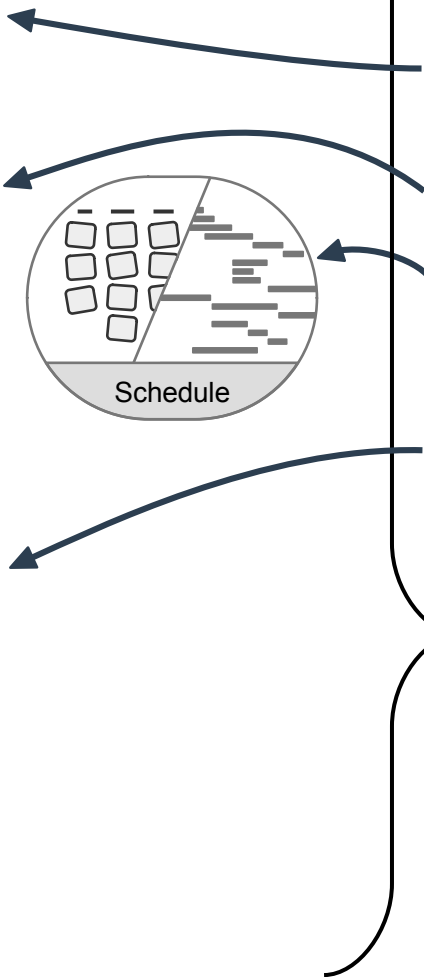
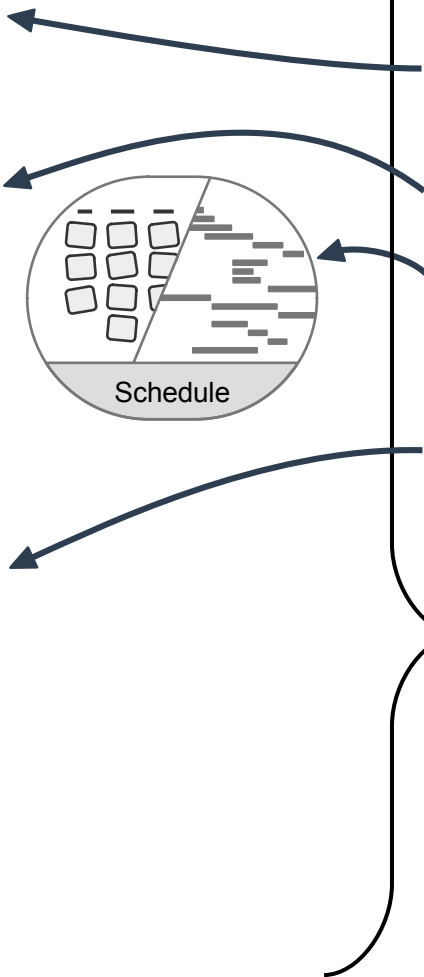
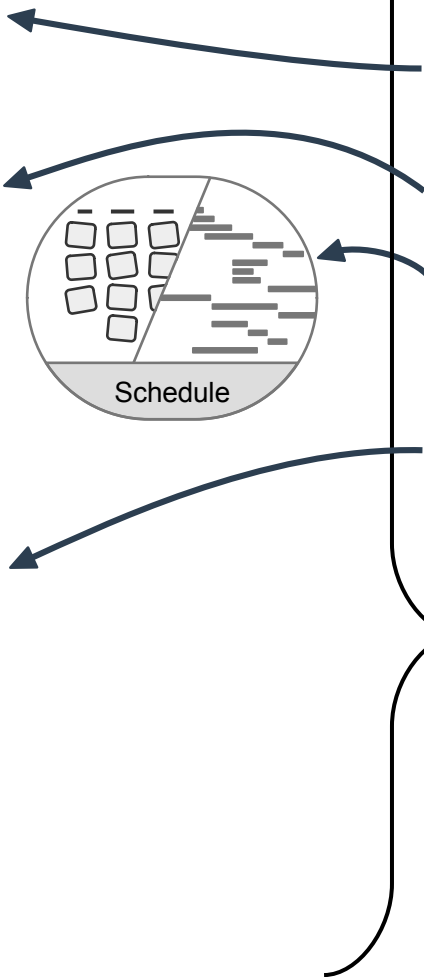
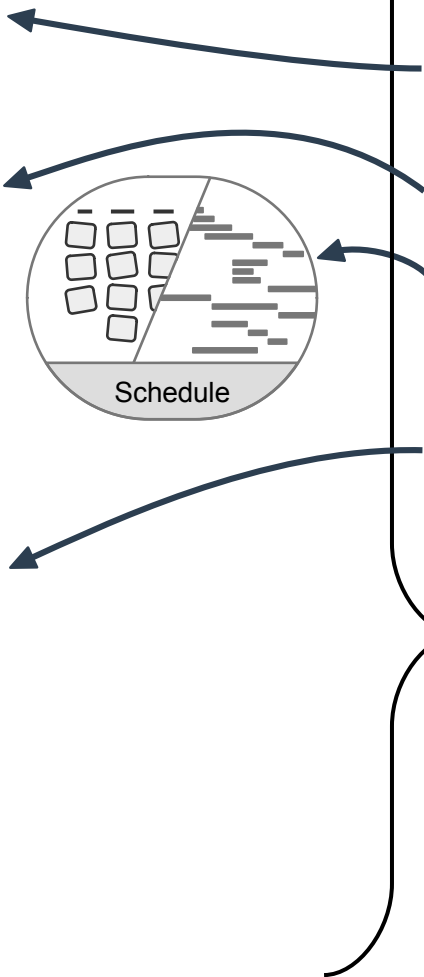
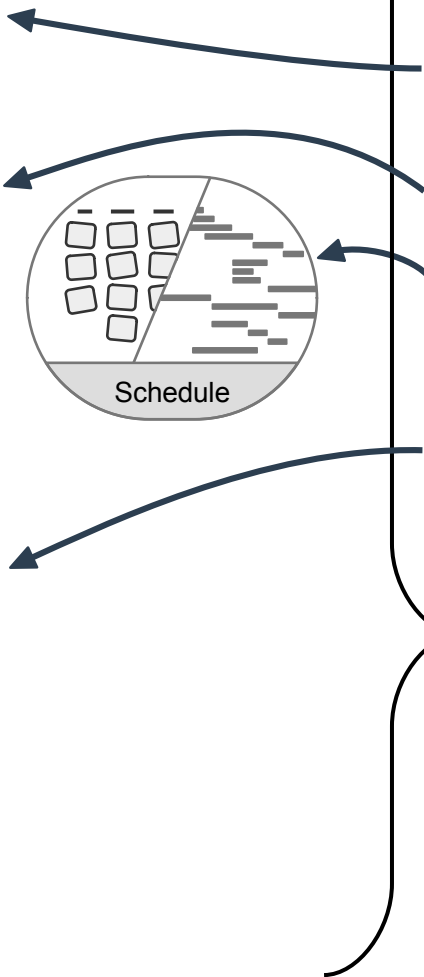
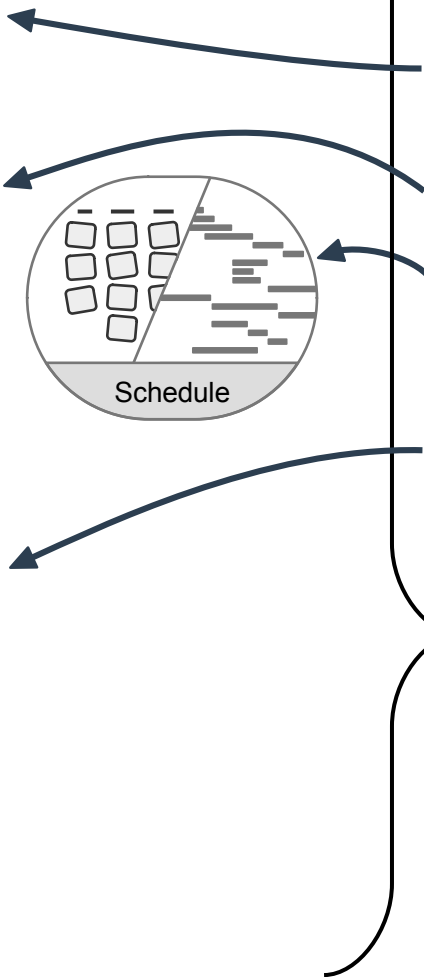
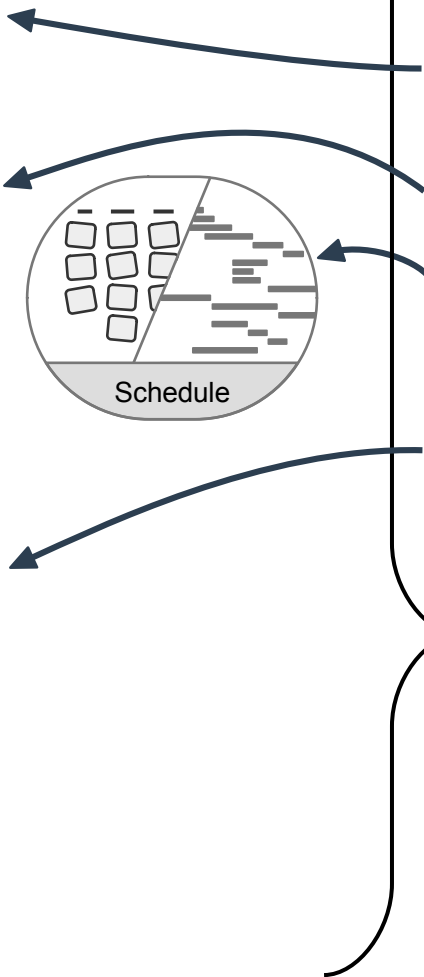
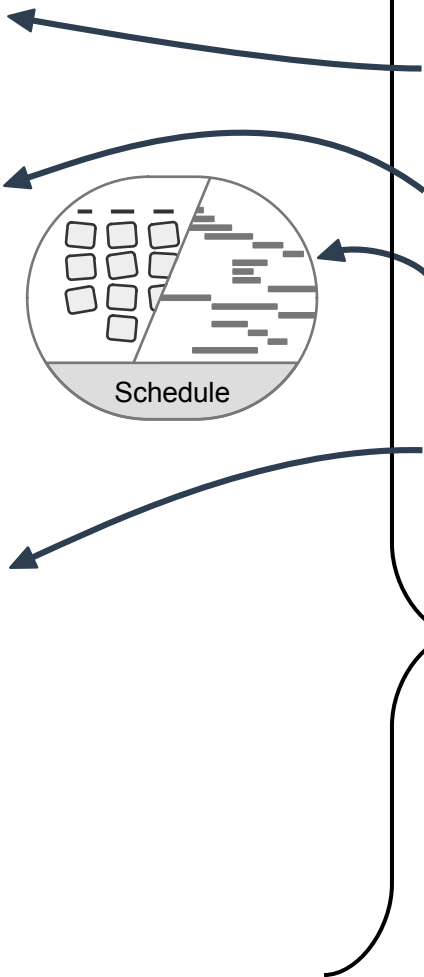
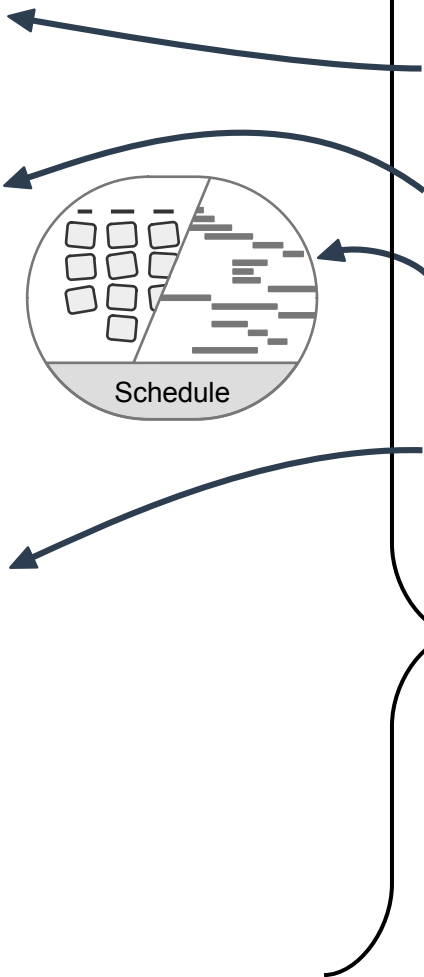
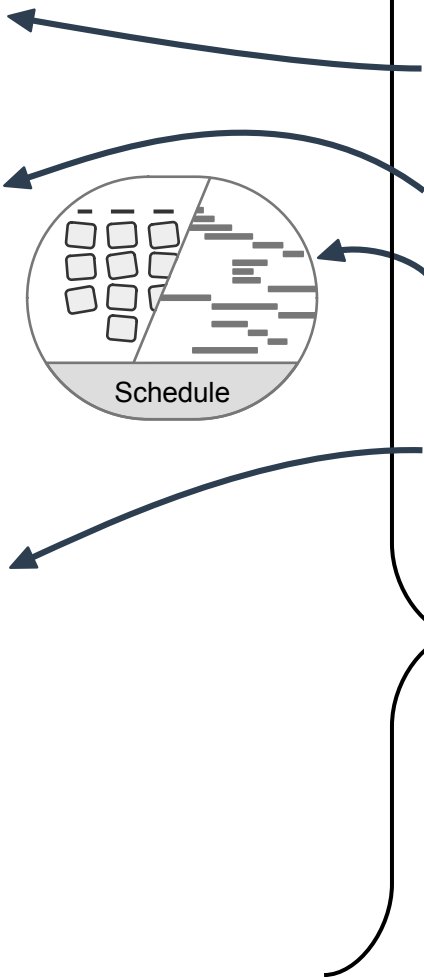
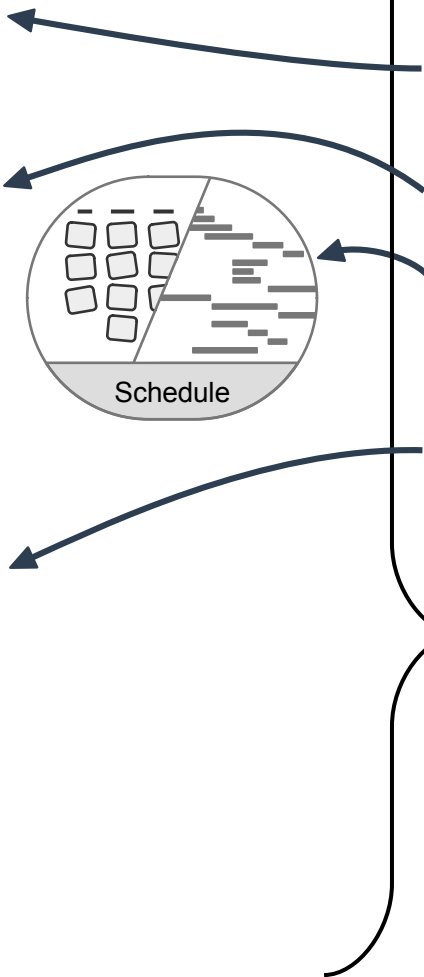
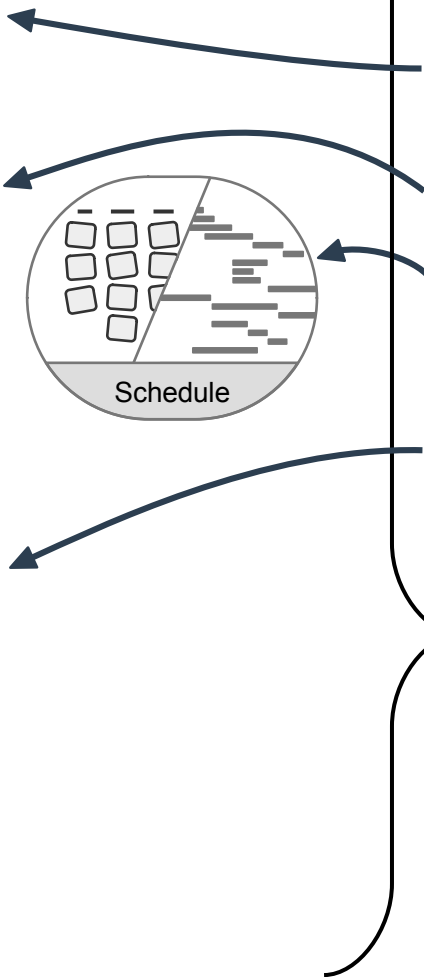
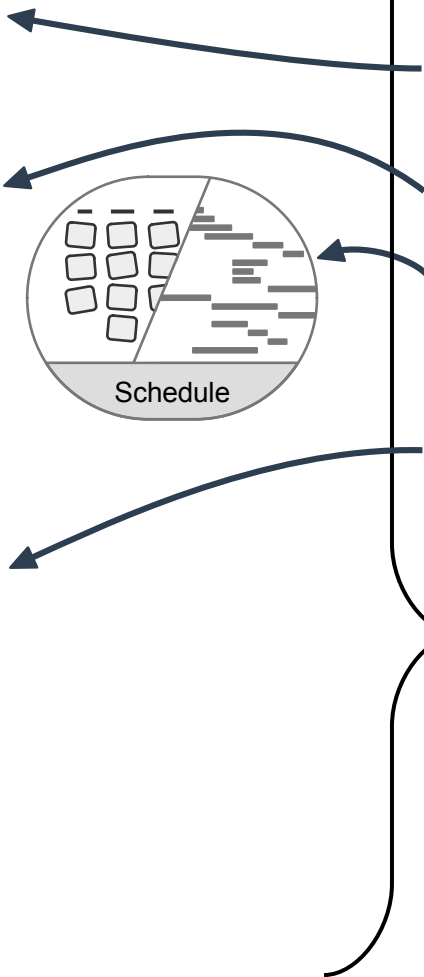
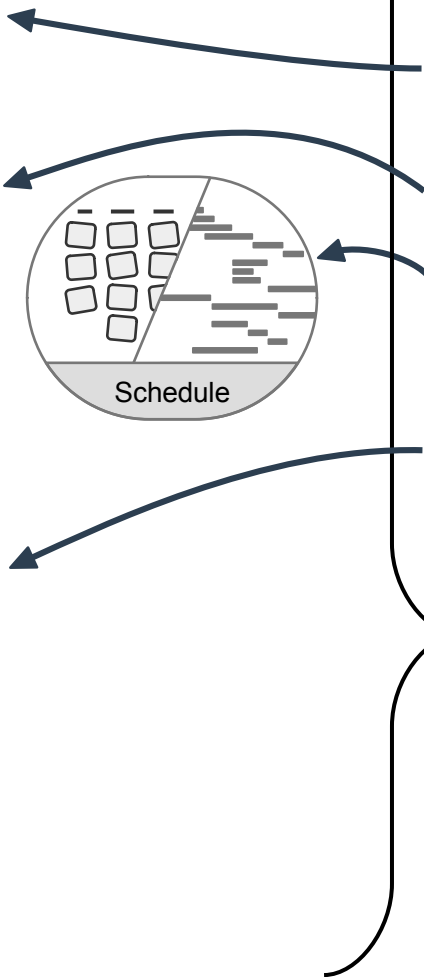
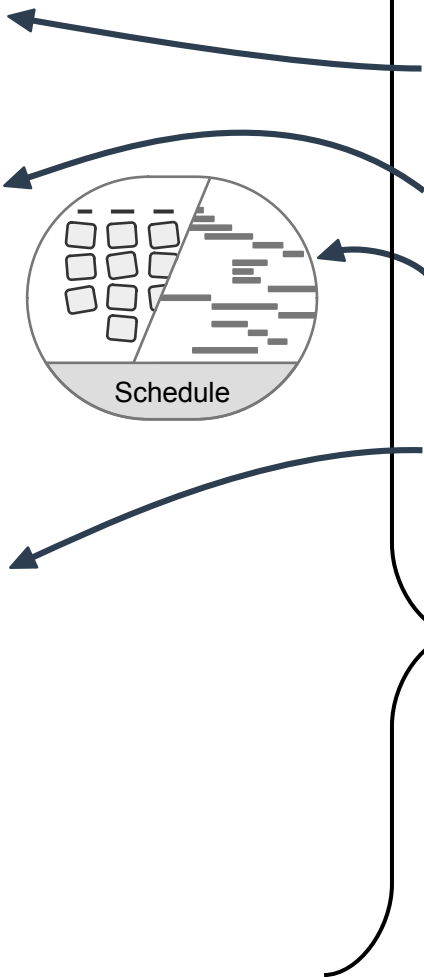
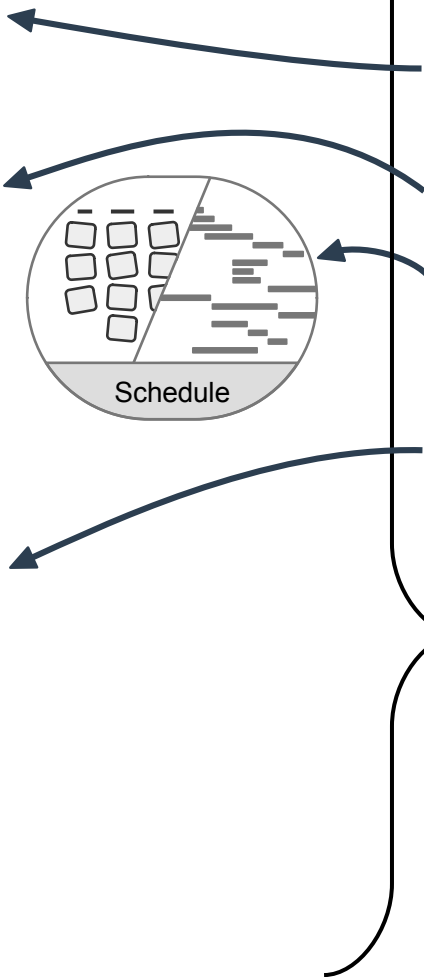
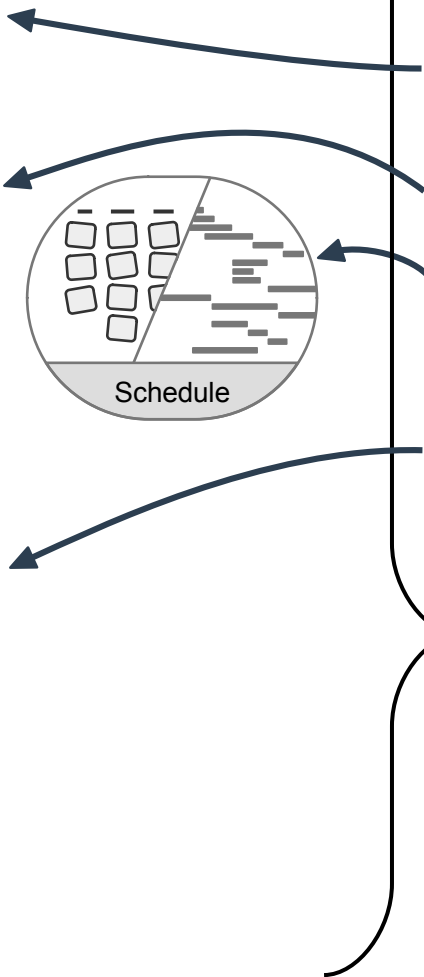
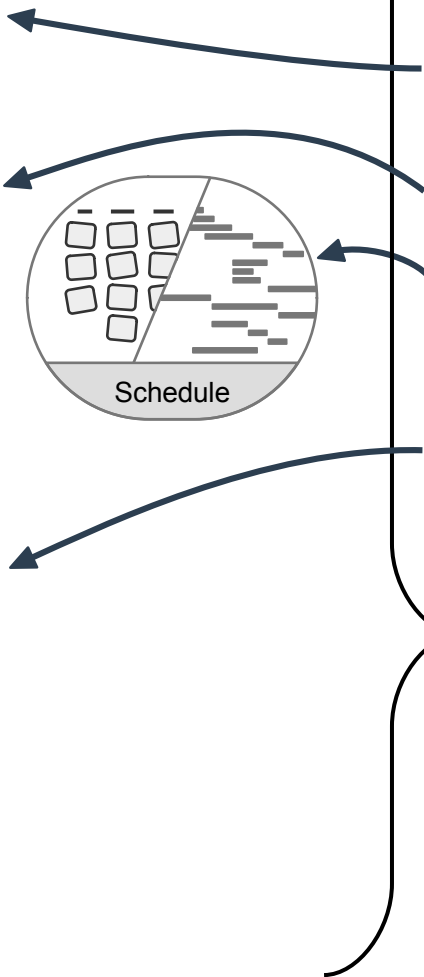
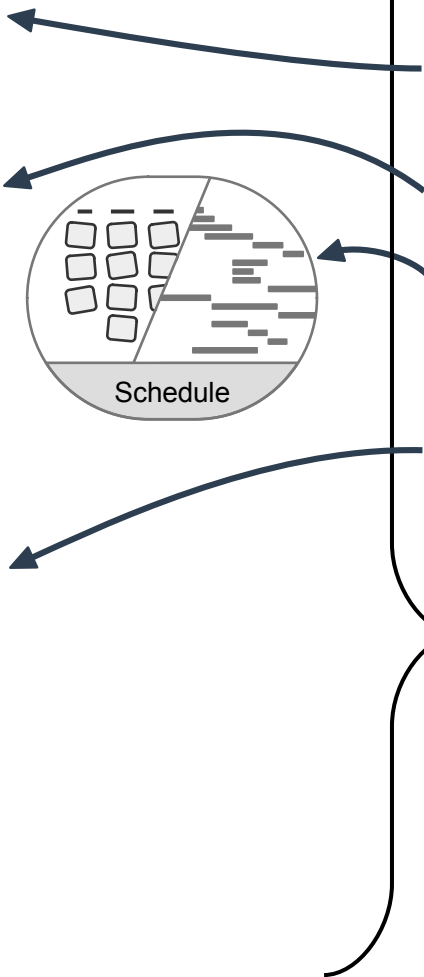
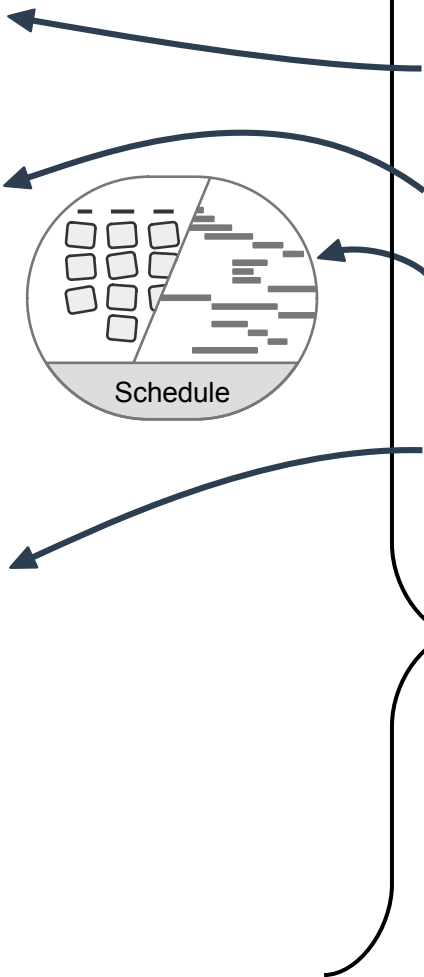
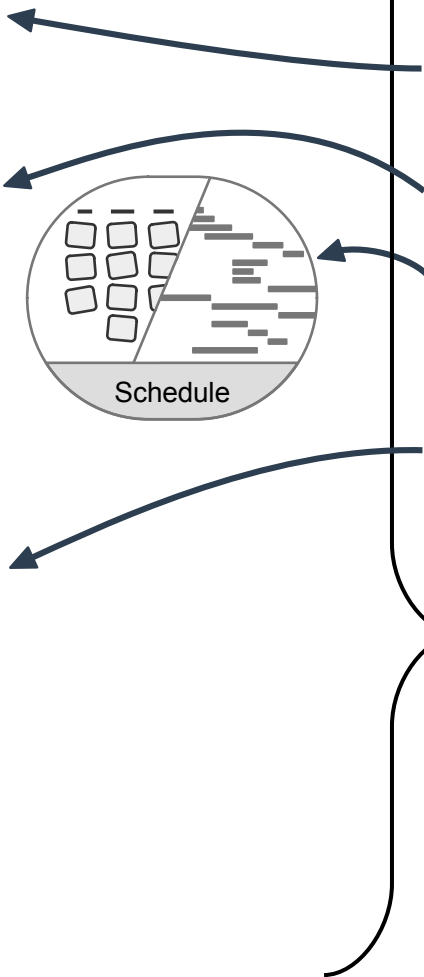
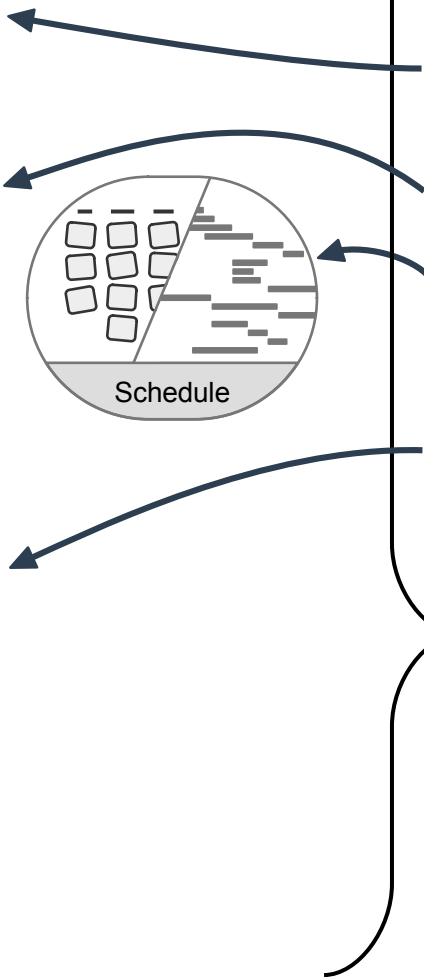
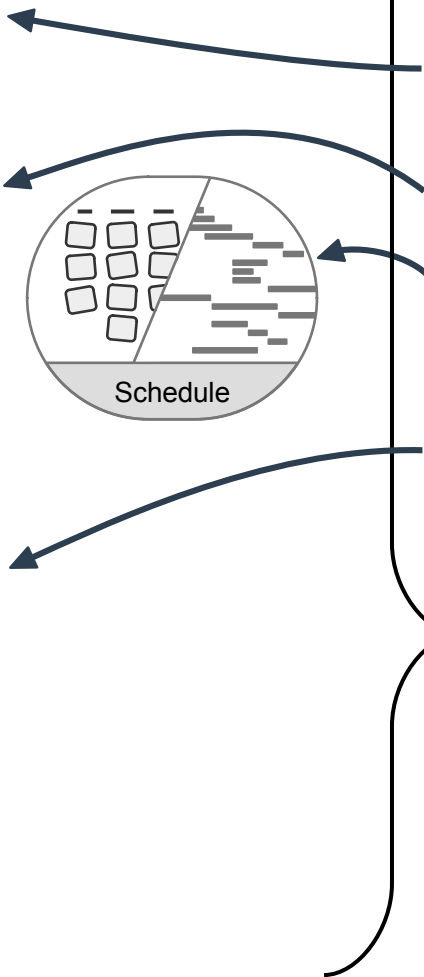
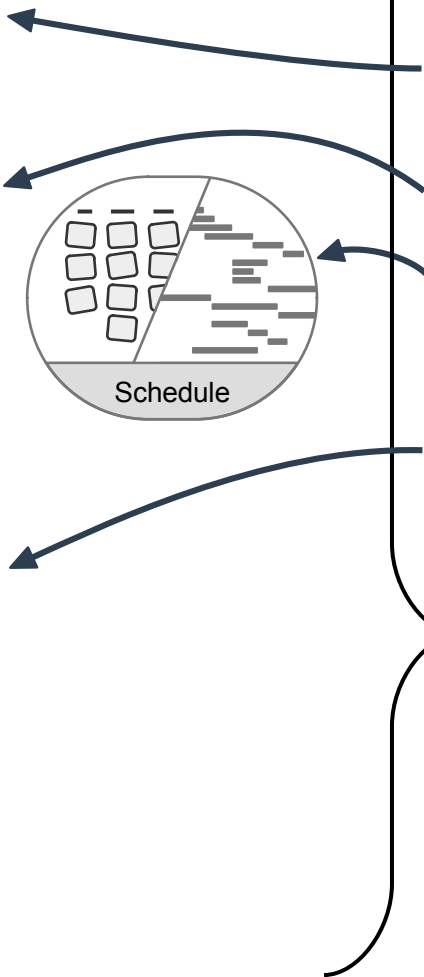
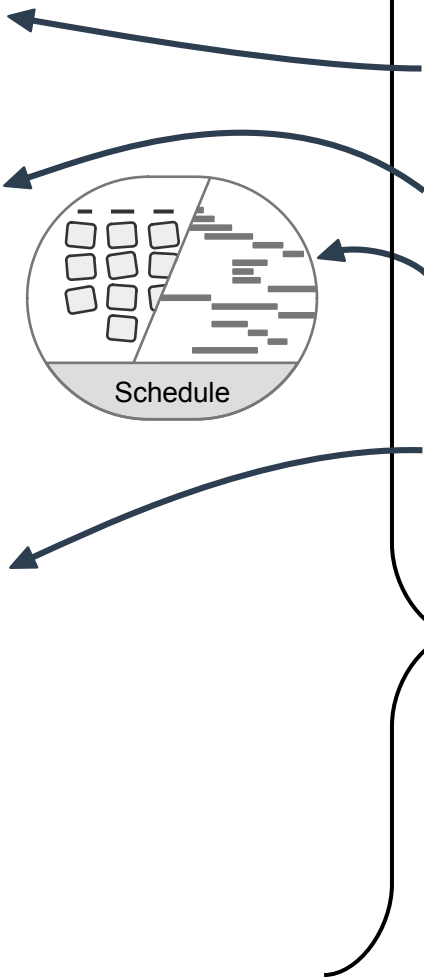
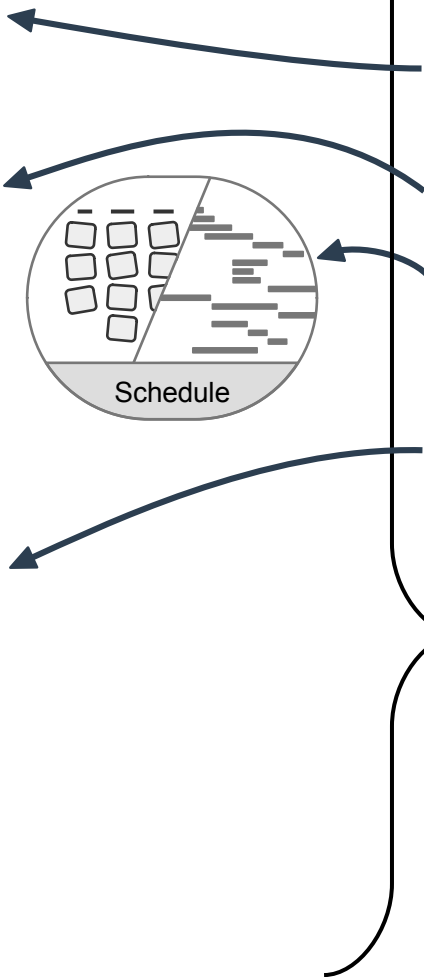
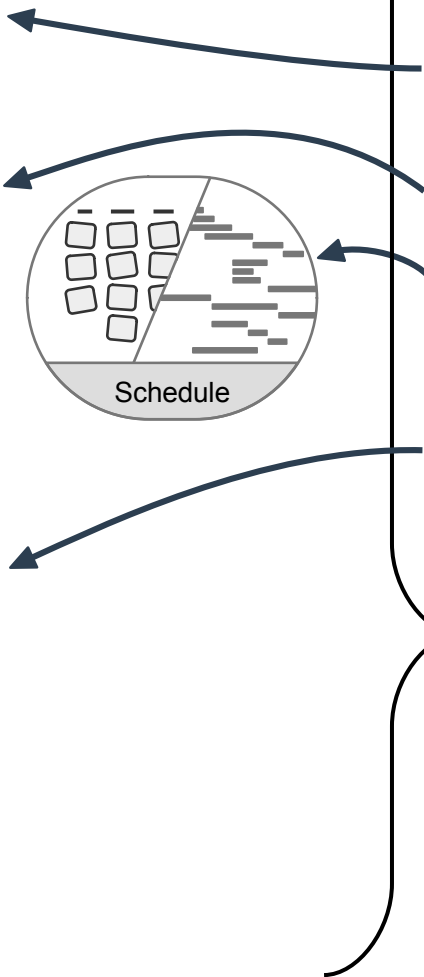
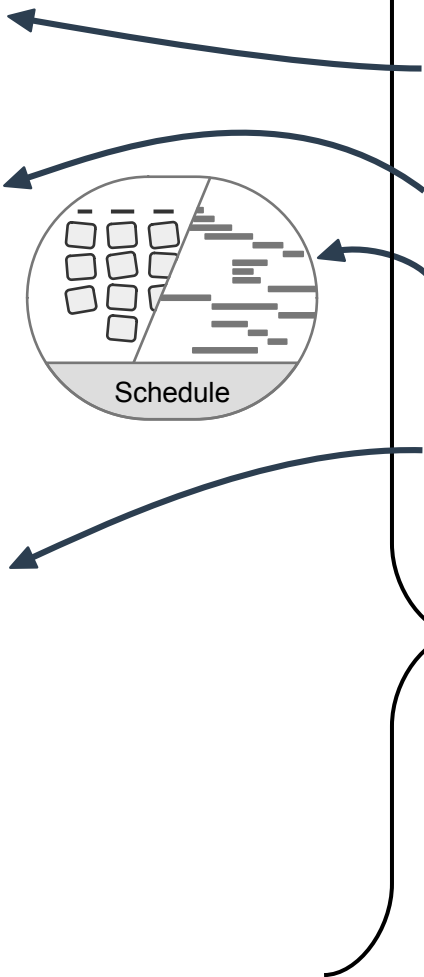
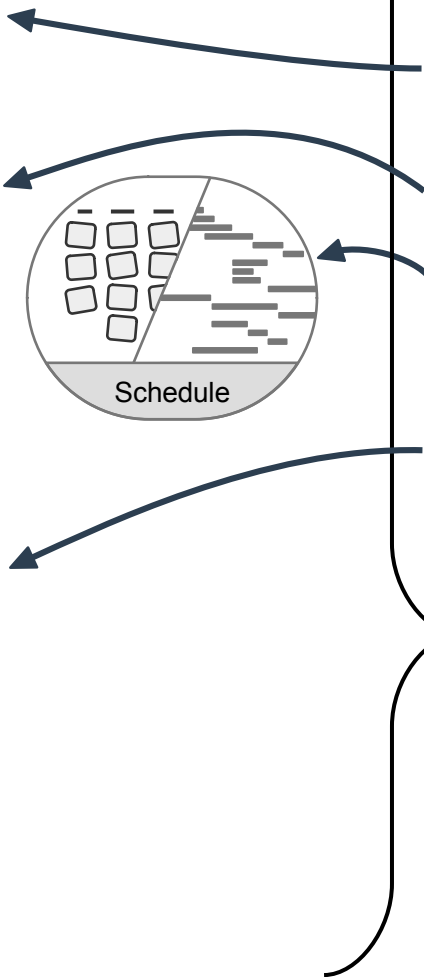
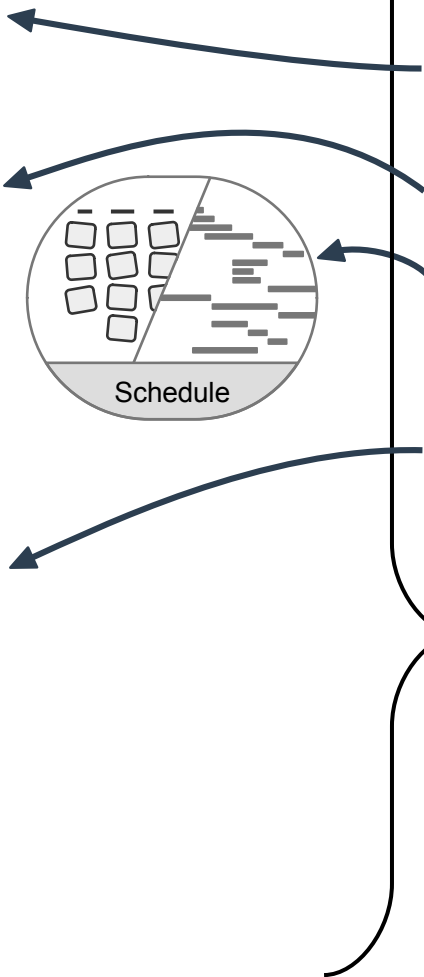
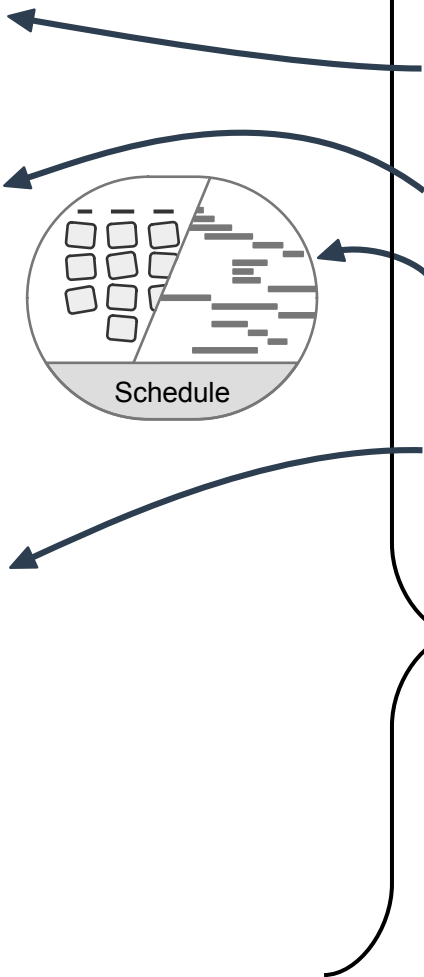
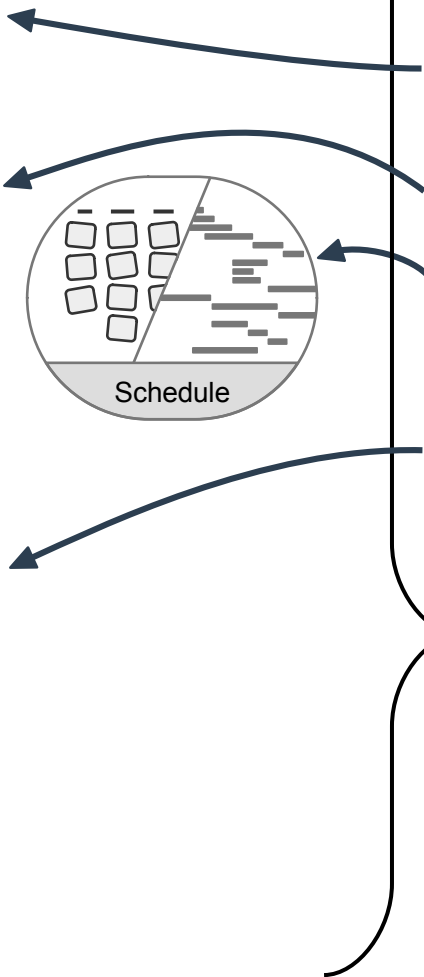
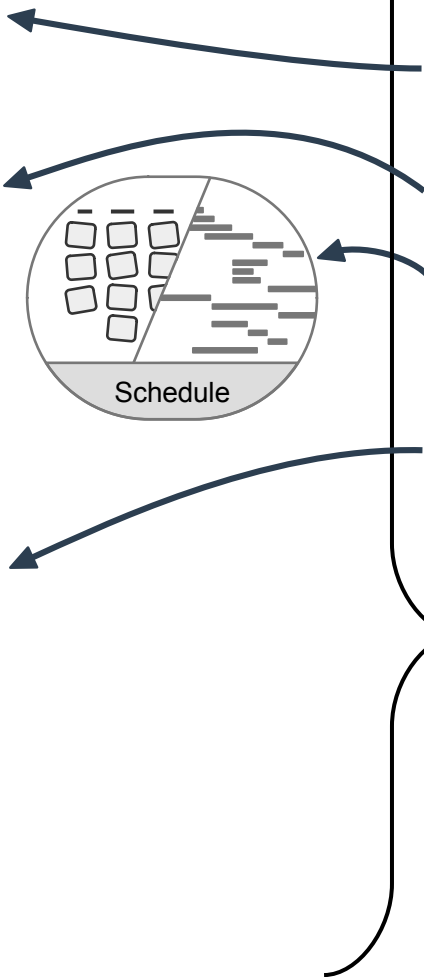
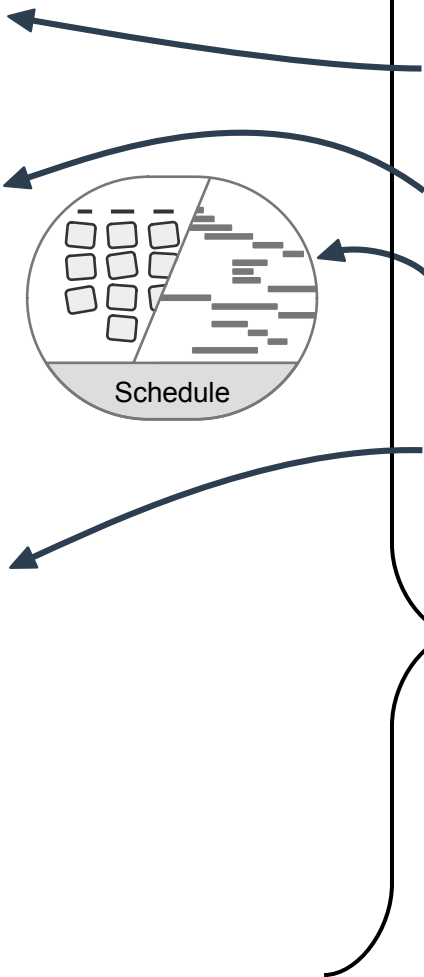
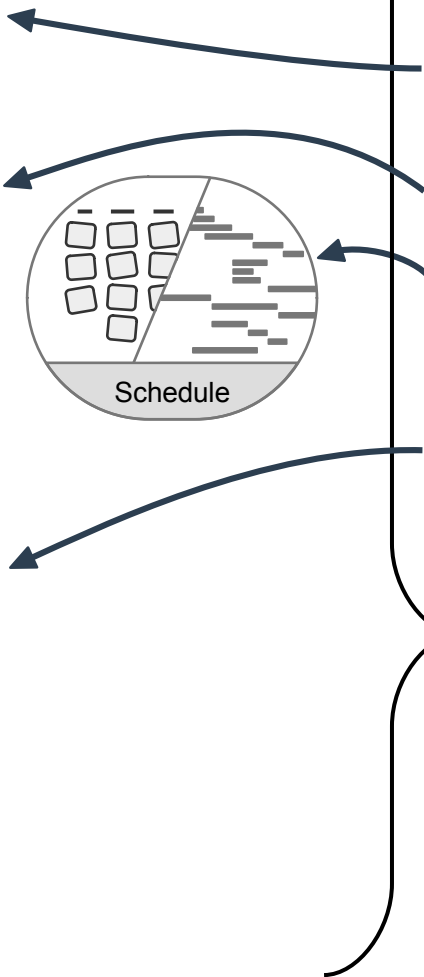
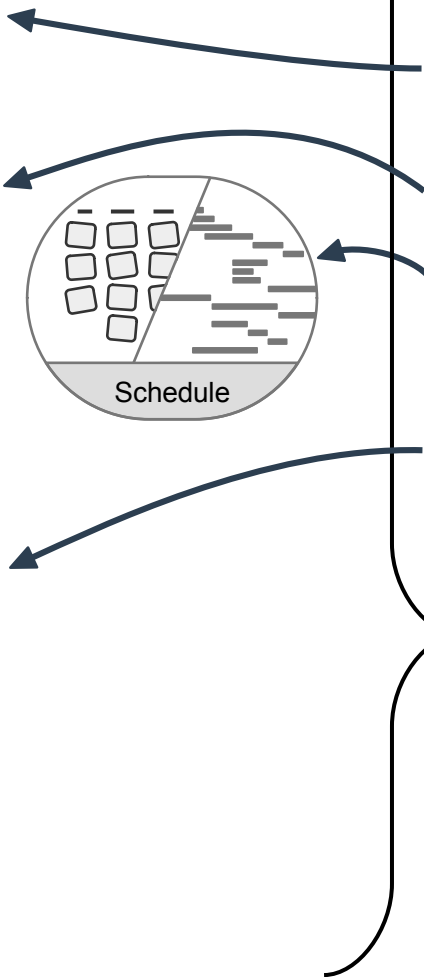
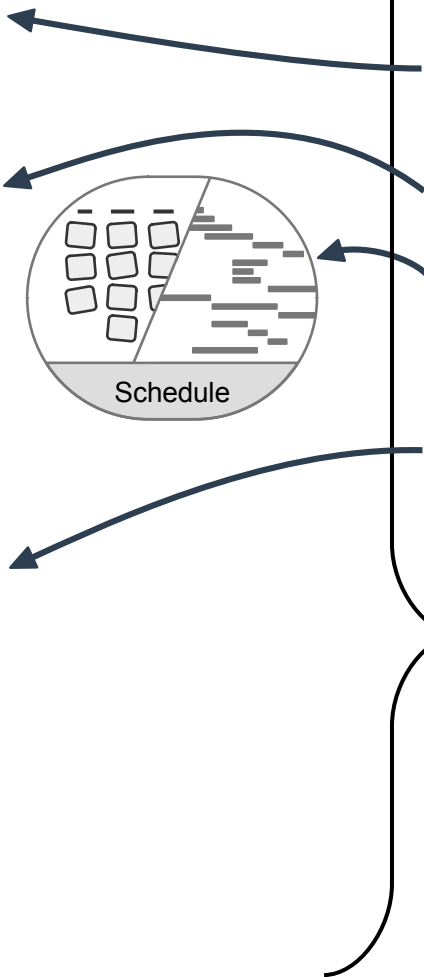
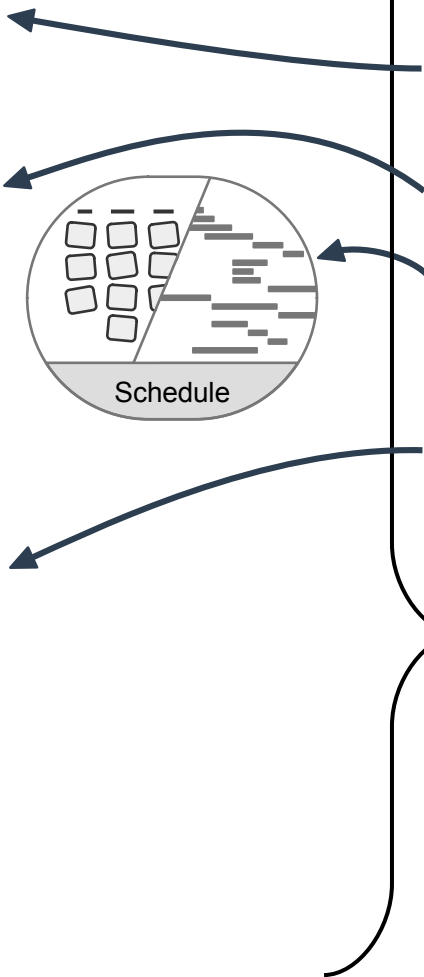
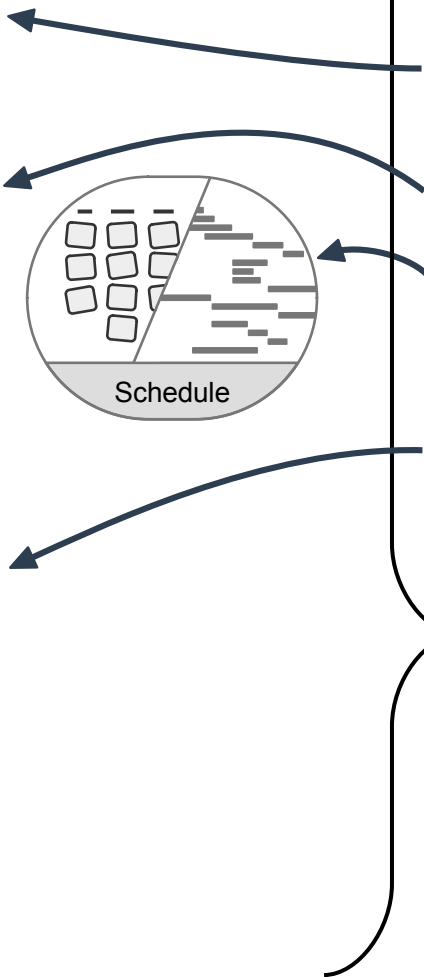
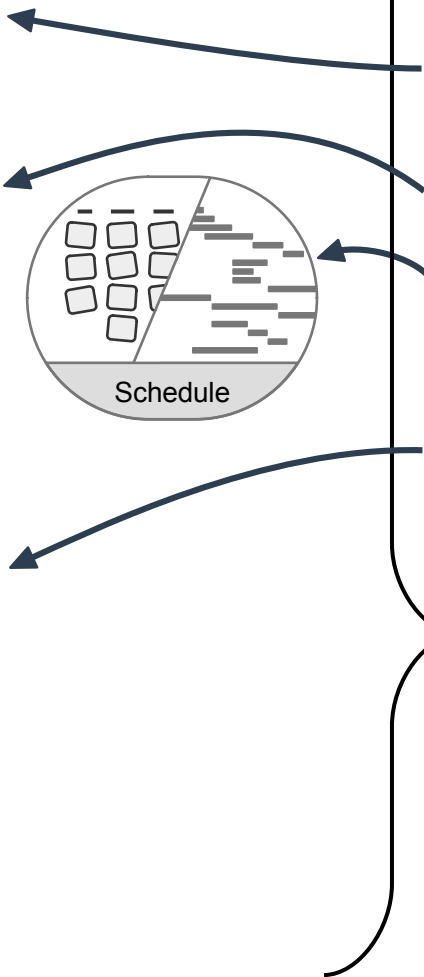
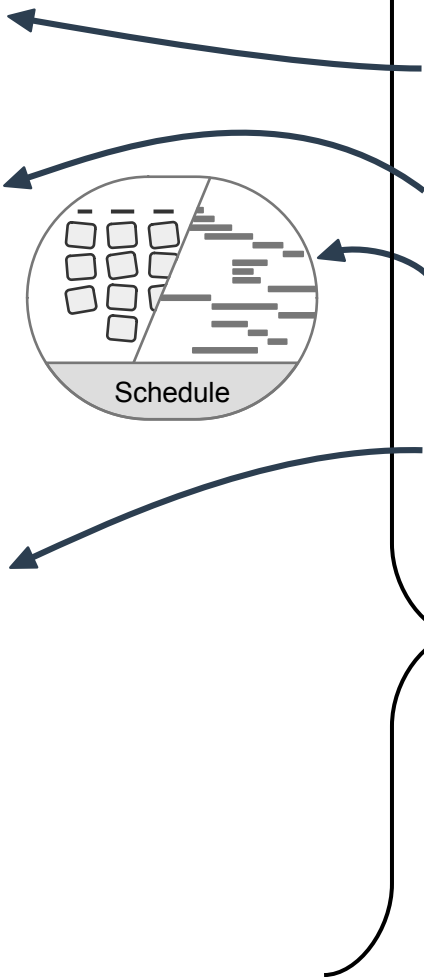
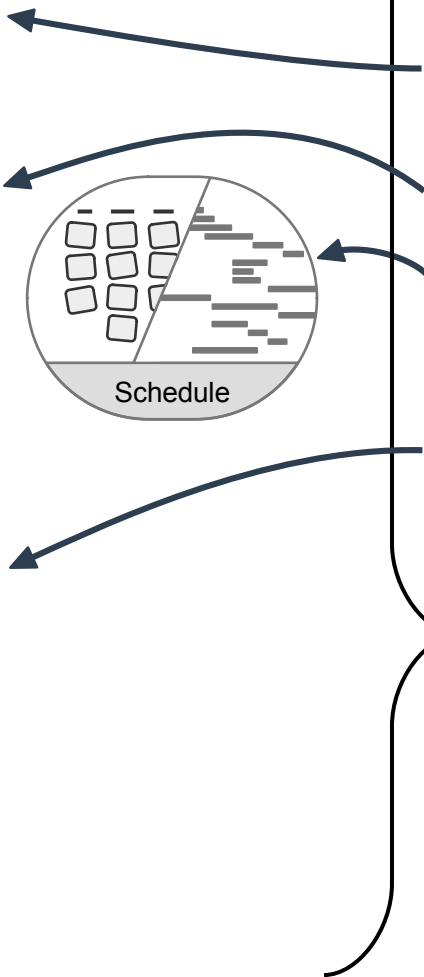
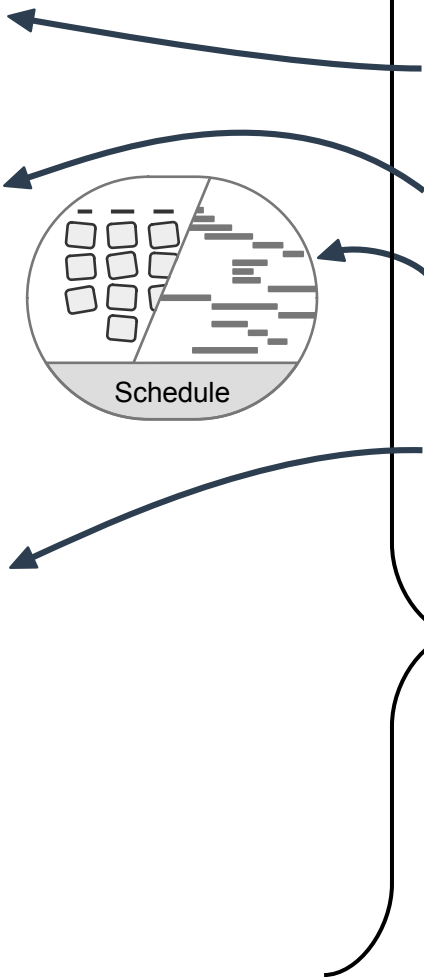
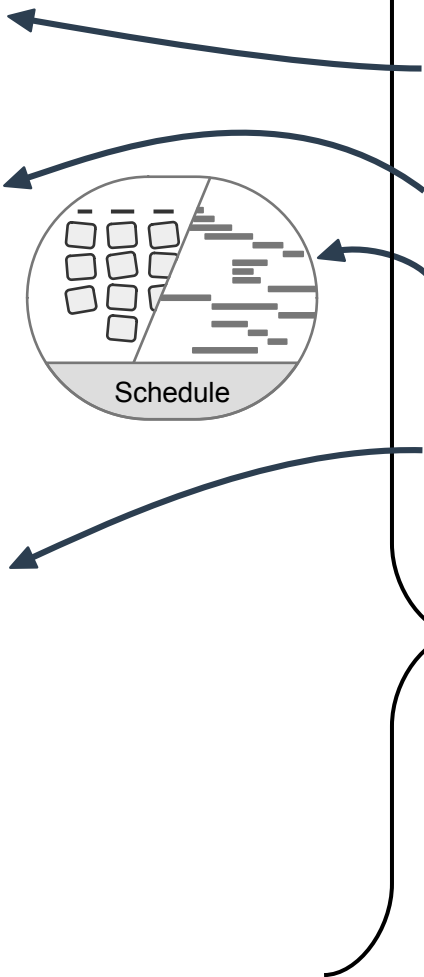
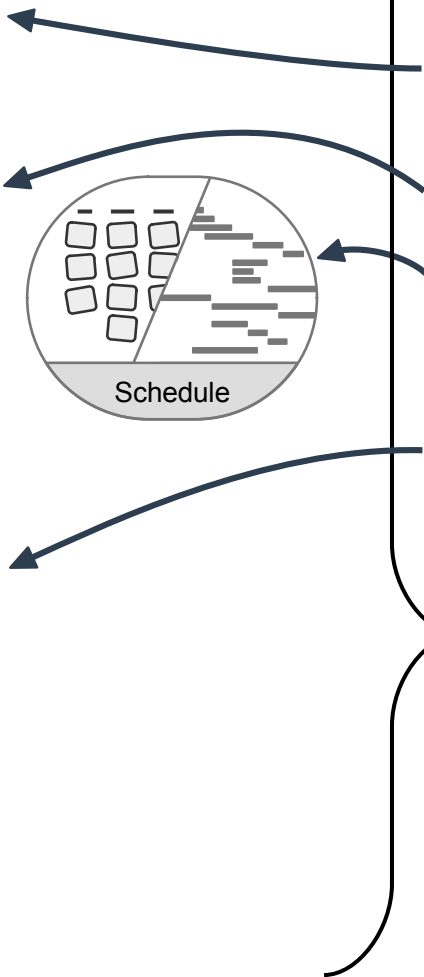
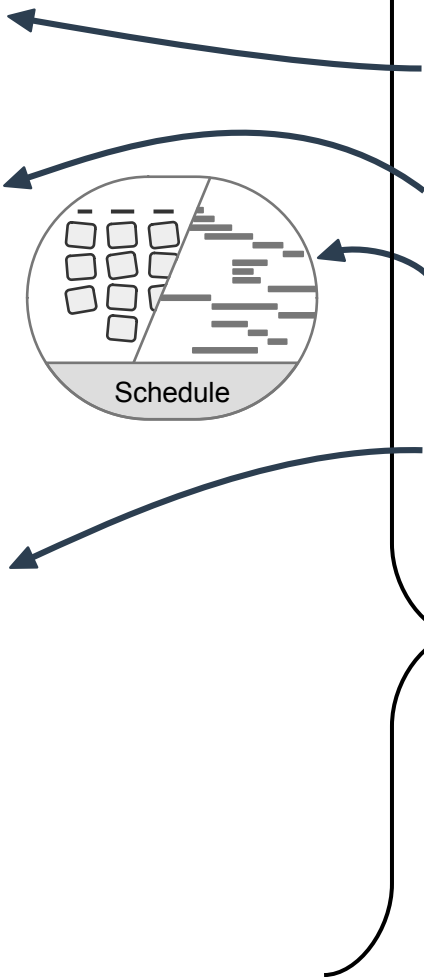
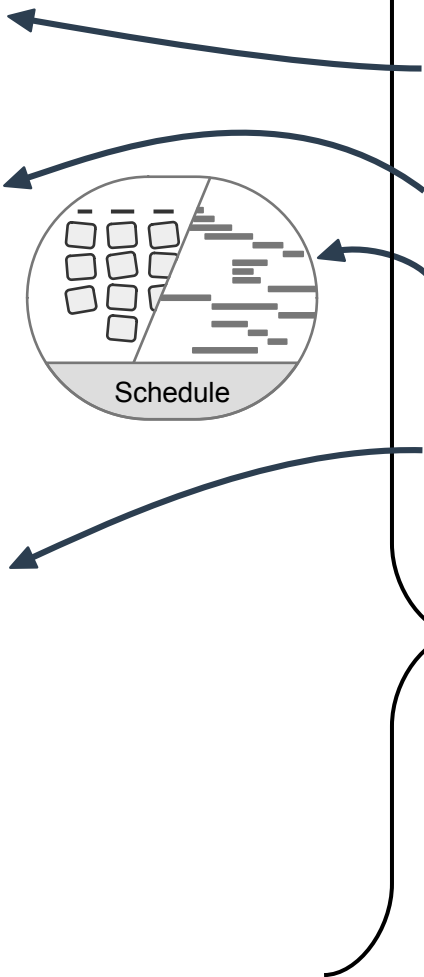
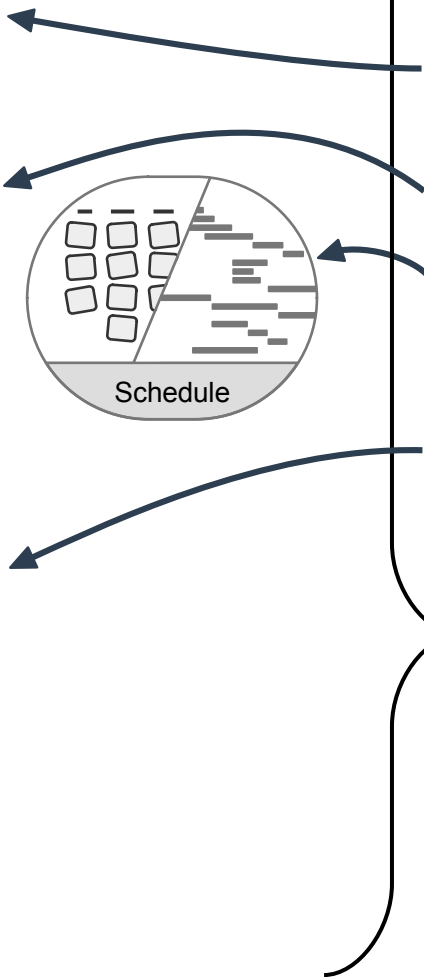
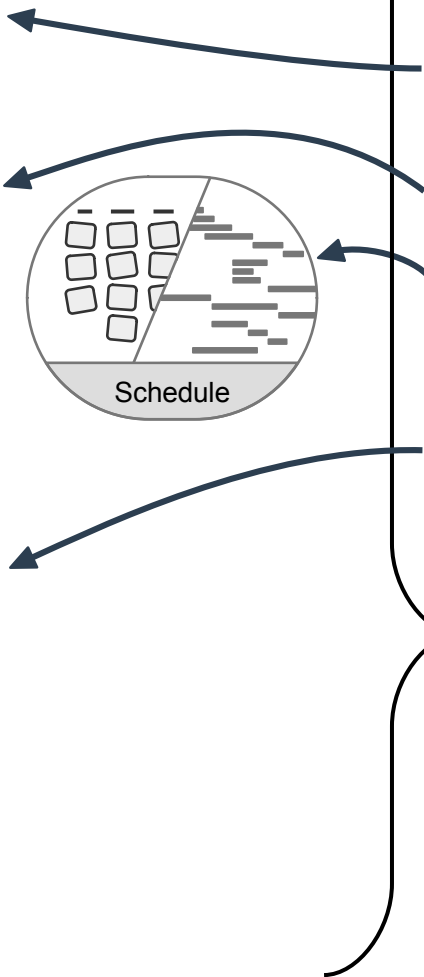
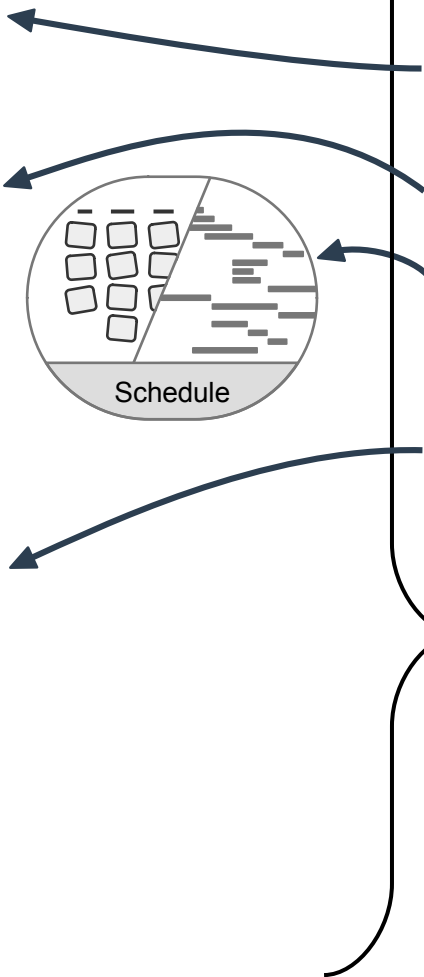
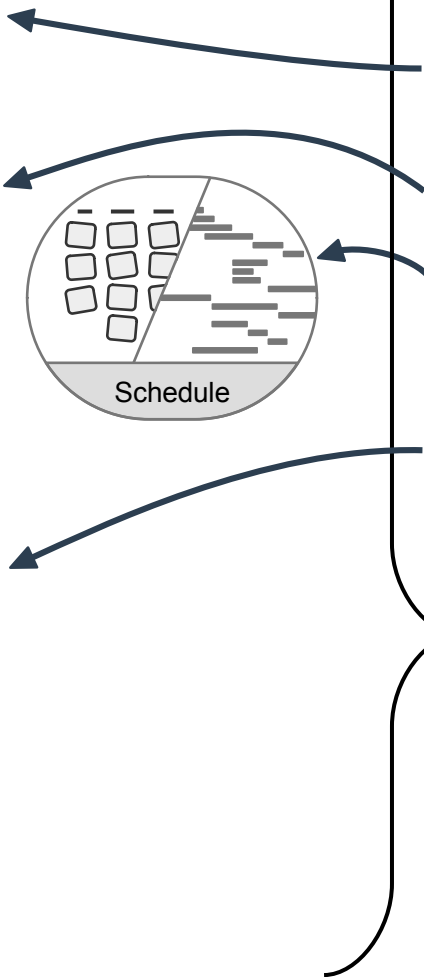
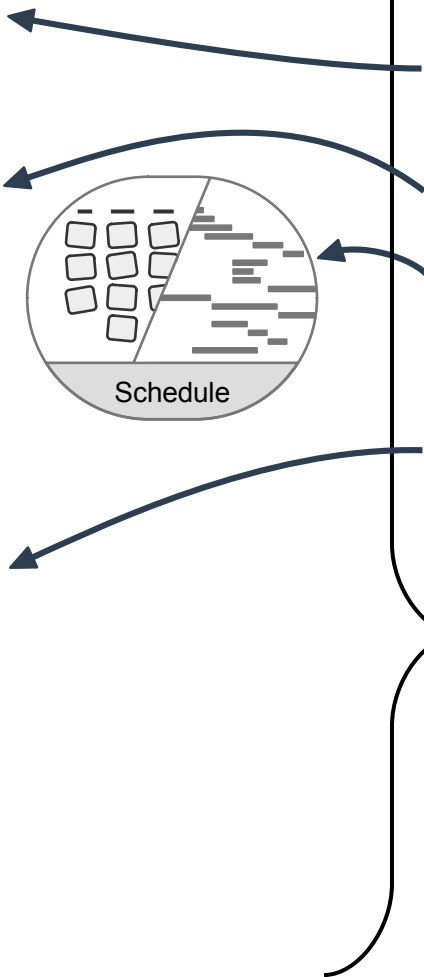
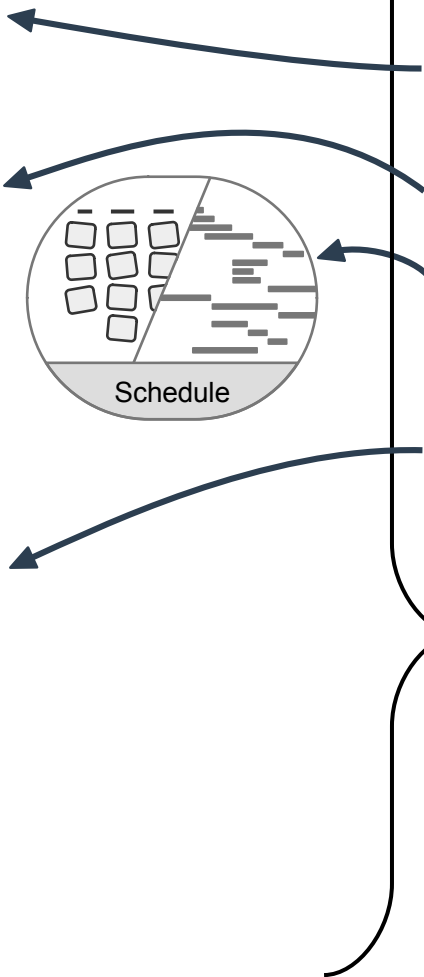
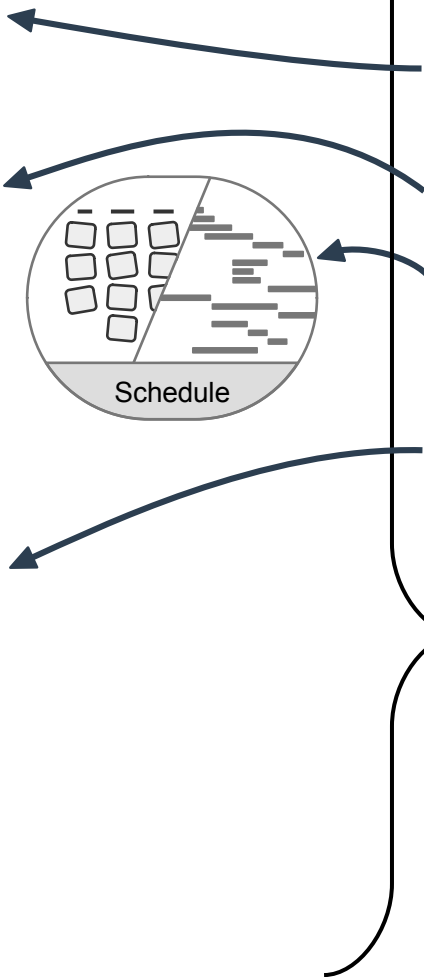
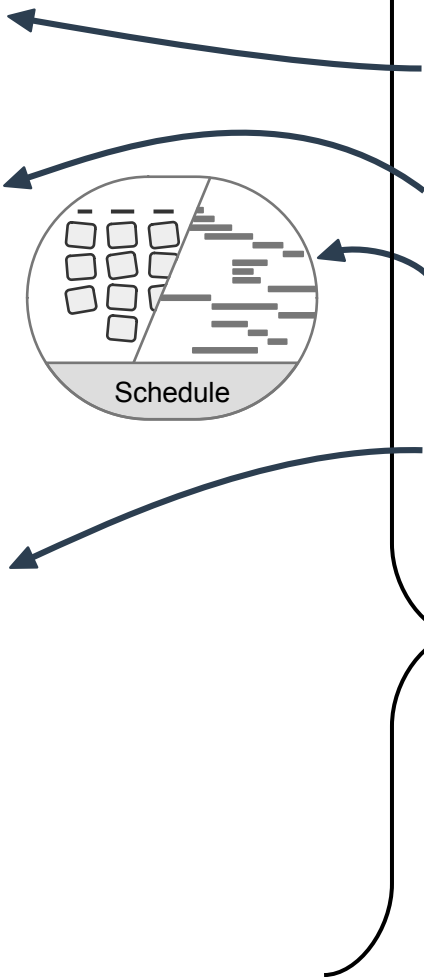
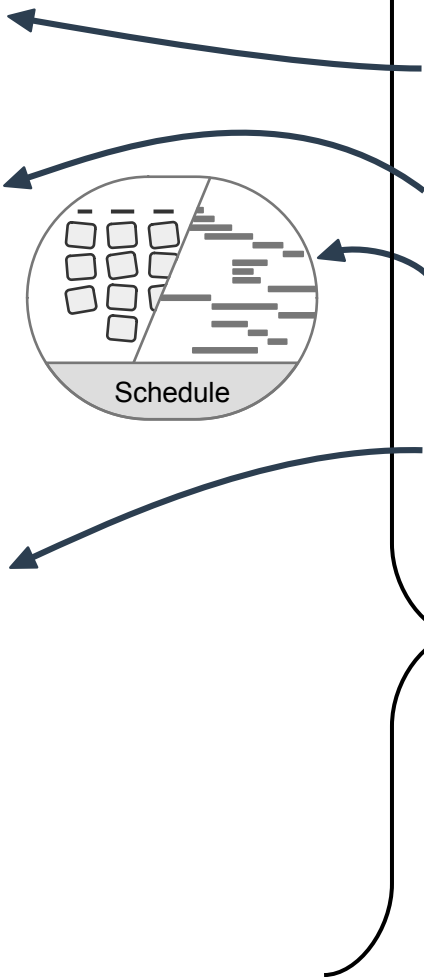
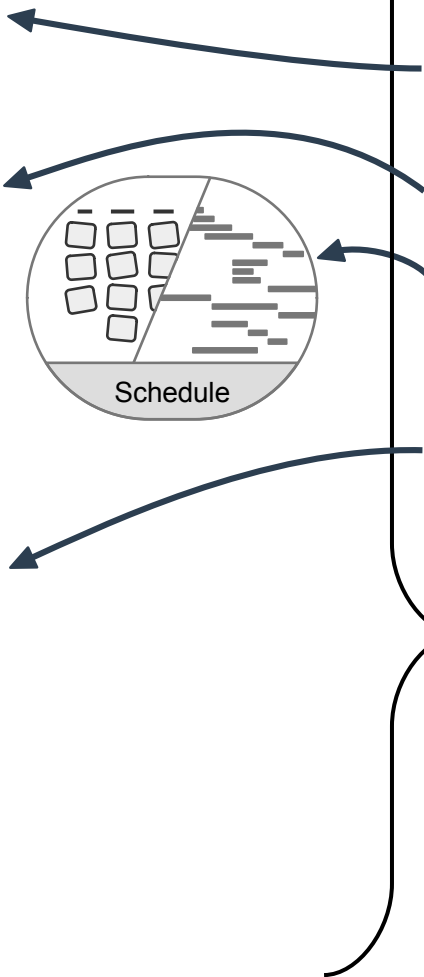
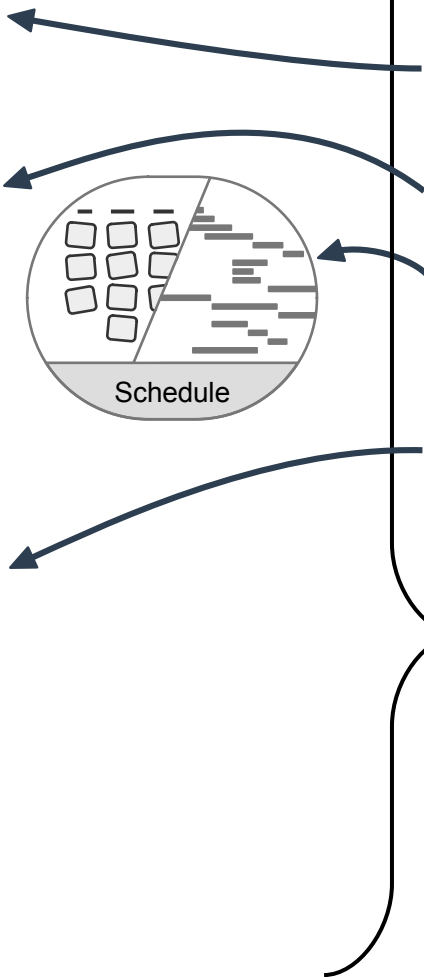
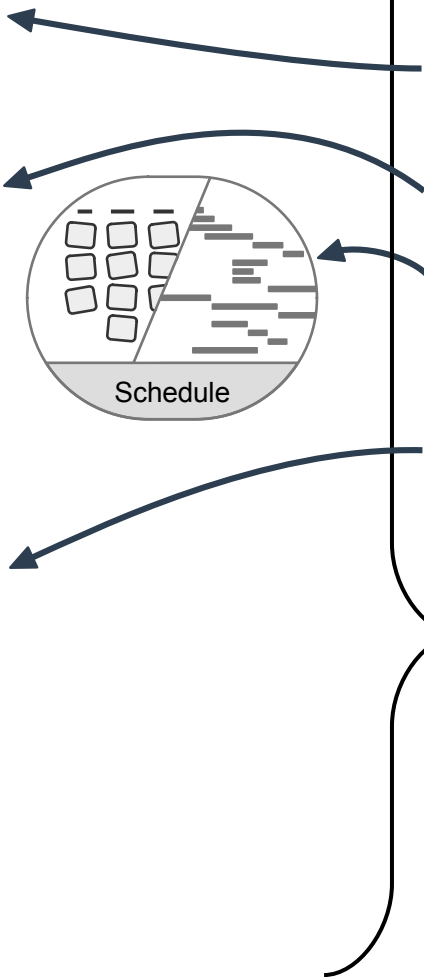
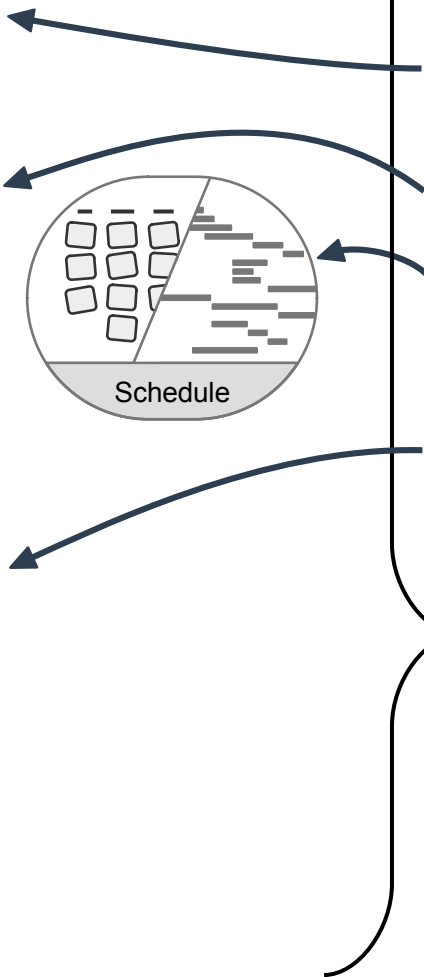
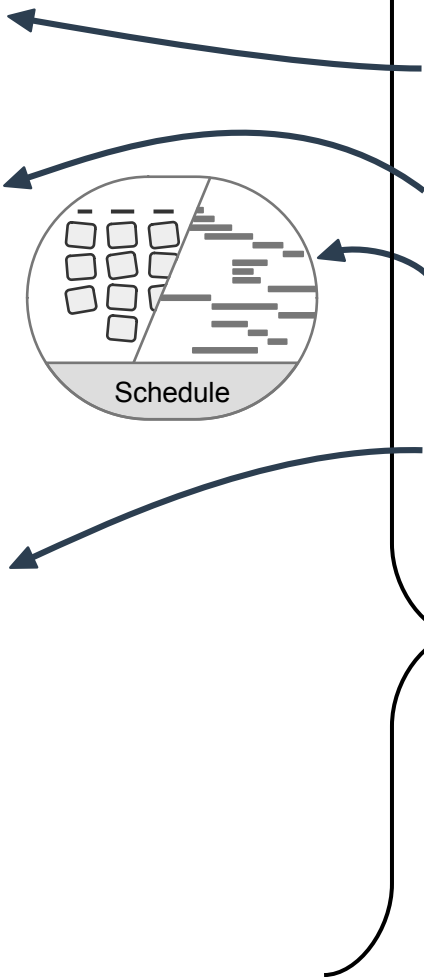
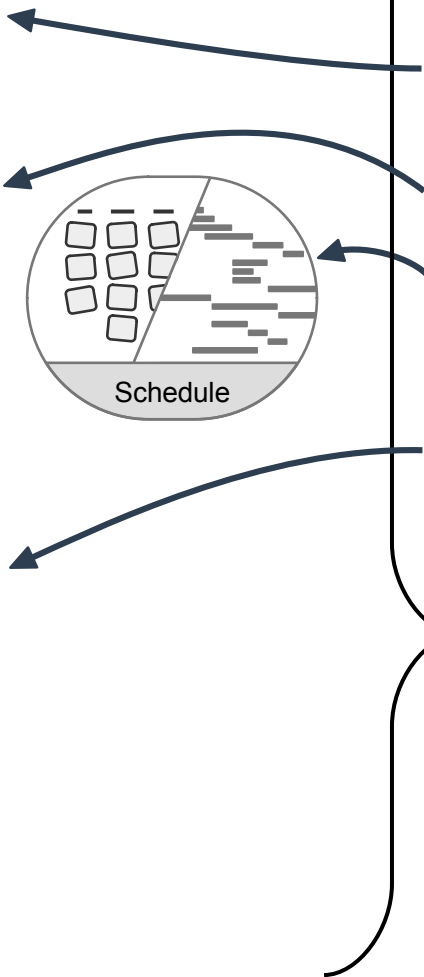
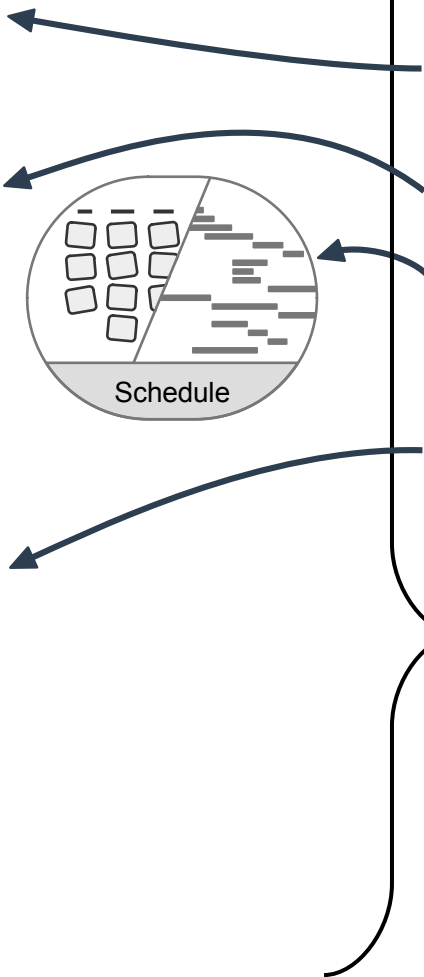
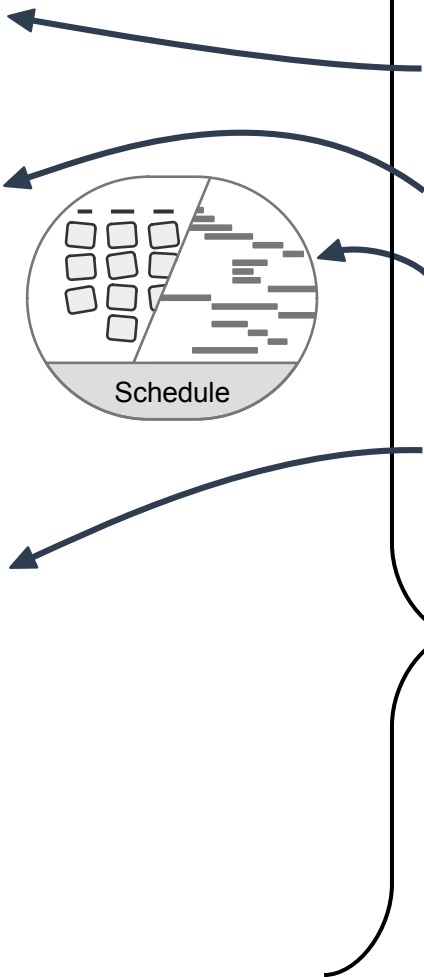
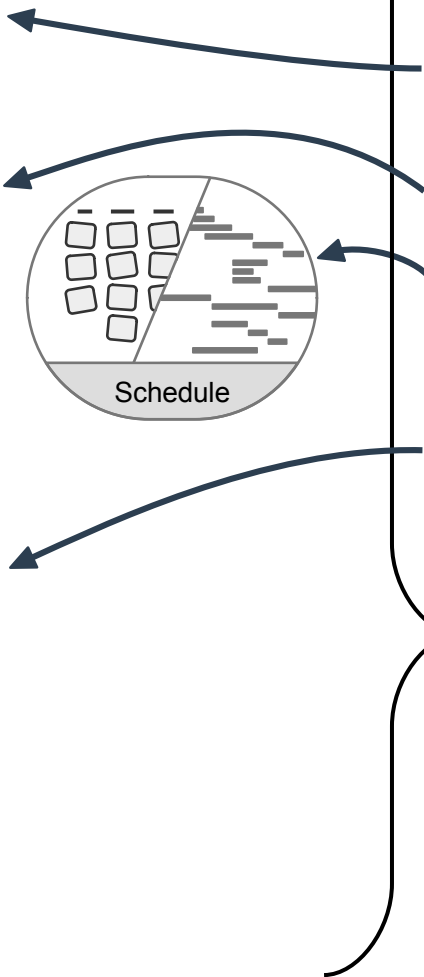
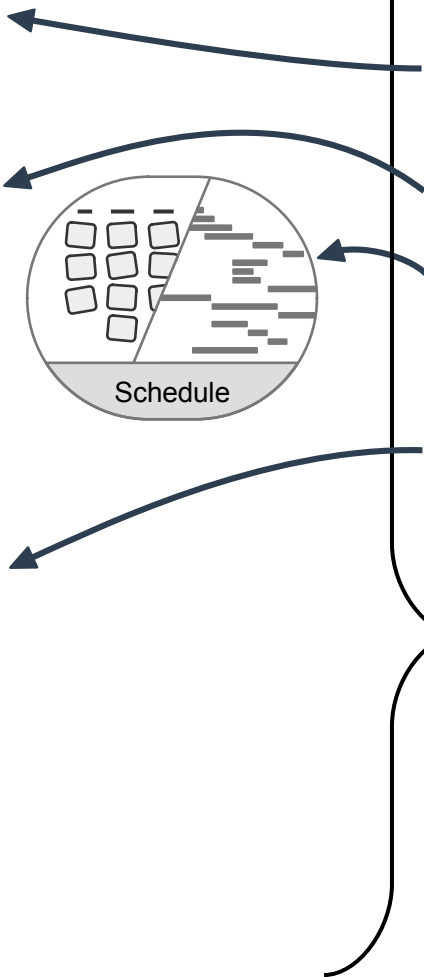
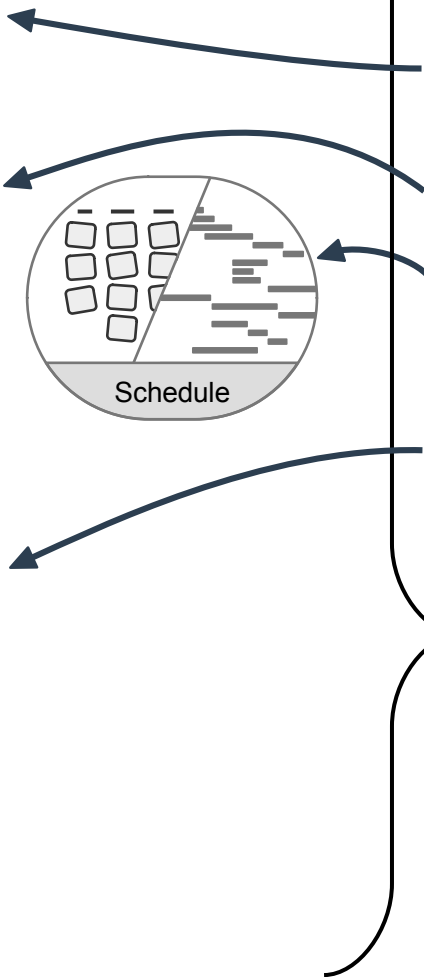
Revised deliverables

Revised schedule

New follow-up items



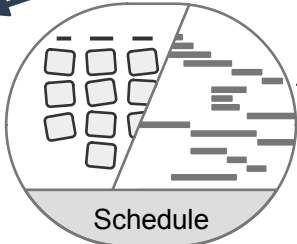
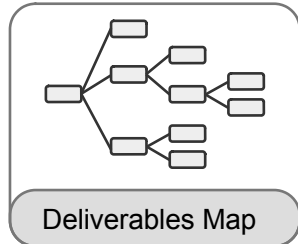
escalation for large deviations



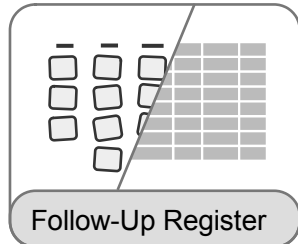
1



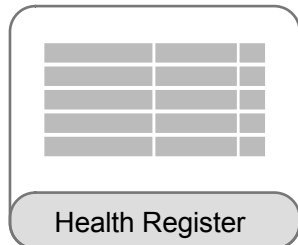
2



3



4

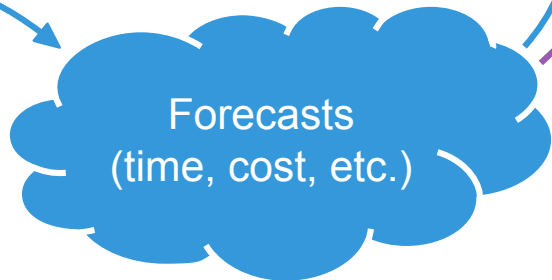


Revised targets

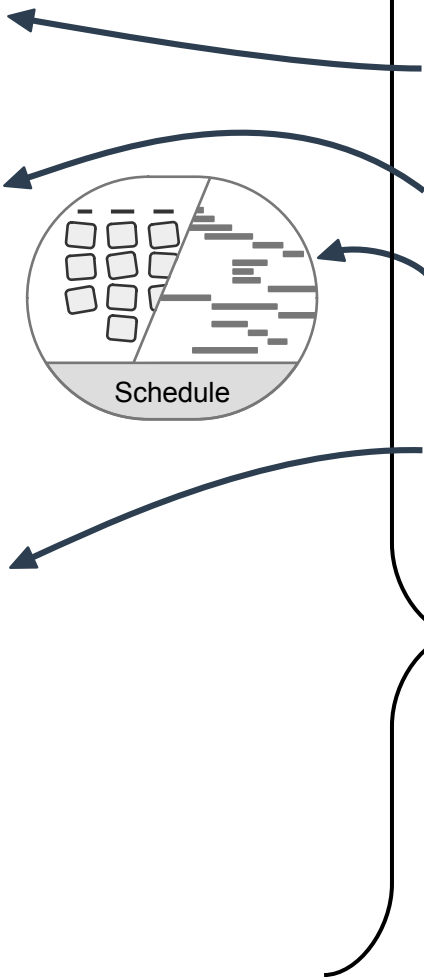
Revised deliverables

Revised schedule

New follow-up items

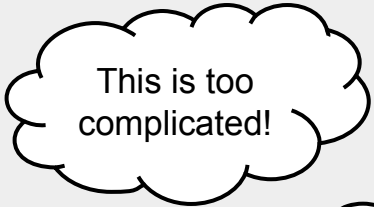


escalation for large deviations









This is too complicated!



Responses to deviations

This is too complicated!

Responses to deviations



This is too complicated!

Hey, everyone!  
How do you think we can recover from this deviation?

Responses to deviations

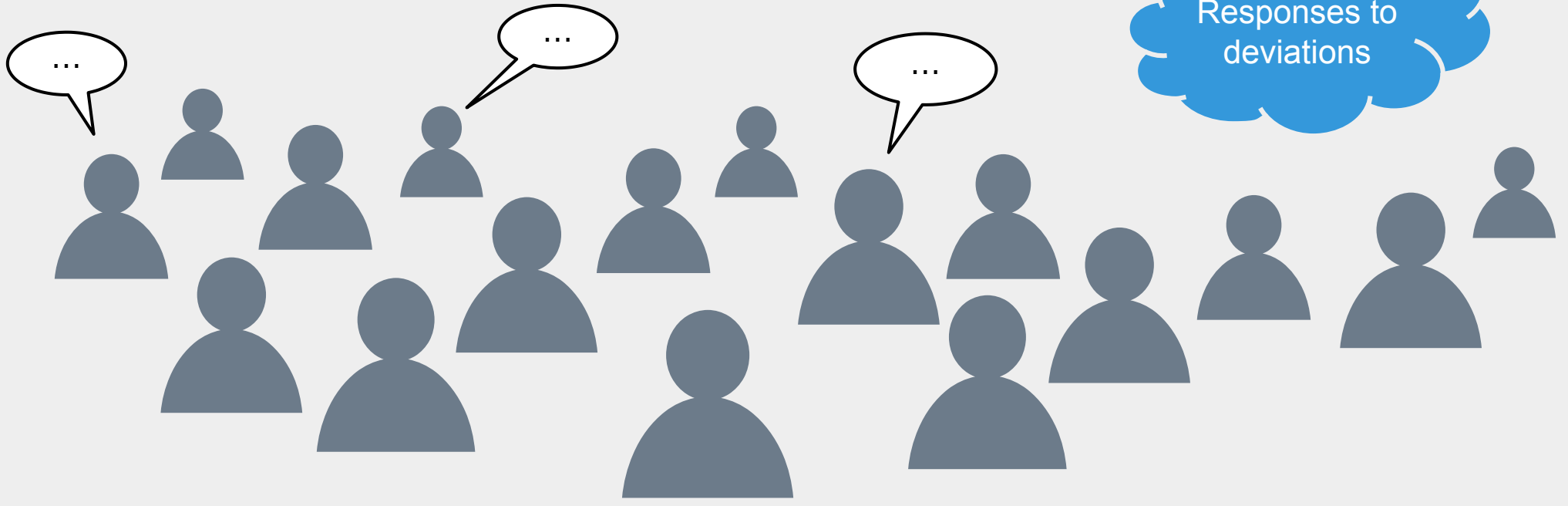


Wisdom of Crowds

This is too complicated!

Hey, everyone!  
How do you think we can recover from this deviation?

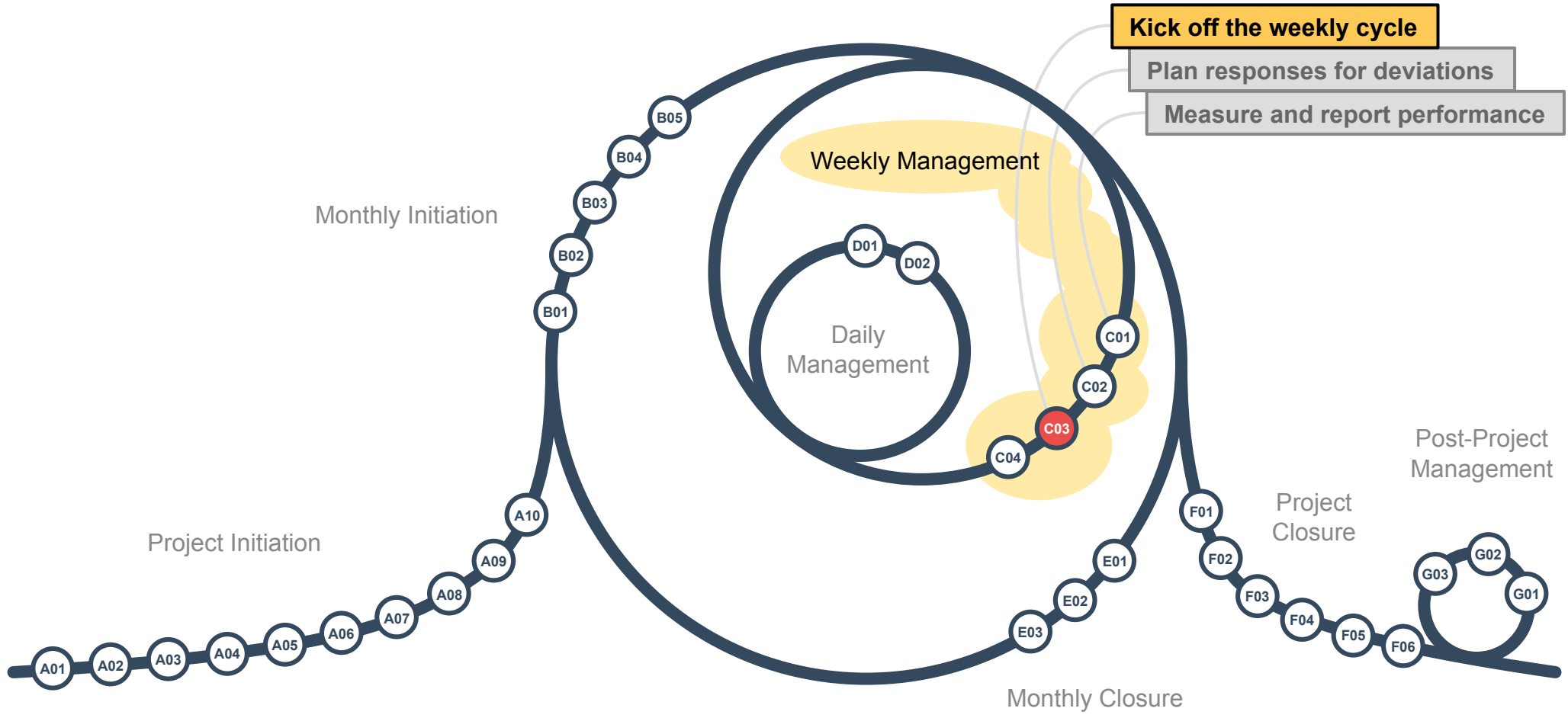
Responses to deviations



“Sometimes, working on more deliverables in parallel can increase speed and help recover from deviations.”

Do you agree?





**Kick off the weekly cycle**

Plan responses for deviations

Measure and report performance

Monthly Initiation

Weekly Management

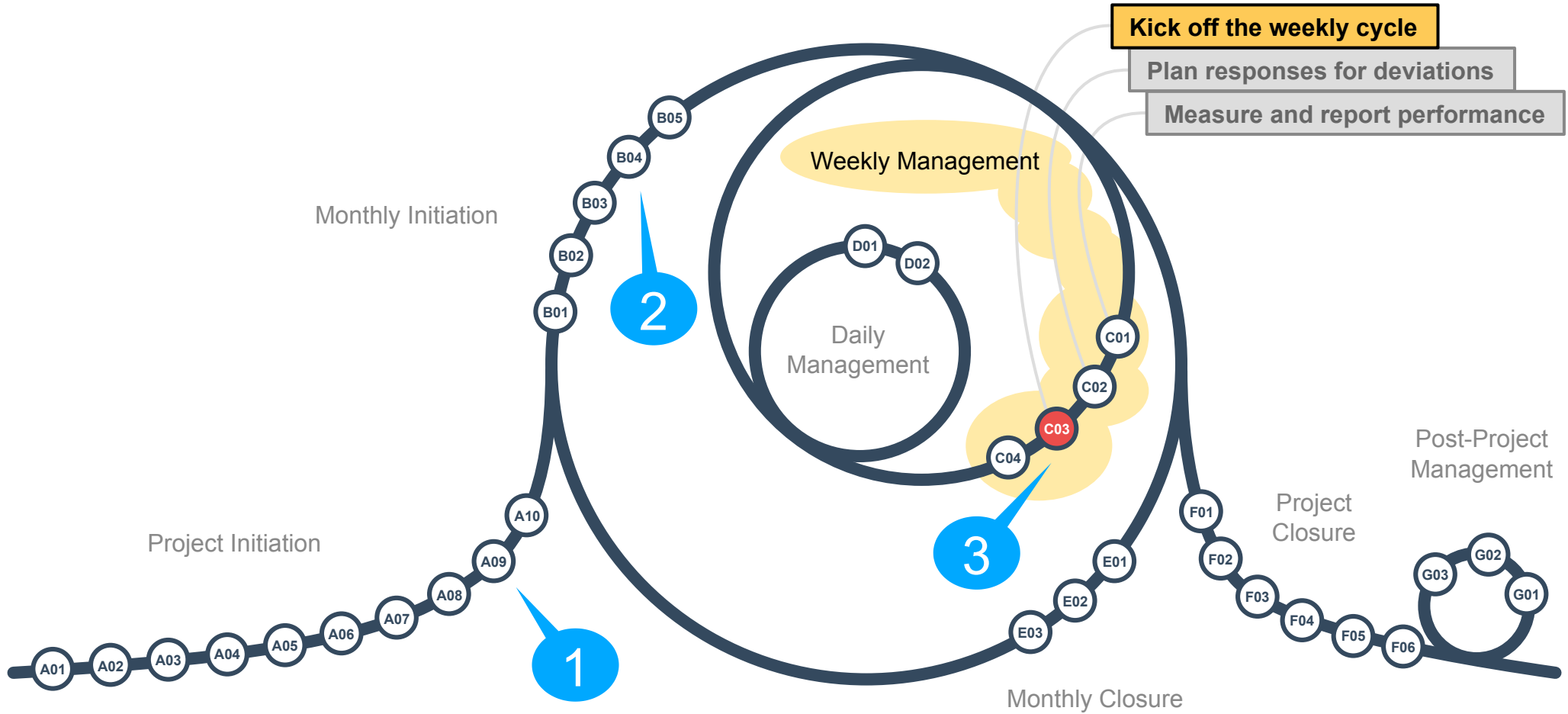
Daily Management

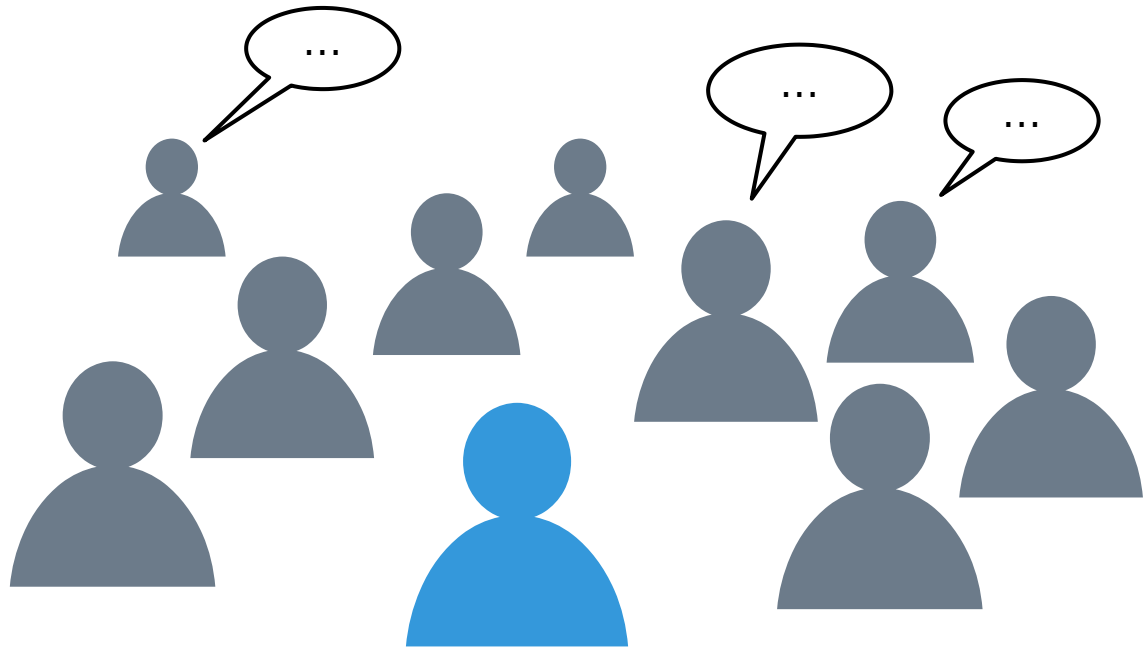
Project Initiation

Post-Project Management

Project Closure

Monthly Closure







Reviewing the  
deliverables and  
follow-up items for  
the upcoming week



Encouraging  
teams to limit  
work in progress

Reviewing the  
deliverables and  
follow-up items for  
the upcoming week



Discovering  
conflicts

Encouraging  
teams to limit  
work in progress

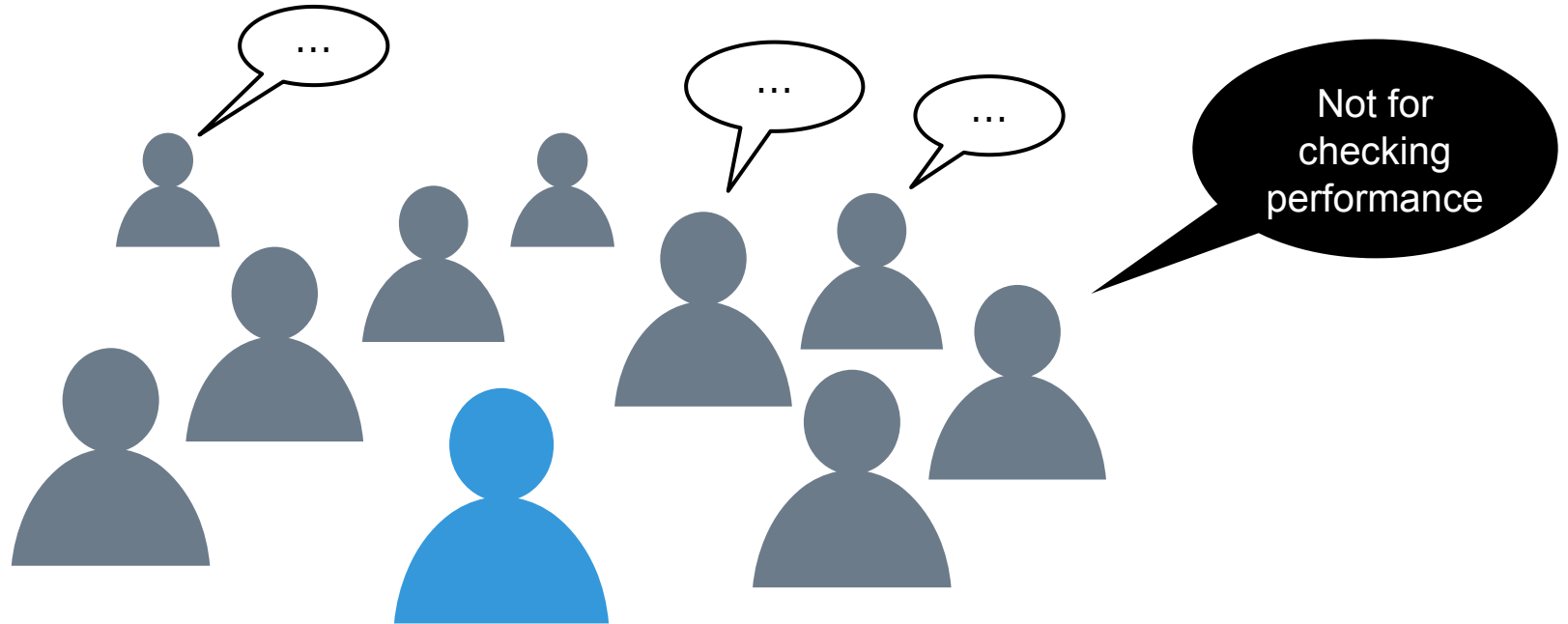
Reviewing the  
deliverables and  
follow-up items for  
the upcoming week



Discovering  
conflicts

Encouraging  
teams to limit  
work in progress

Reviewing the  
deliverables and  
follow-up items for  
the upcoming week



Discovering conflicts

Encouraging teams to limit work in progress

Reviewing the deliverables and follow-up items for the upcoming week

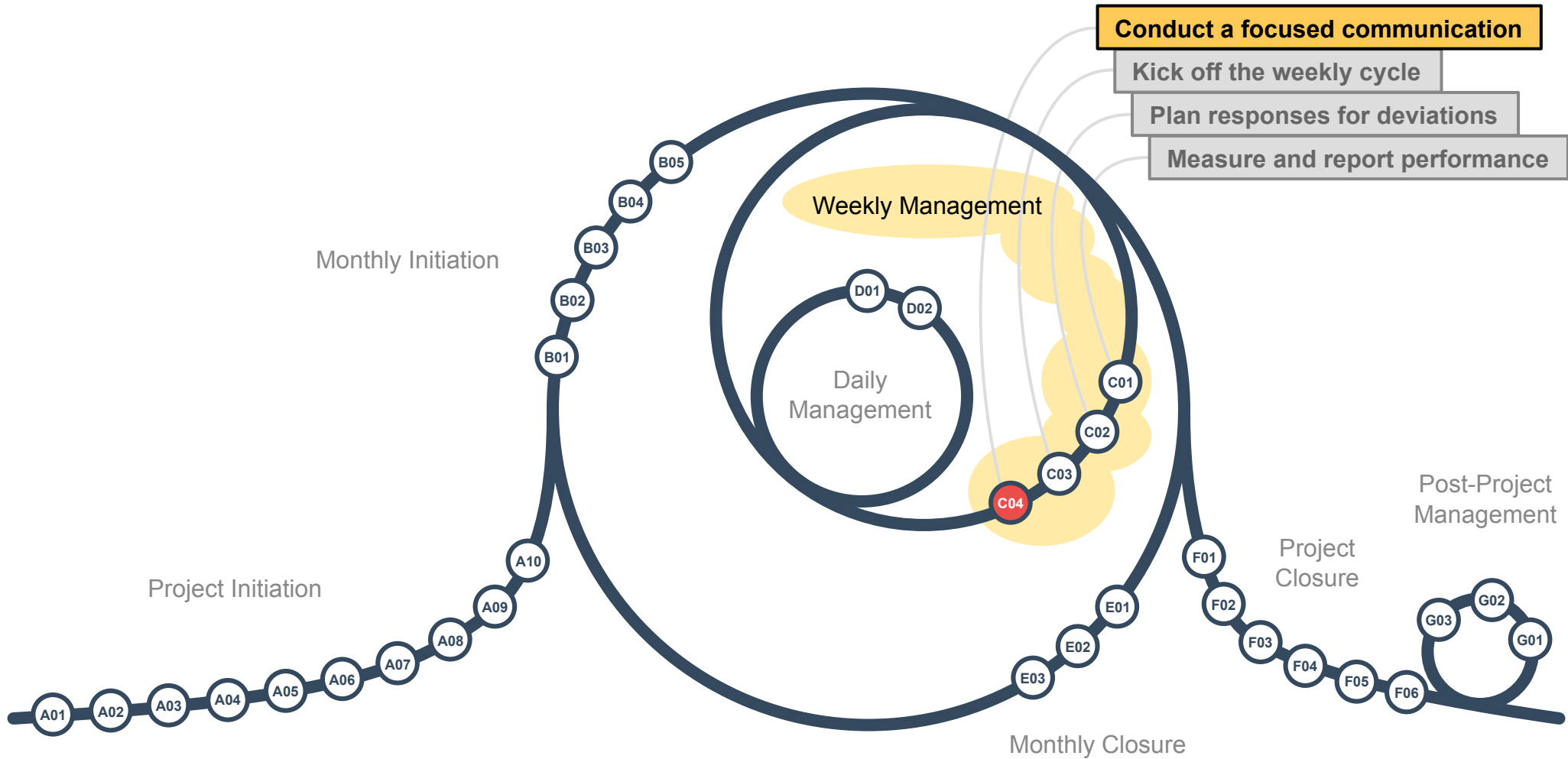
Only the team members

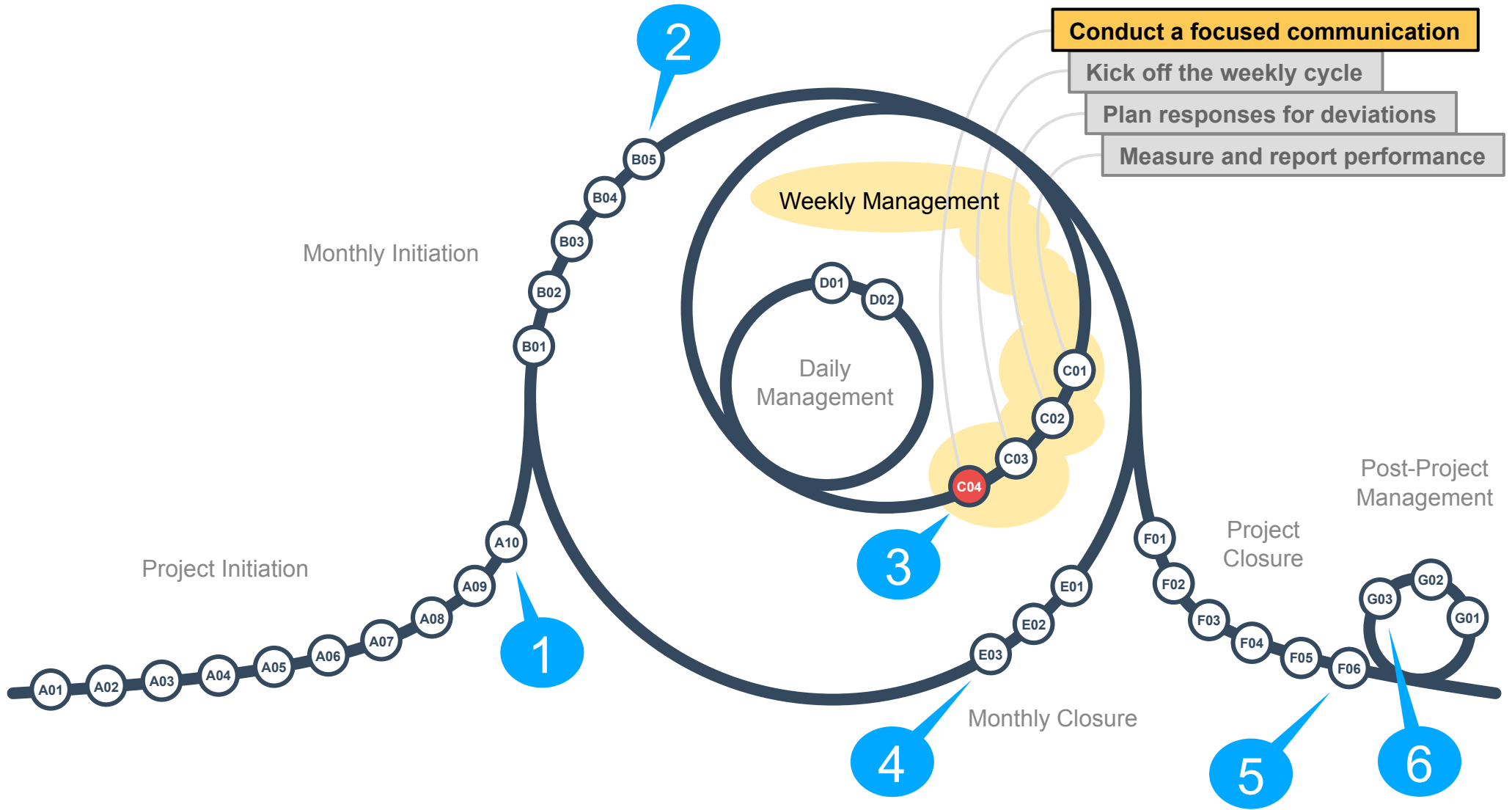
Not for checking performance



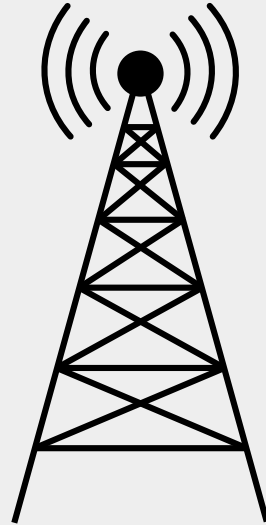
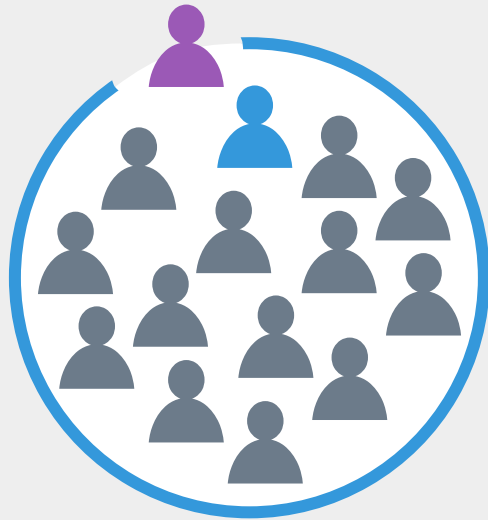
How would you create an effective and pleasant weekly kick-off?

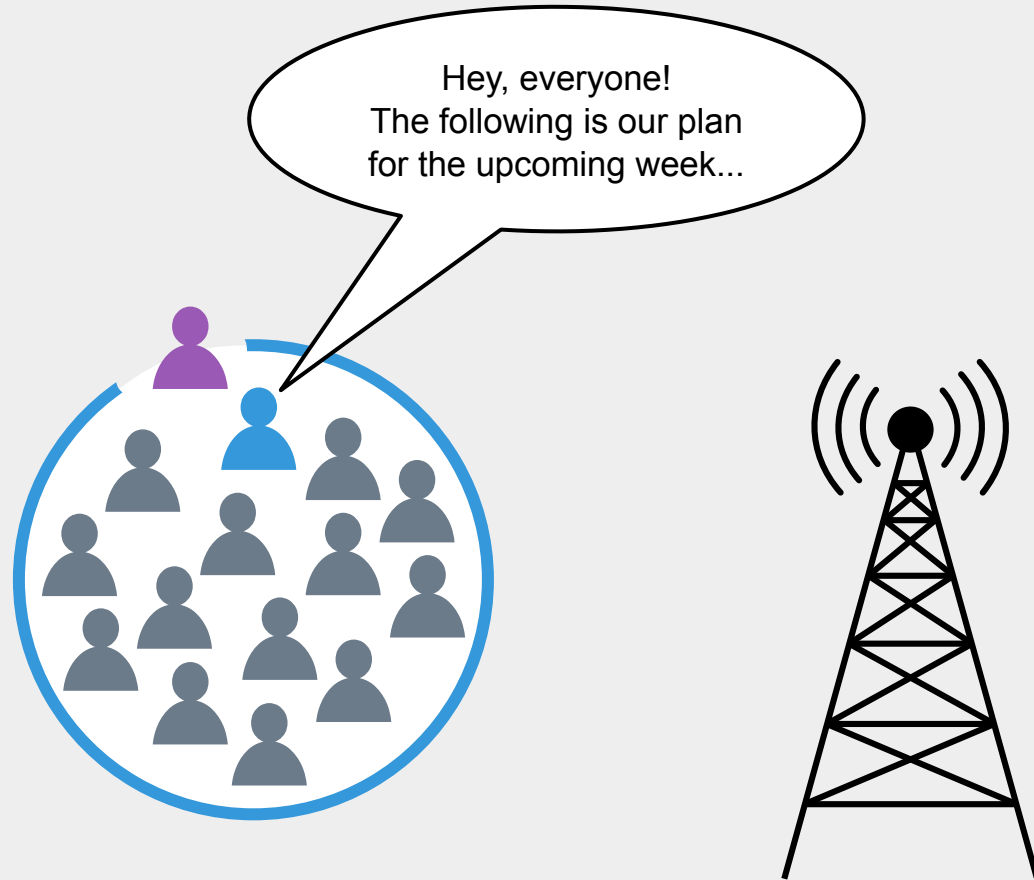


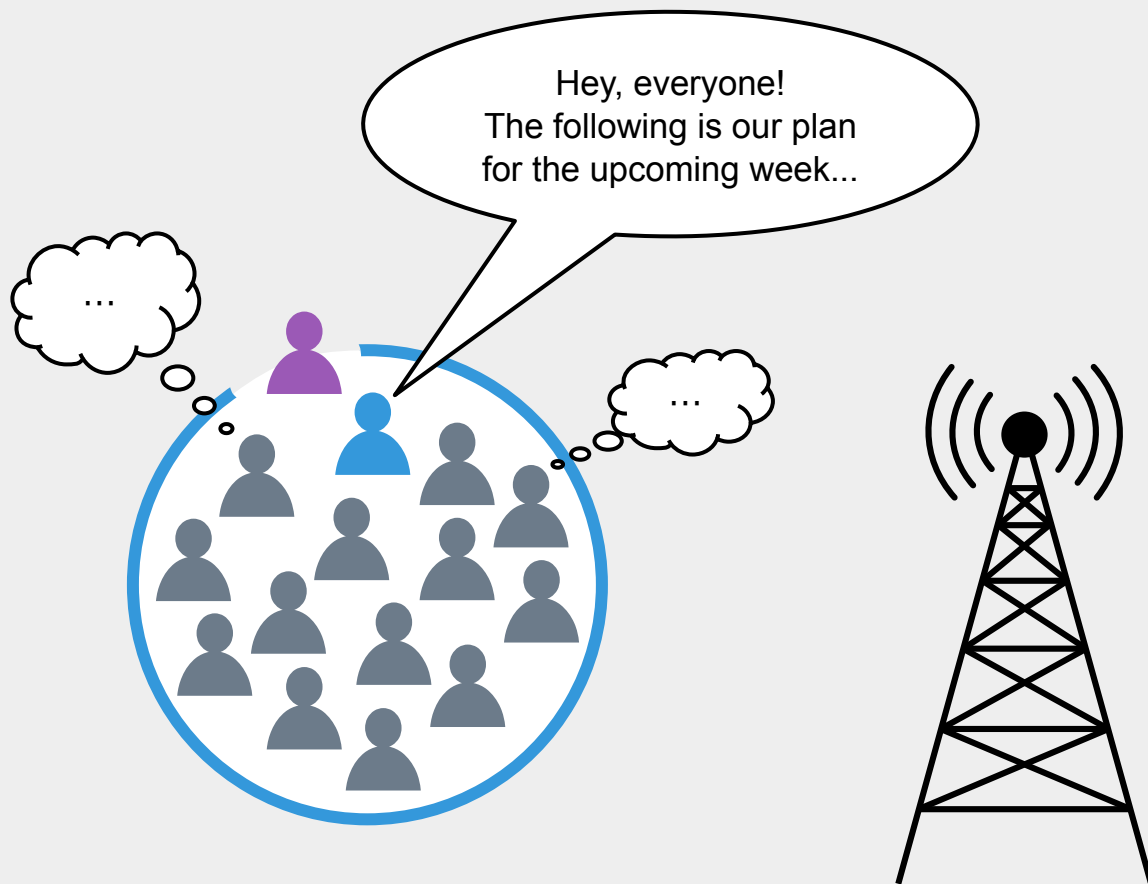


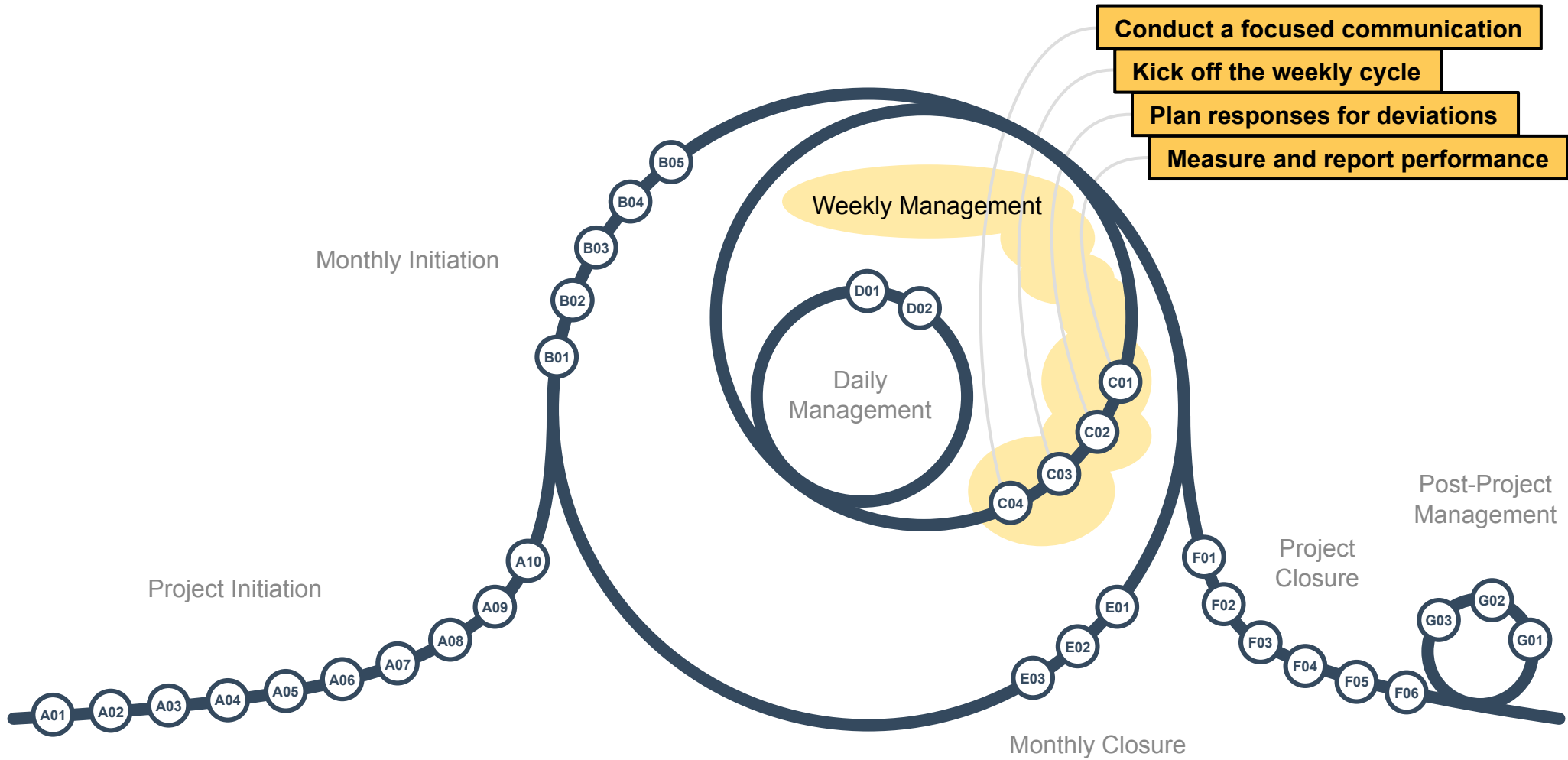












① High-level overview

② Full review

Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management



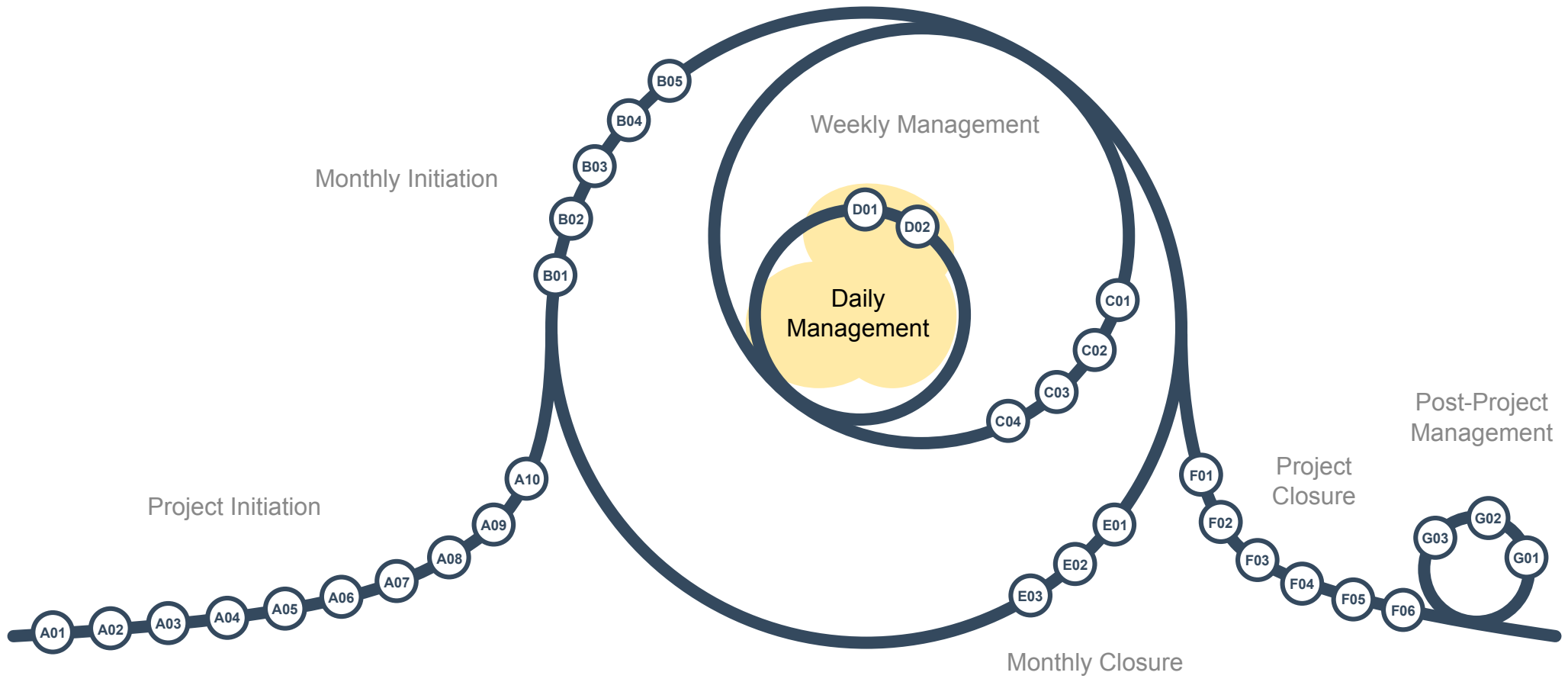
③ NUPP

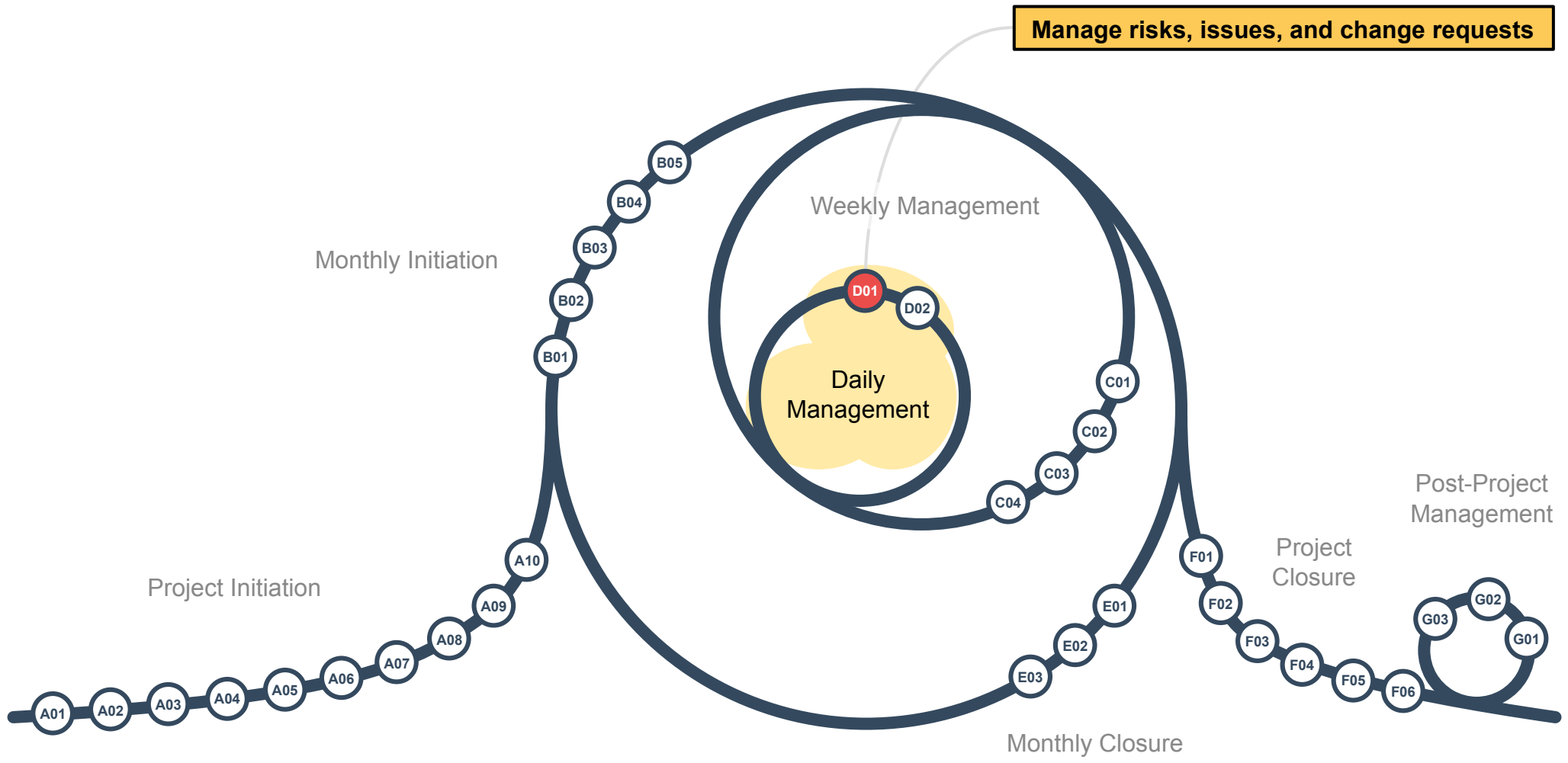
④ Tailoring

⑤ Development methods

⑥ Code of conduct

⑦ Certification program





**Manage risks, issues, and change requests**

Weekly Management

Monthly Initiation

Daily Management


Project Initiation

Post-Project Management

Project Closure

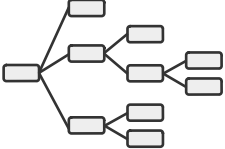
Monthly Closure

1



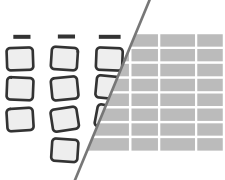
Project Description

2



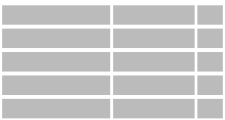
Deliverables Map

3



Follow-Up Register

4



Health Register

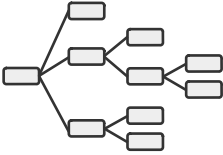


1



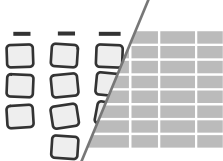
Project Description

2



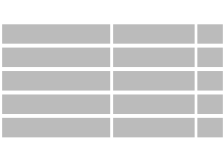
Deliverables Map

3



Follow-Up Register

4



Health Register

## Follow-up items

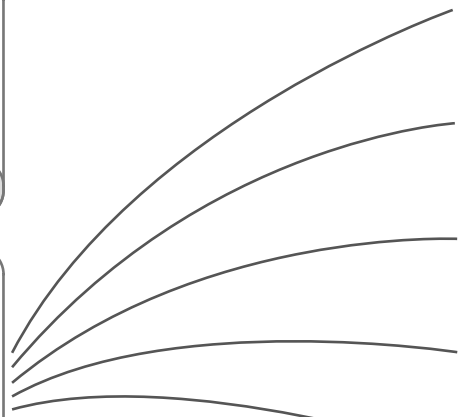
Issue

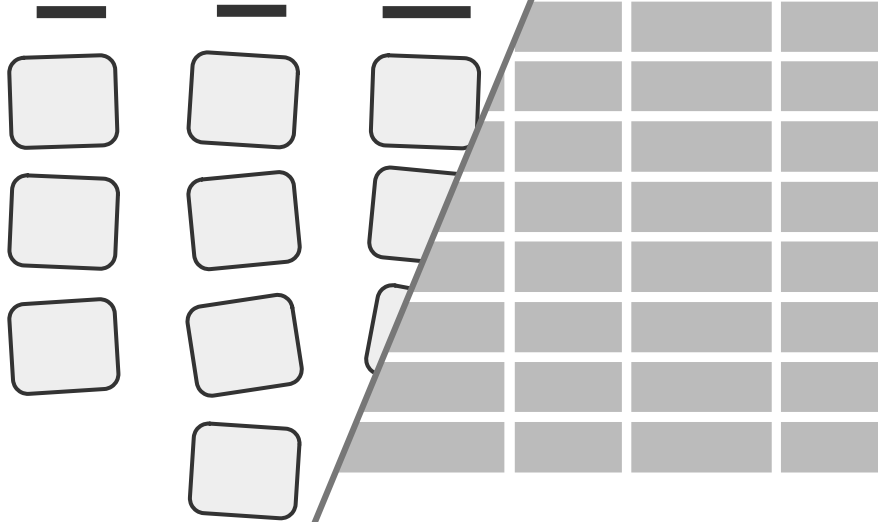
Risk

Improvement Plan

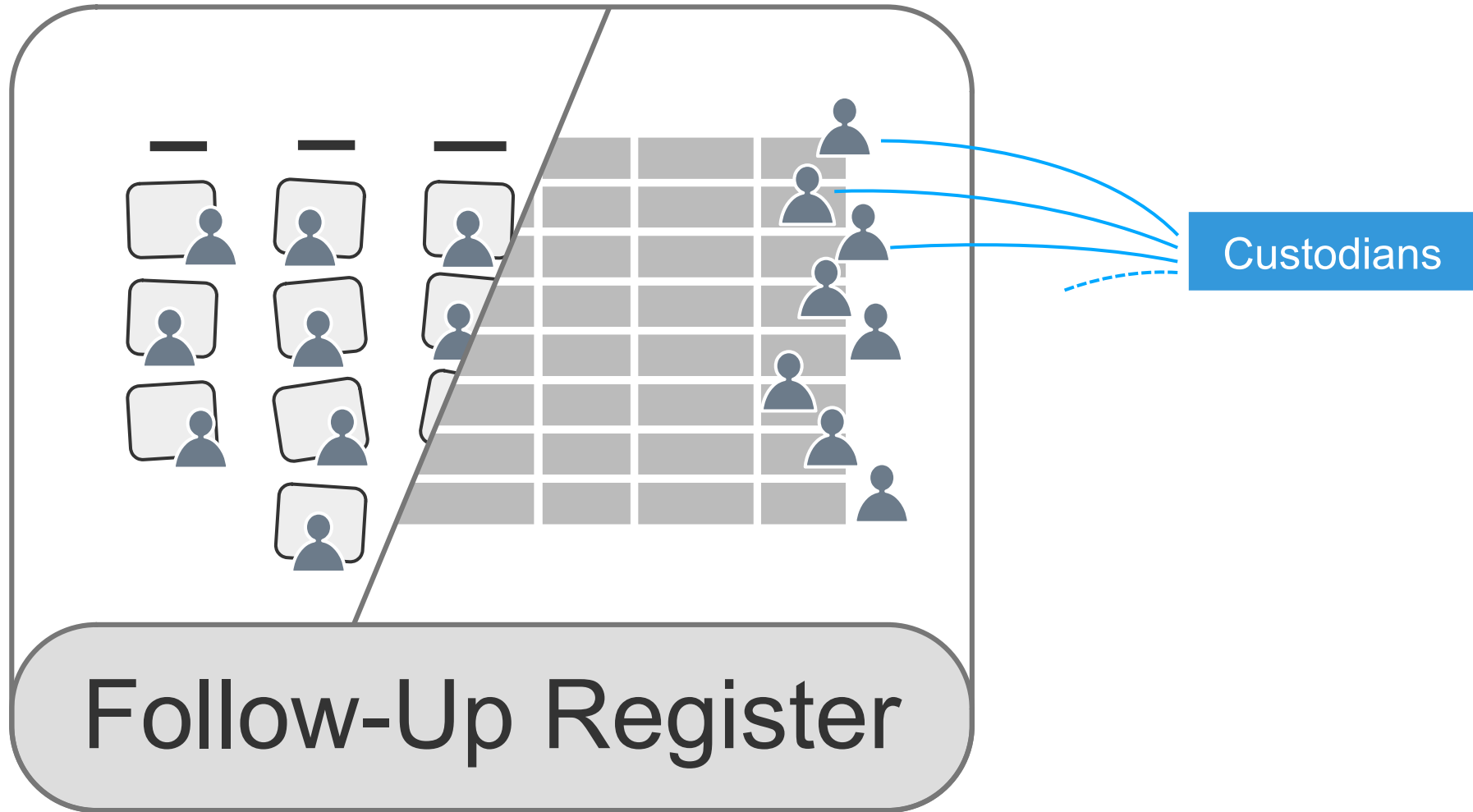
Change Request

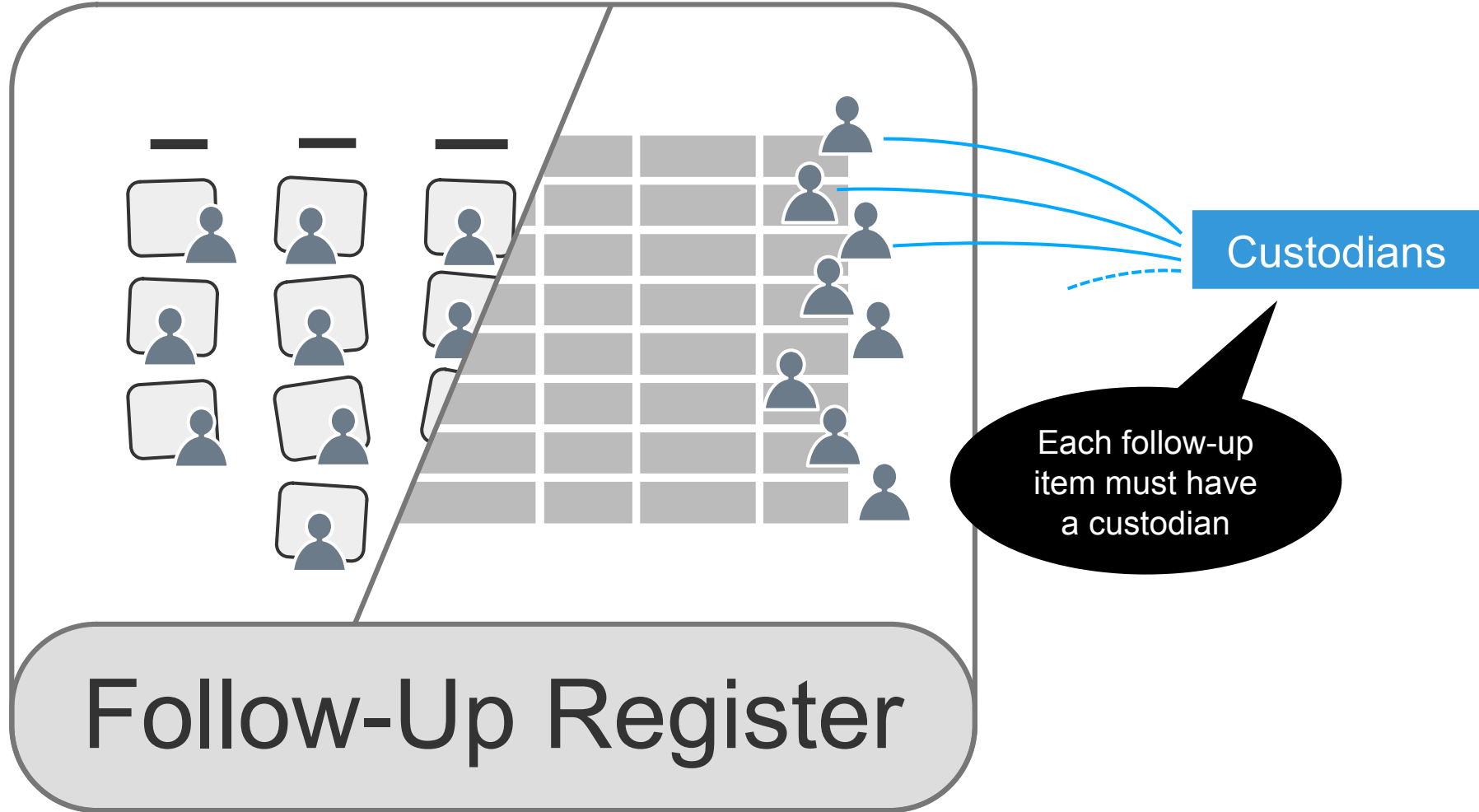
Lesson Learned

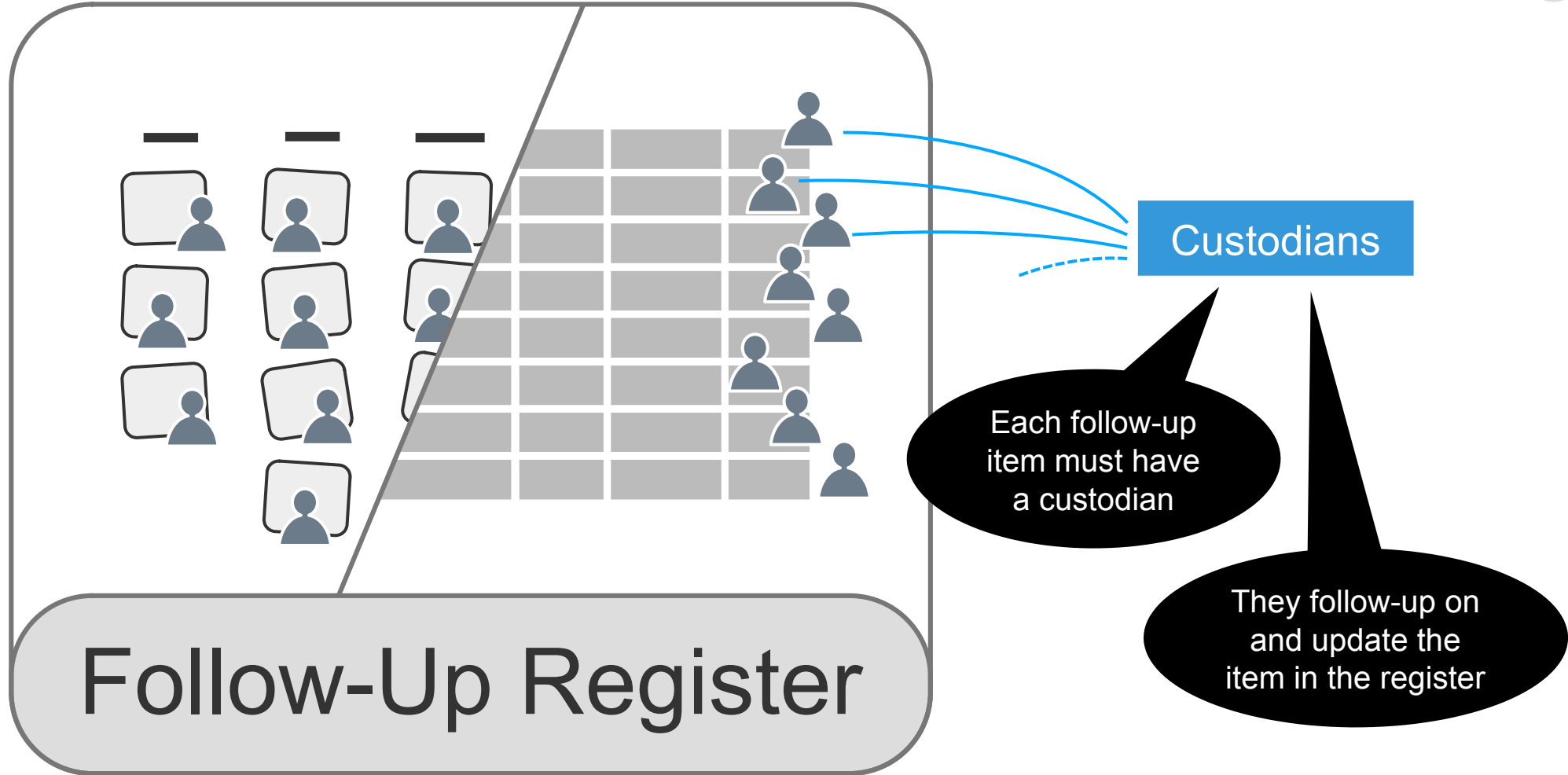




**Follow-Up Register**





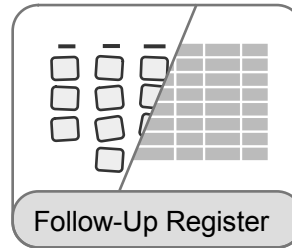


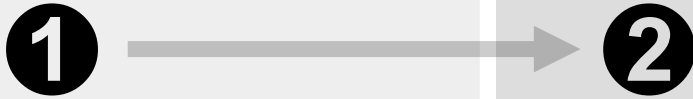
Do we need to assign custodians to follow-up items that are low in the list and won't have any actions soon?



**1**

Identify and plan a new follow-up item and add it to the register  
(conversations, focused workshops, etc.)





Identify and plan a new follow-up item and add it to the register  
(conversations, focused workshops, etc.)



Assign one team member as its custodian





Identify and plan a new follow-up item and add it to the register  
(conversations, focused workshops, etc.)



Assign one team member as its custodian



The custodian follows up on the item...

1



Identify and plan a new follow-up item and add it to the register  
(conversations, focused workshops, etc.)

2



Assign one team member as its custodian

3

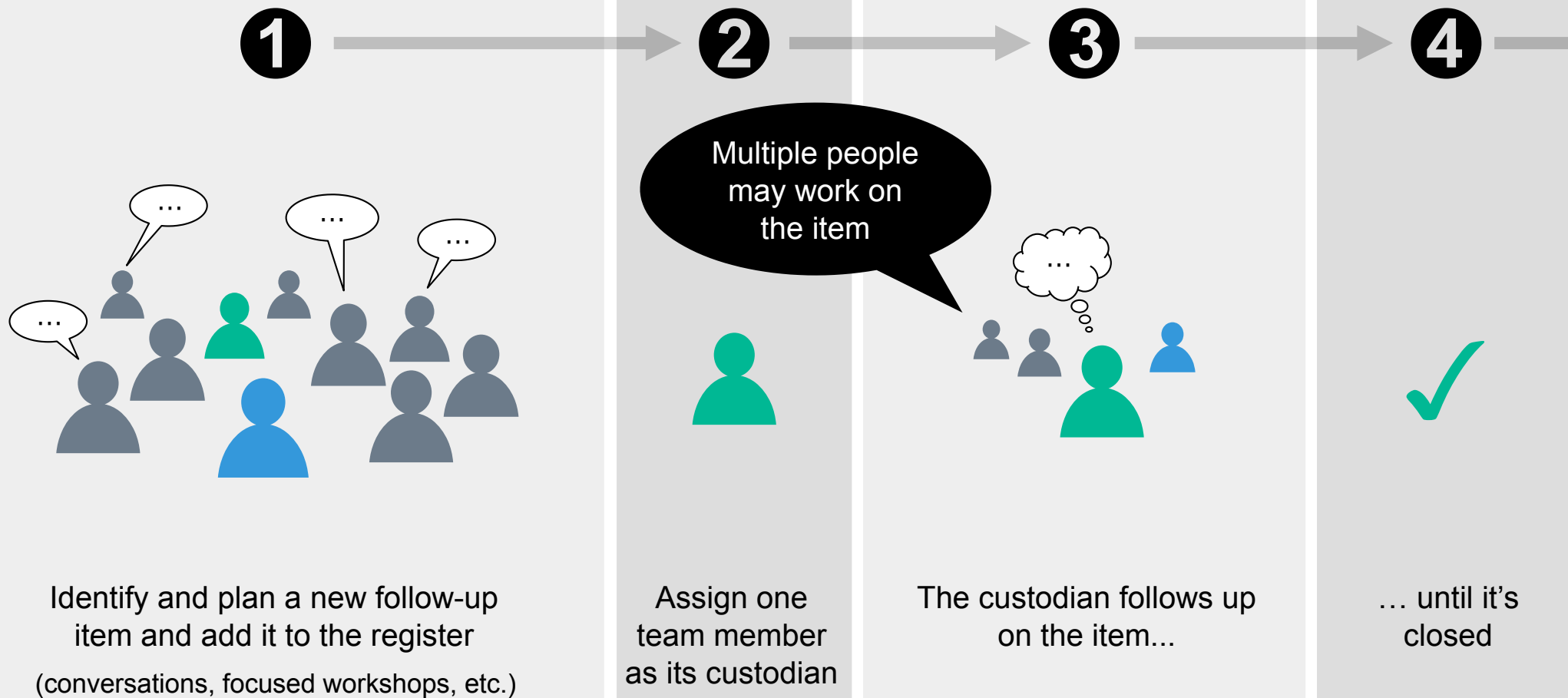


The custodian follows up on the item...

4



... until it's closed





Identify and plan a new follow-up item and add it to the register  
(conversations, focused workshops, etc.)

2

A single stylized human figure in green, representing the assignment of a custodian.

Multiple people may work on the item

Assign one team member as its custodian

3



The custodian on the

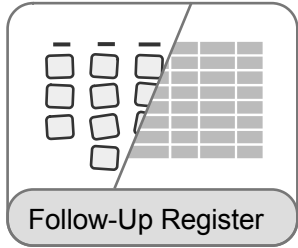
Project manager makes sure items are followed up on

4





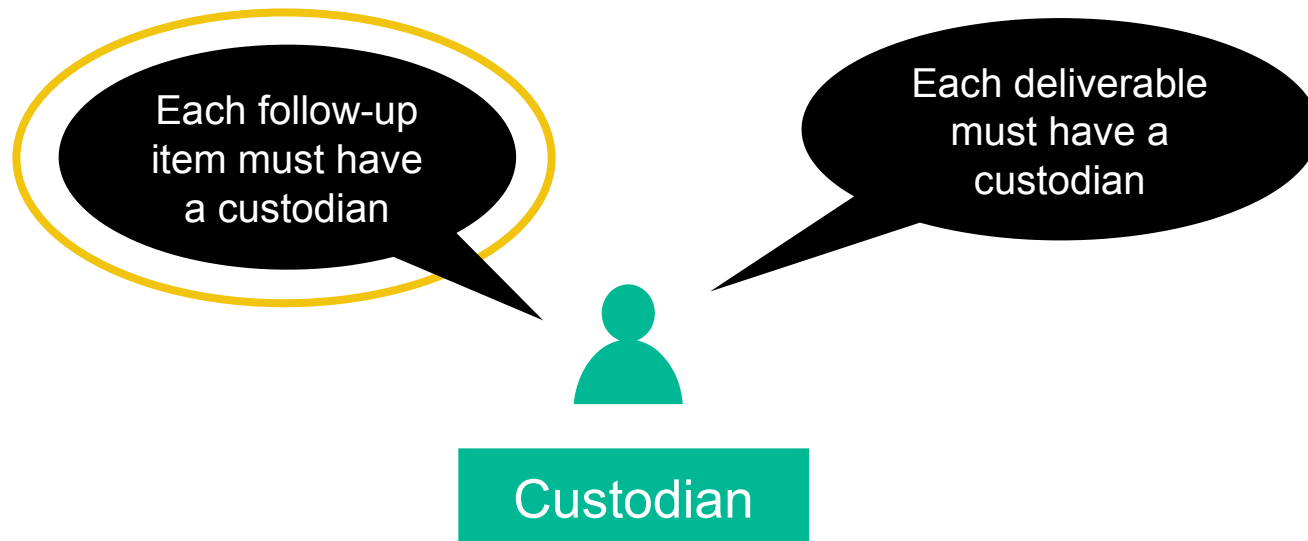
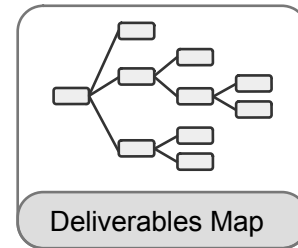
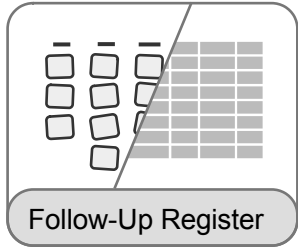
Custodian

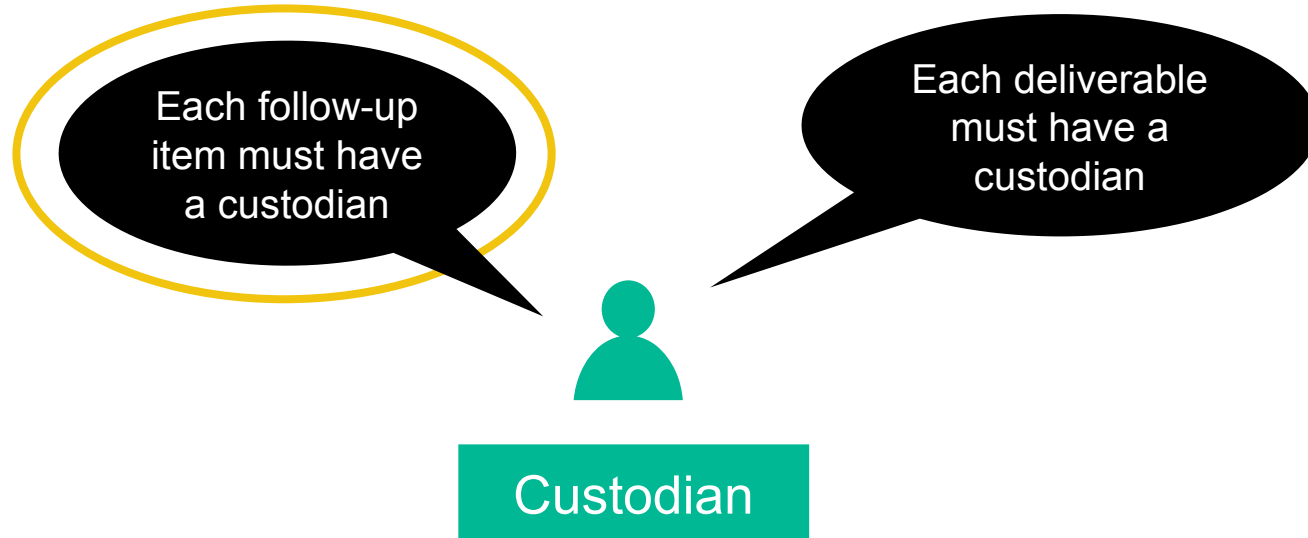
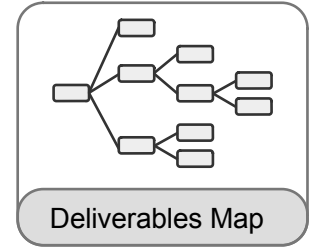
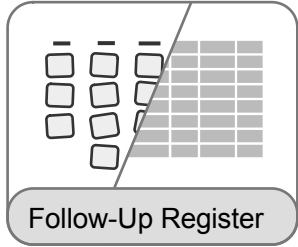


Each follow-up item must have a custodian



Custodian



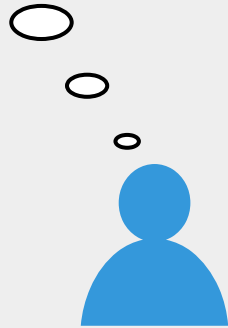


Involve as many of the team members as possible as custodians.

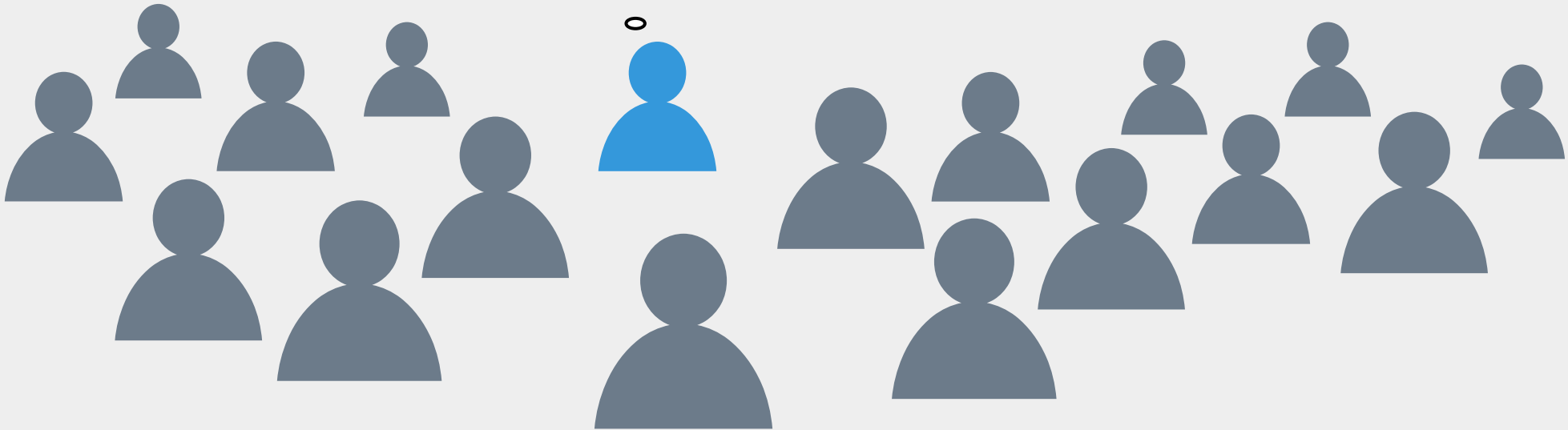




This is too complicated!

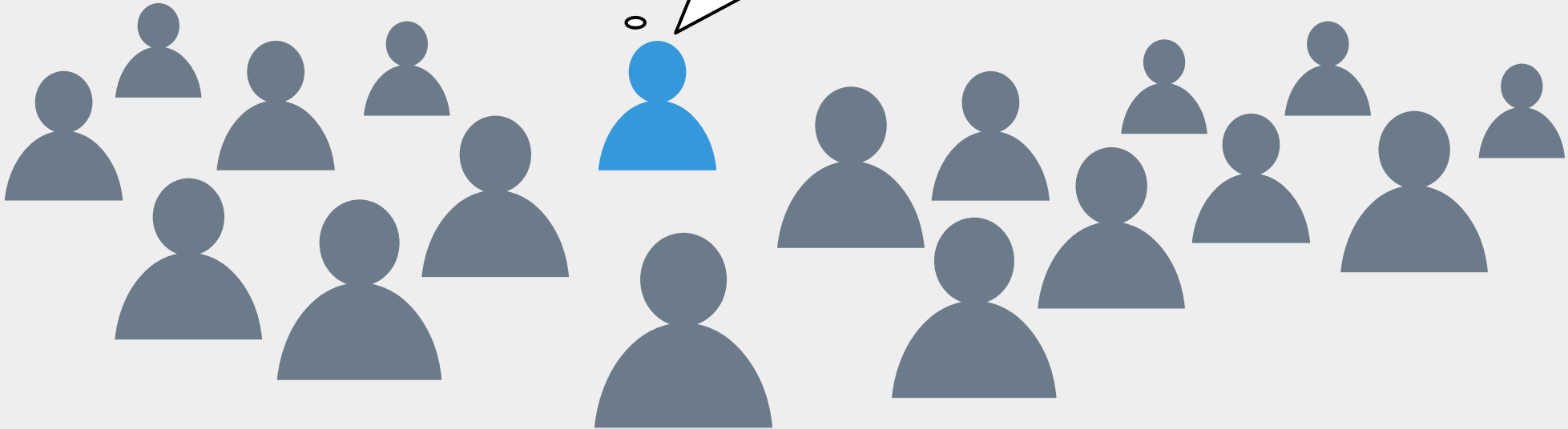


This is too complicated!



This is too complicated!

Hey, everyone!  
What do you think  
we should do  
about it?





# Wisdom of Crowds

This is too complicated!

Hey, everyone!  
What do you think we should do about it?

...

...

...

...



Wisdom of  
Crowds

This is too  
complicated!

Hey, everyone!  
What do you think  
we should do  
about it?

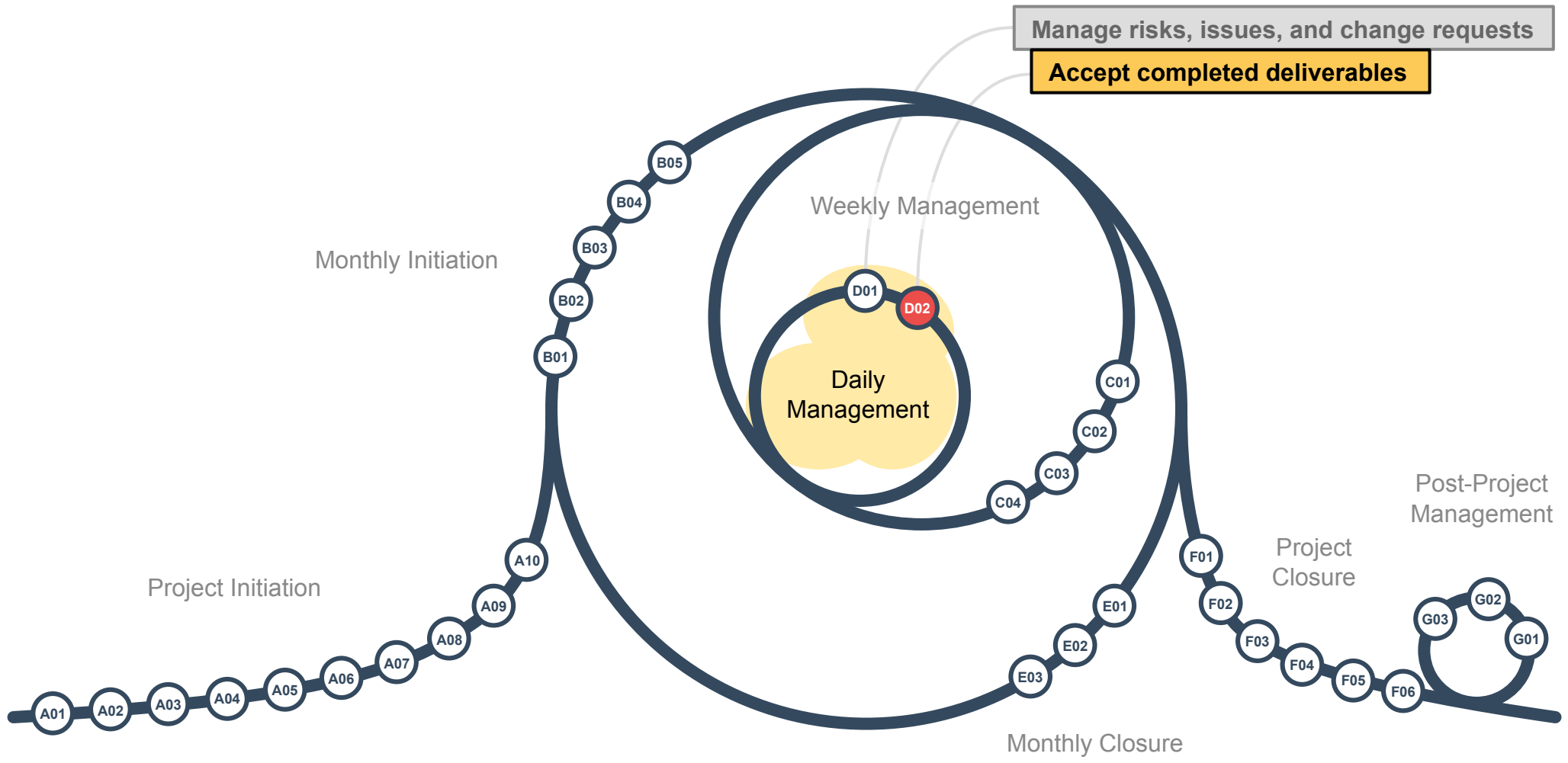
Check archives  
of old projects for  
inspiration.

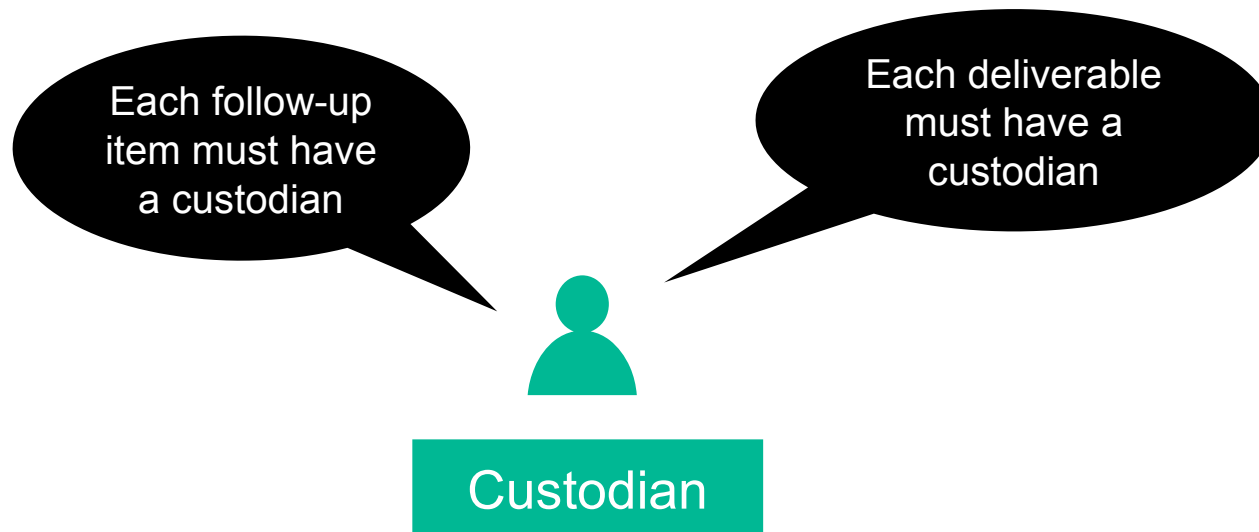
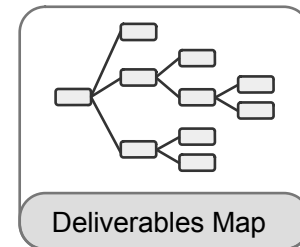
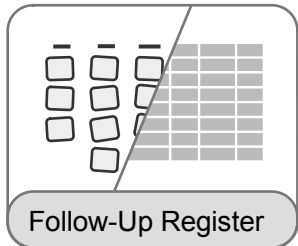


What's the first thing we should do after identifying a new follow-up item?

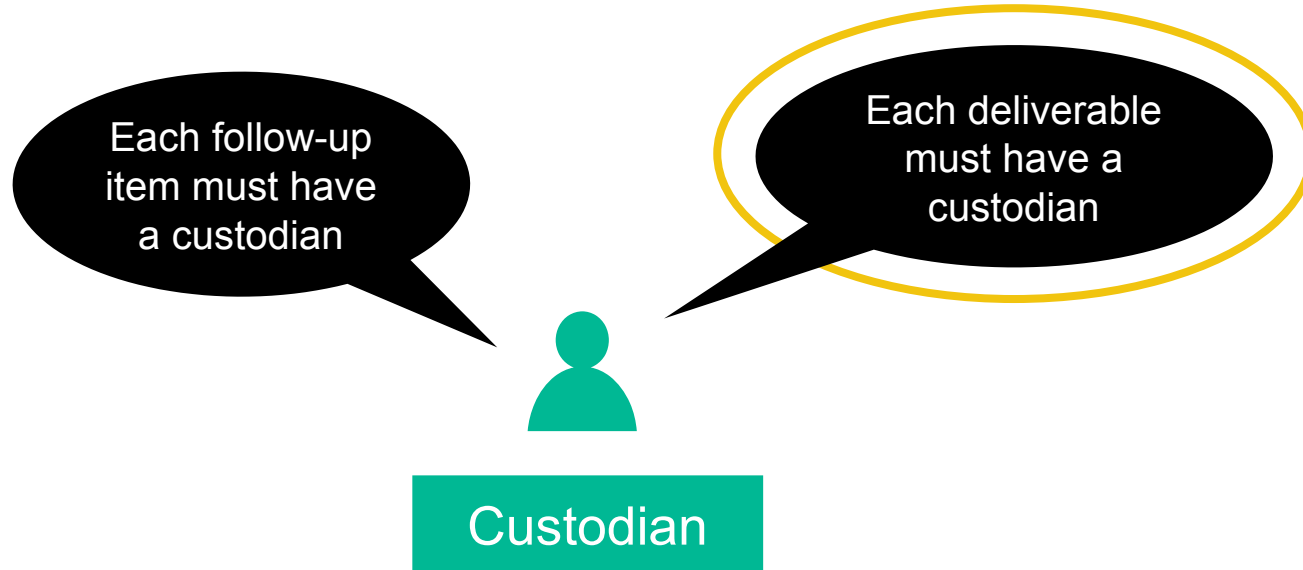
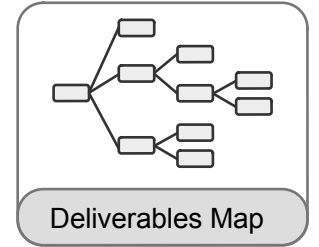
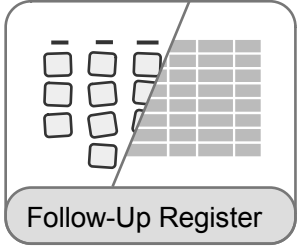




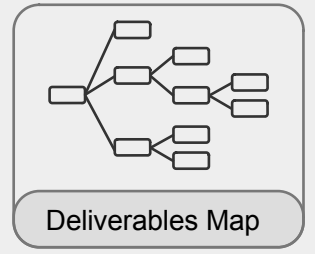
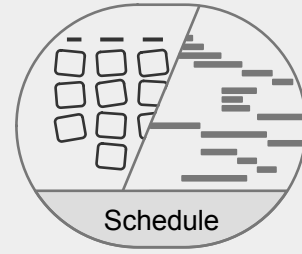




Involve as many of the team members as possible as custodians.



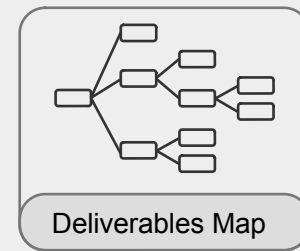
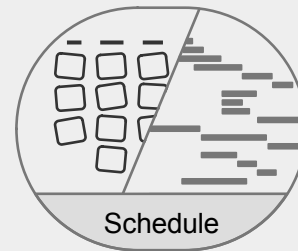
Involve as many of the team members as possible as custodians.



Custodian



Project manager



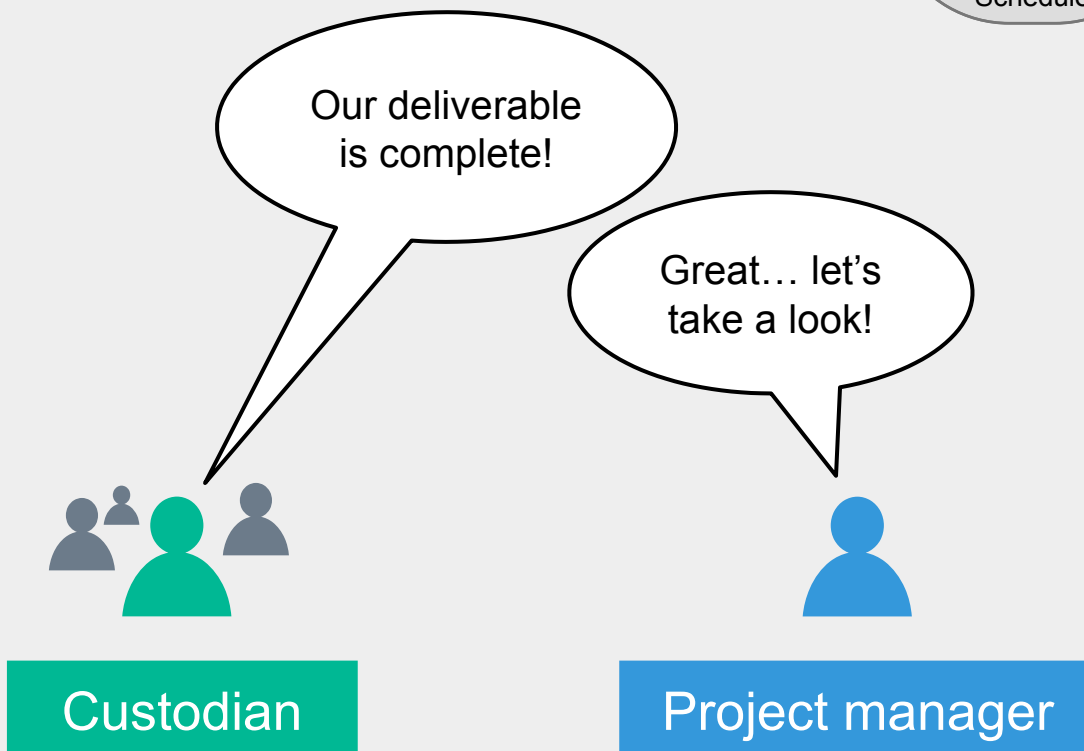
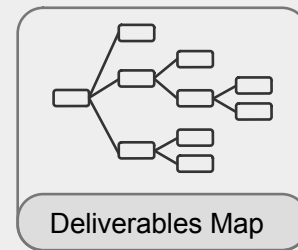
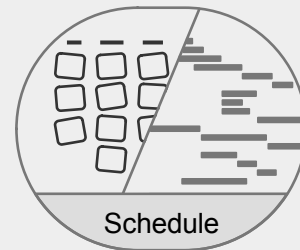
Our deliverable is complete!

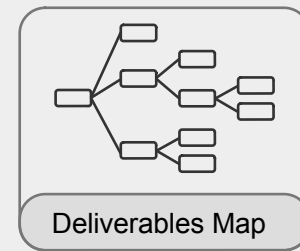
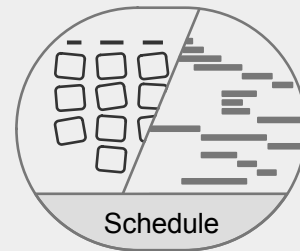


Custodian



Project manager





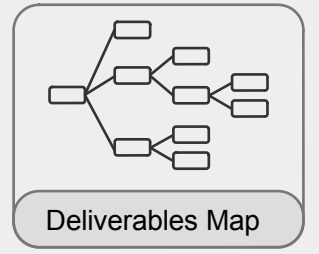
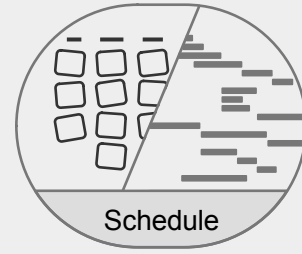
Everything seems fine. Let's mark it as "closed".



Custodian



Project manager

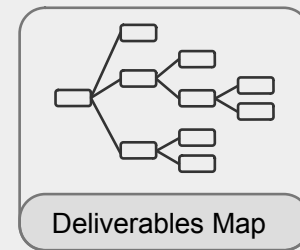
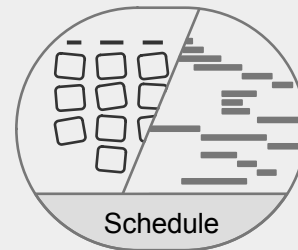


Project manager

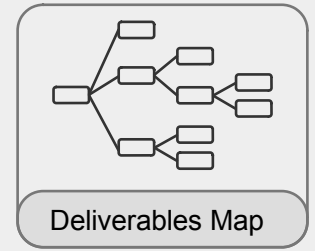
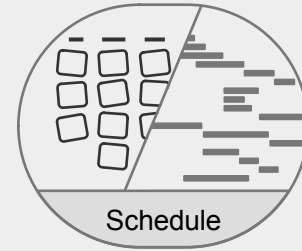




We're going to start working on this deliverable.



Project manager

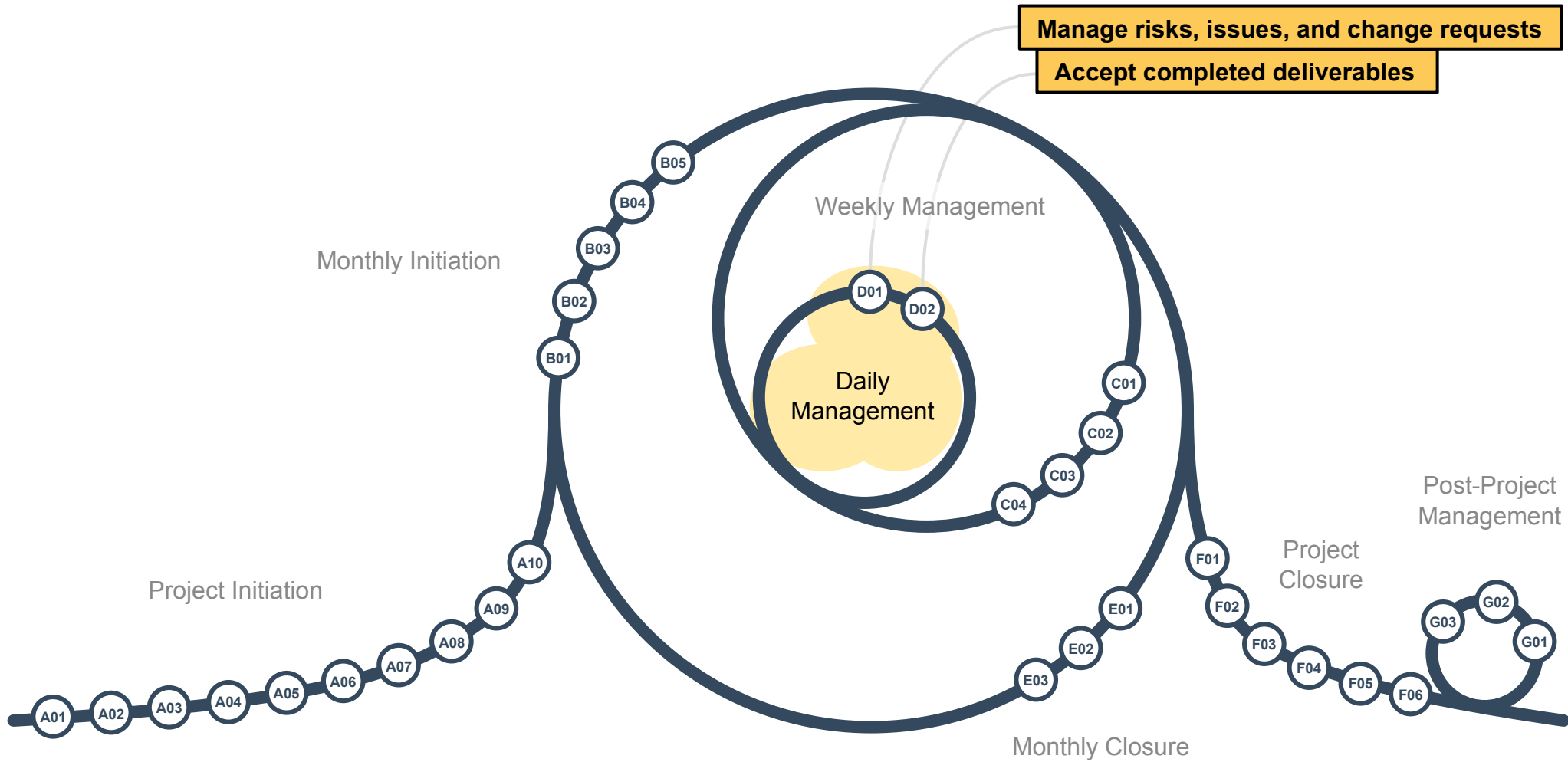


We're going to start working on this deliverable.

But you have two other in-progress deliverables. Isn't it better to finish them first?



Project manager



① High-level overview

② Full review

Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management



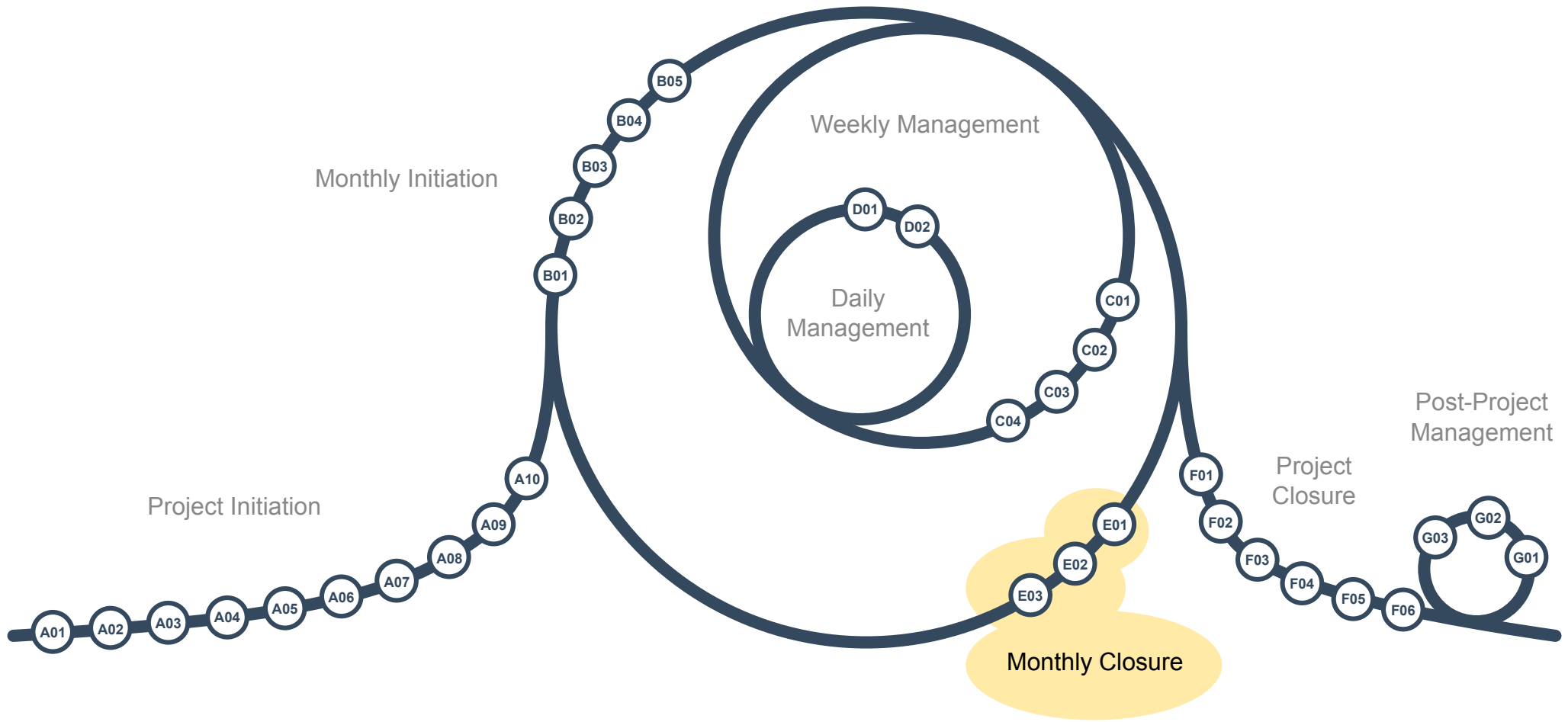
③ NUPP

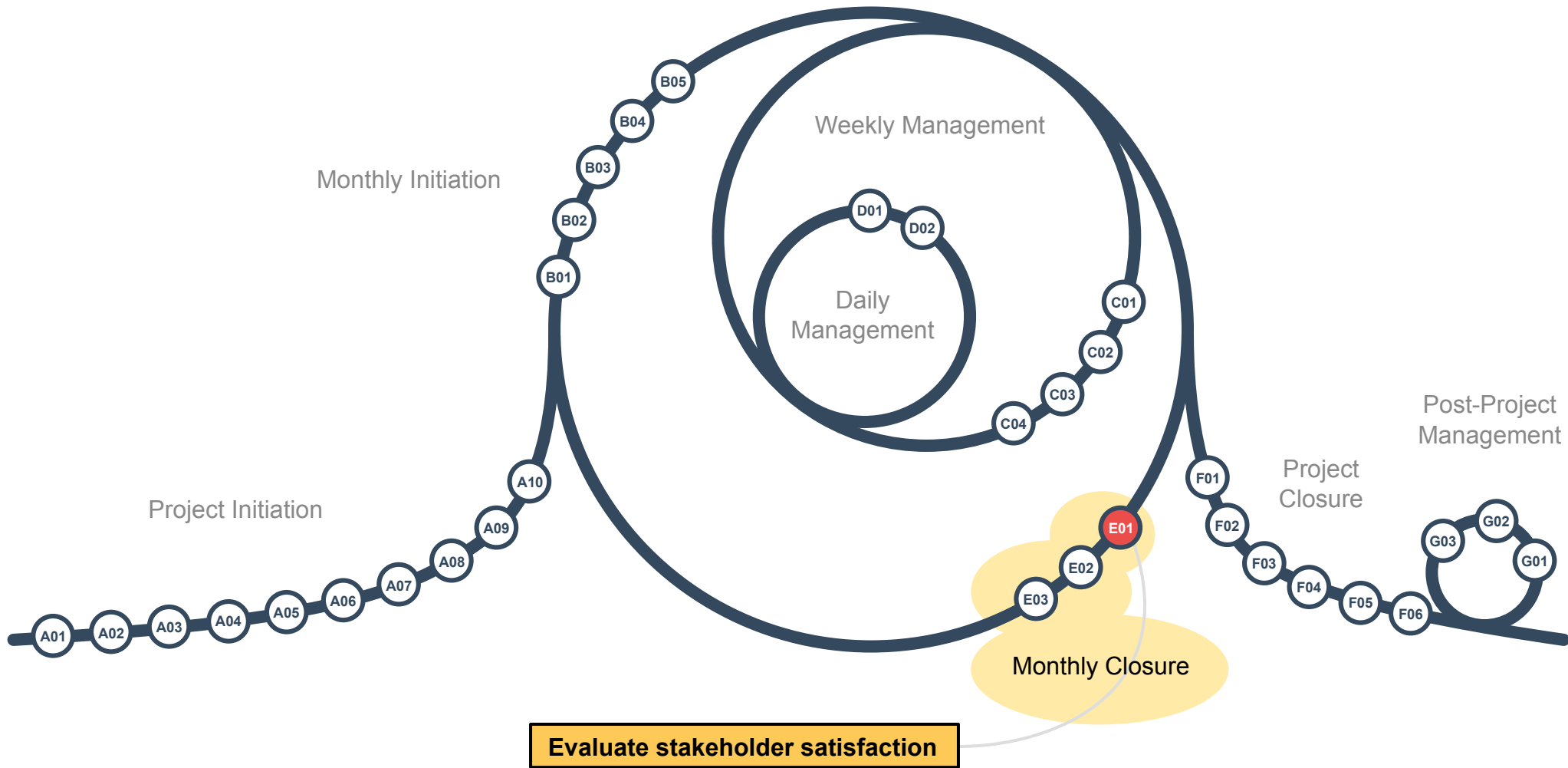
④ Tailoring

⑤ Development methods

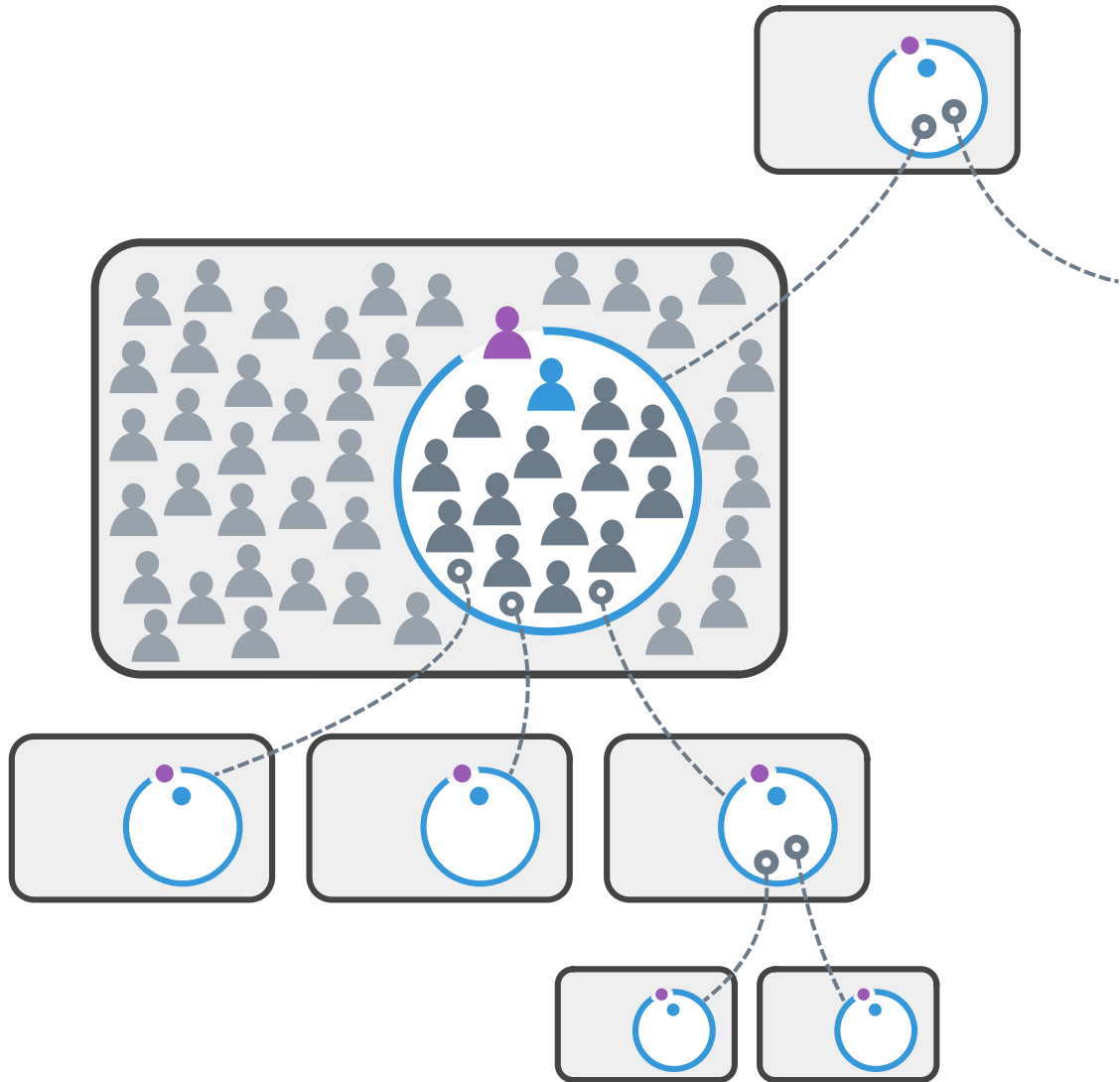
⑥ Code of conduct

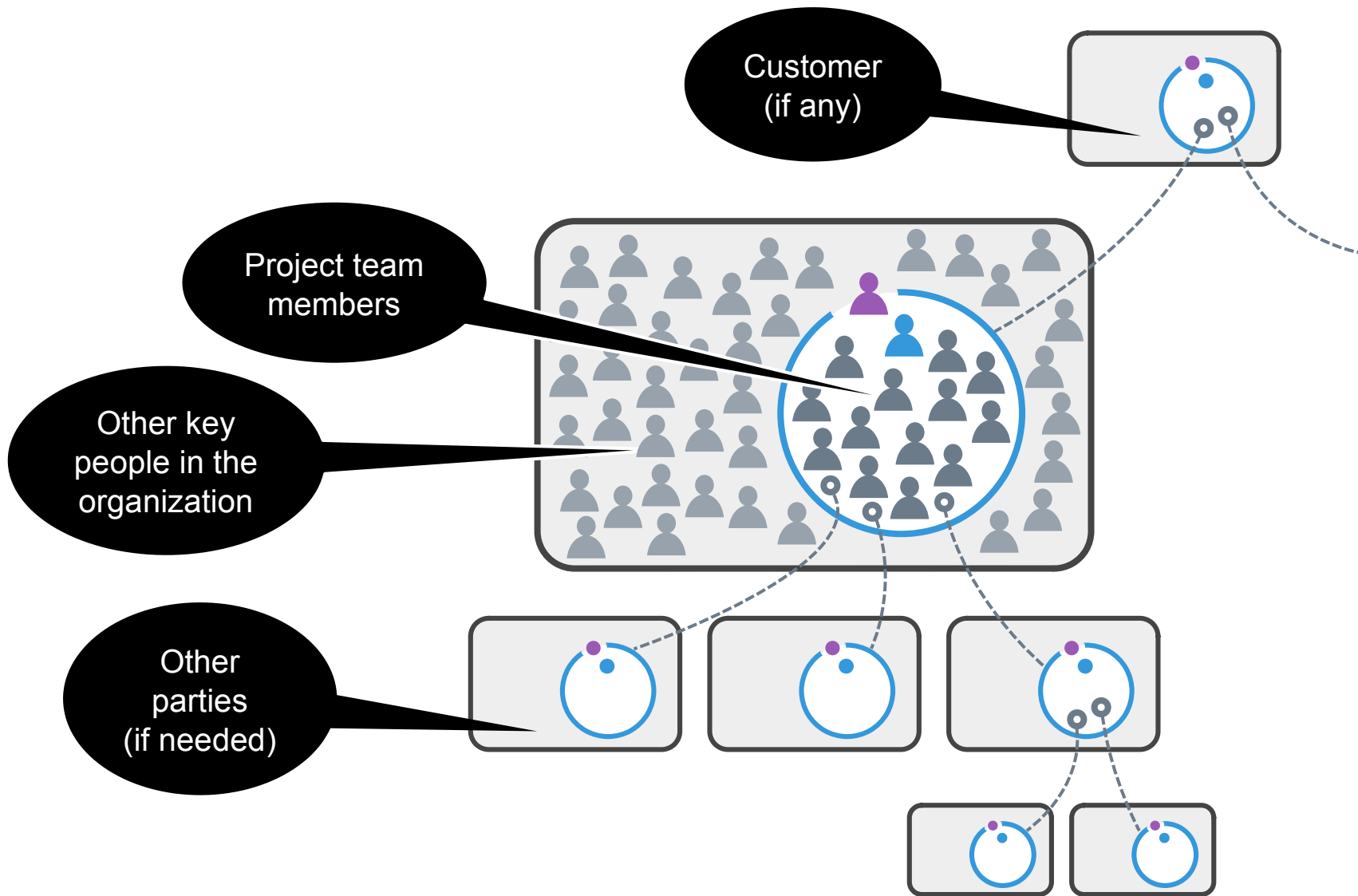
⑦ Certification program



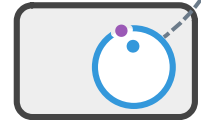
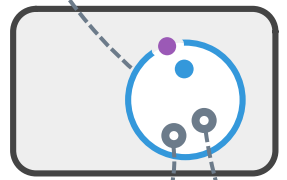
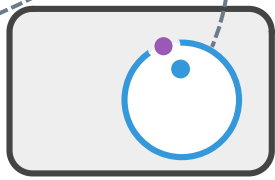
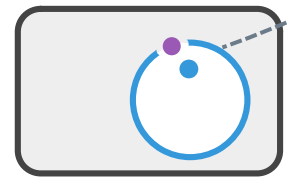
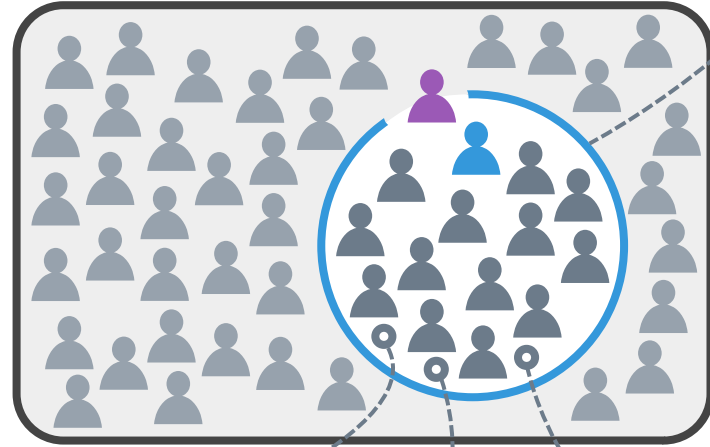
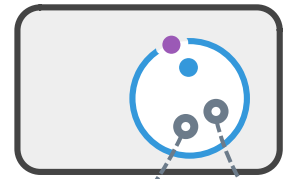
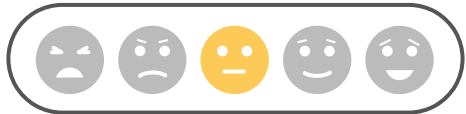
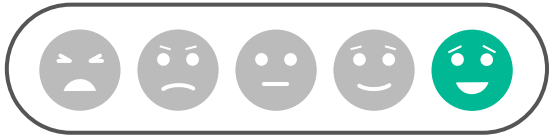


**Evaluate stakeholder satisfaction**

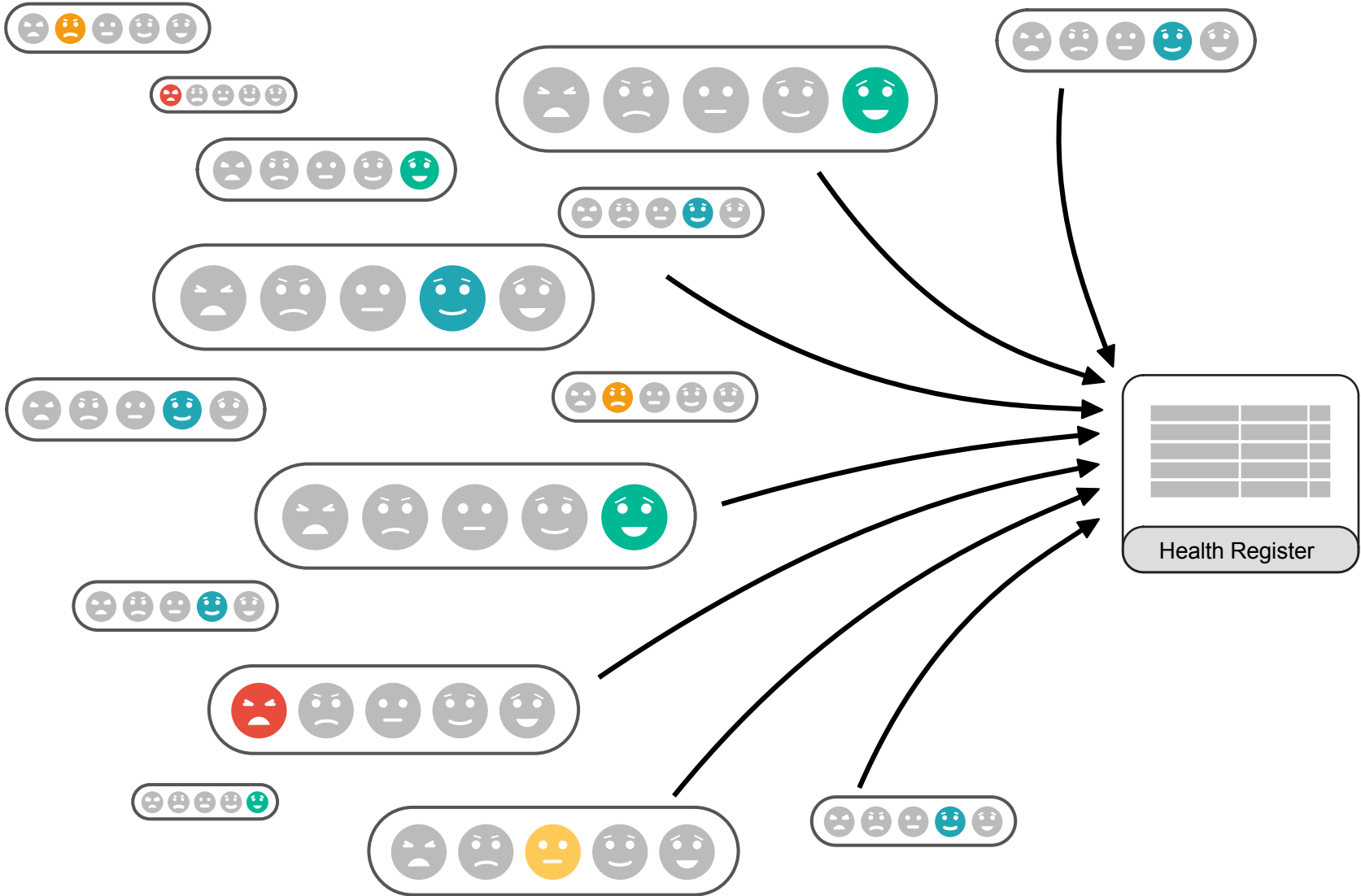




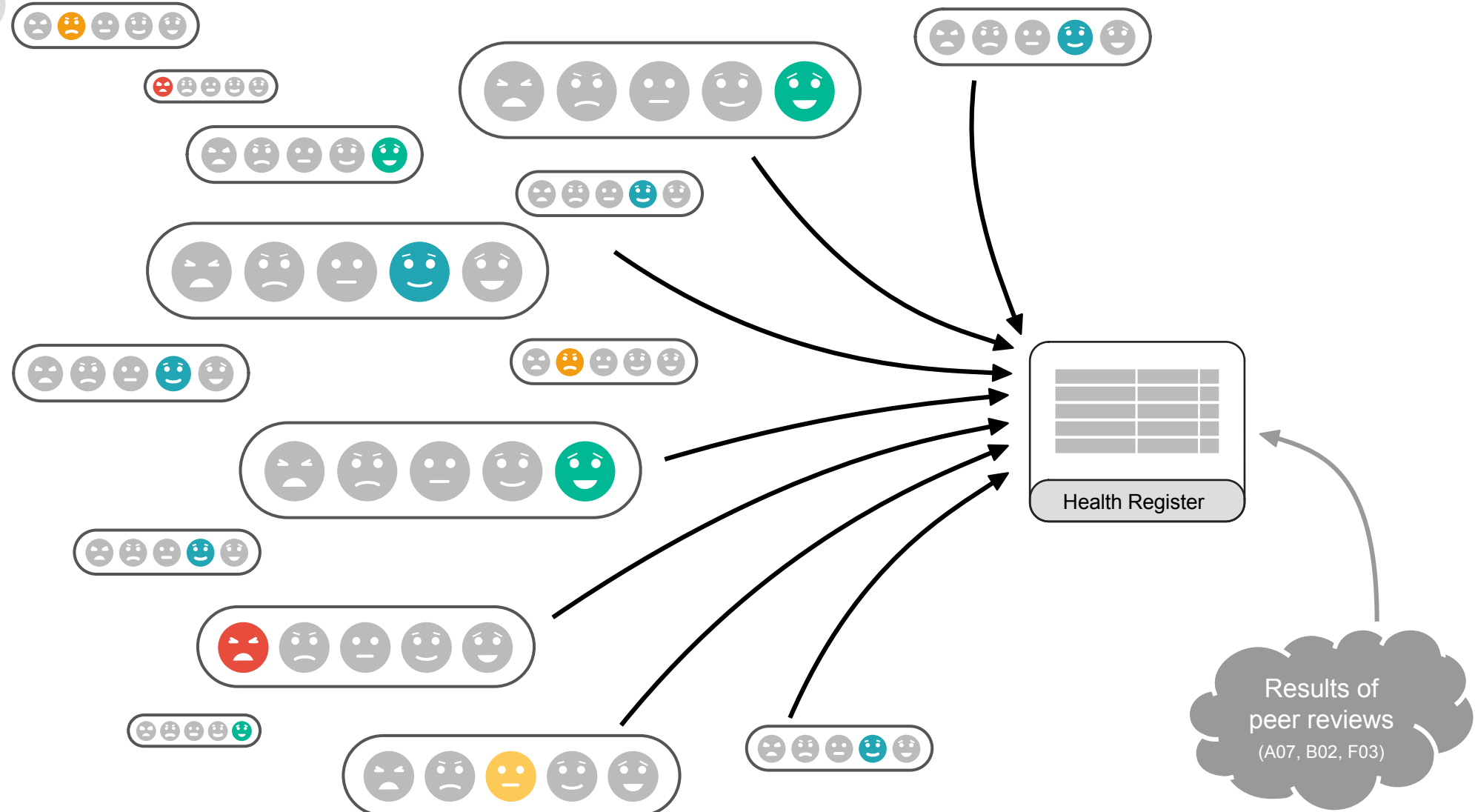
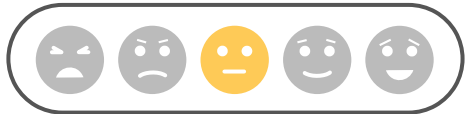
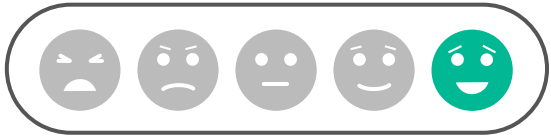




E01



E01

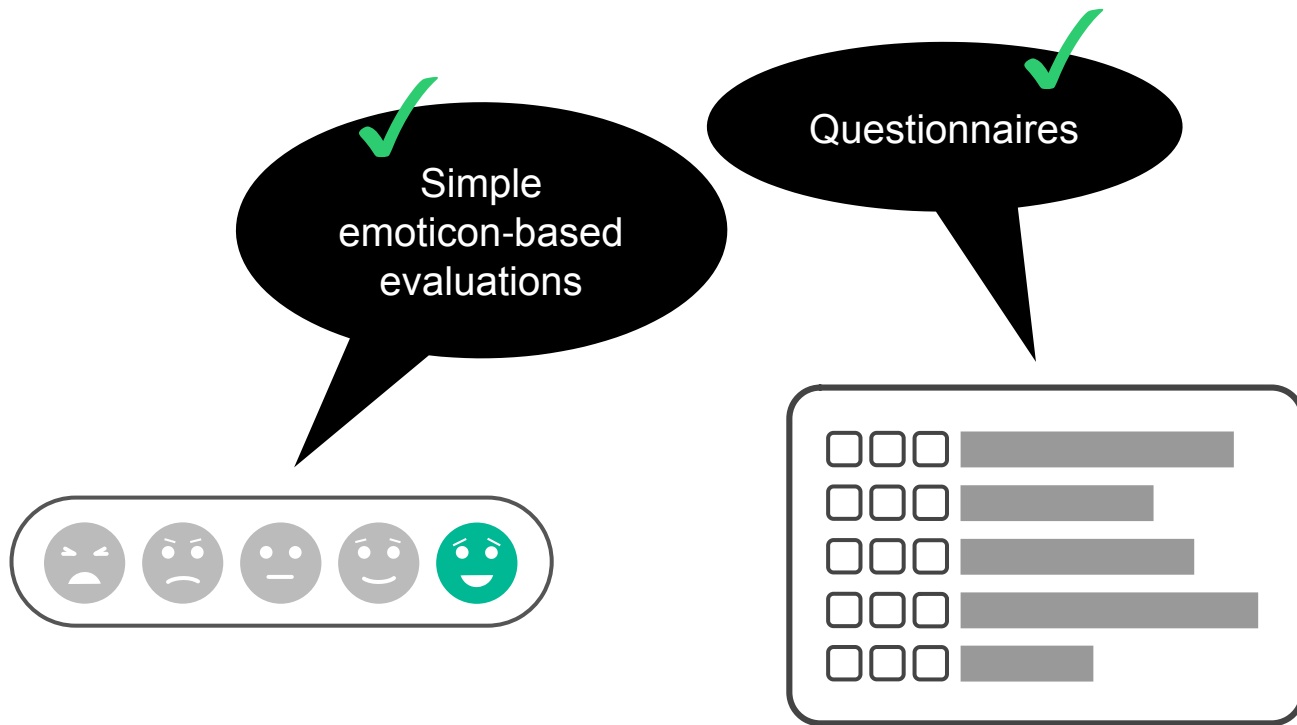


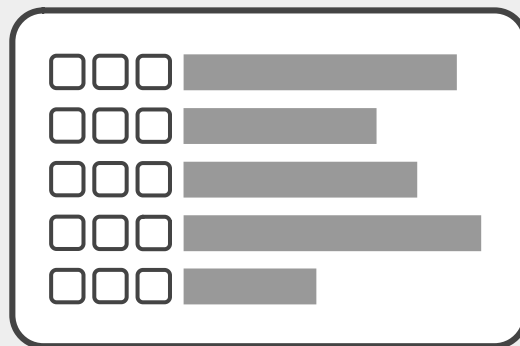
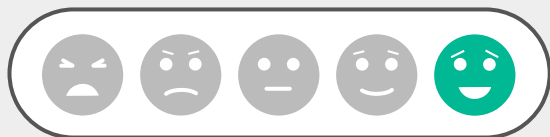
Simple  
emoticon-based  
evaluations



Questionnaires





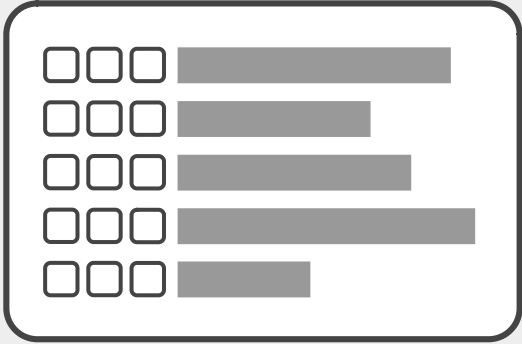


Keep it simple!



Keep it simple!

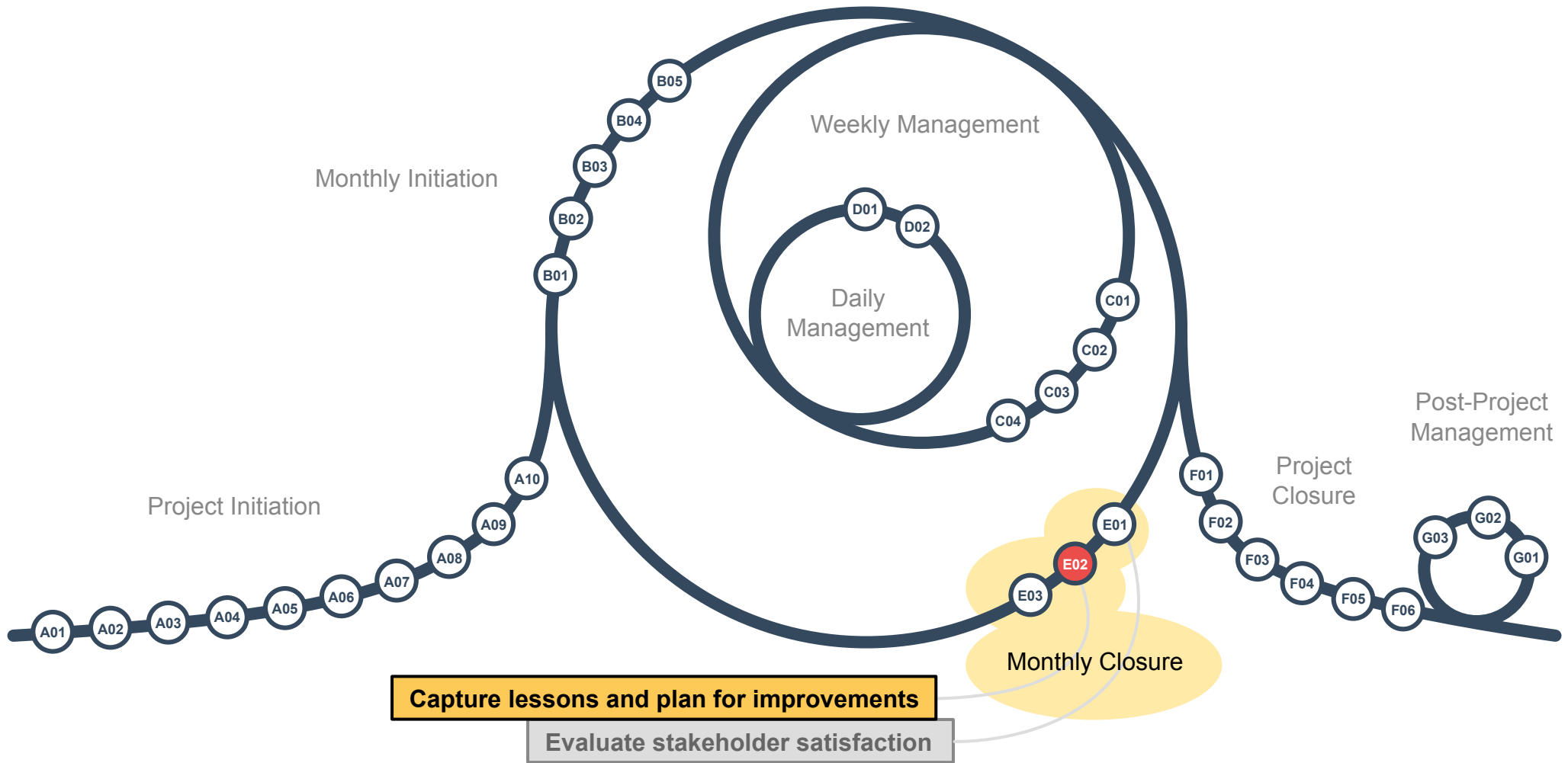
Make it anonymous, if needed.





What are the benefits of monthly satisfaction evaluations?







Identify and plan a new follow-up item and add it to the register (conversations, focused workshops, etc.)



Assign one team member as its custodian



The custodian follows up on the item...



... until it's closed



Identify and plan a new follow-up item and add it to the register (conversations, focused workshops, etc.)



Assign one team member as its custodian



The custodian follows up on the item...



... until it's closed

Mark those containing a significant lesson



Does it contain  
a significant  
lesson?

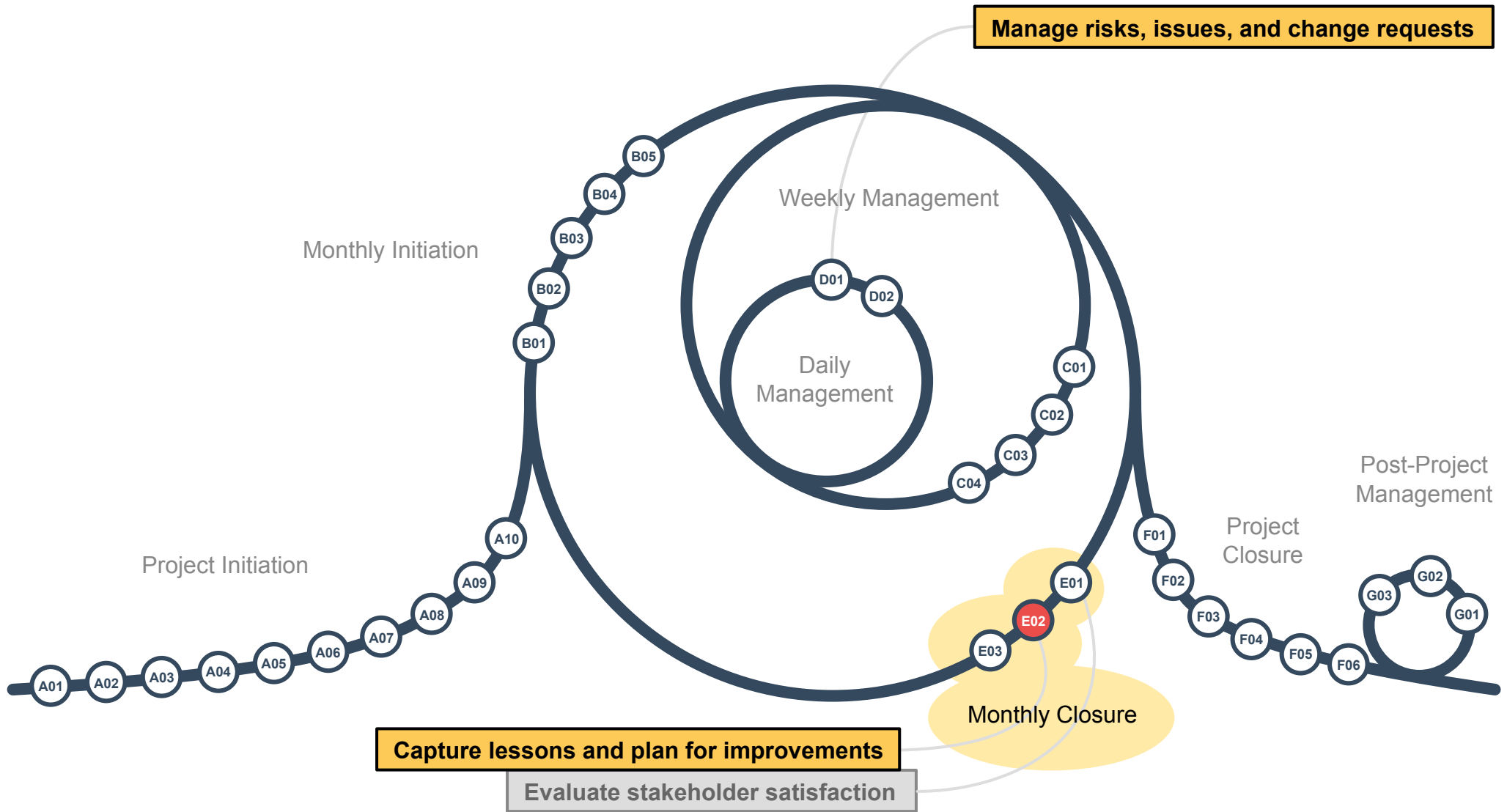


Lessons must be captured organically and gradually.

(rather than at the end of the project)

What's the most important lesson you've learned in your projects in the last three years?





**Manage risks, issues, and change requests**

Monthly Initiation

Weekly Management

Daily Management

Project Initiation

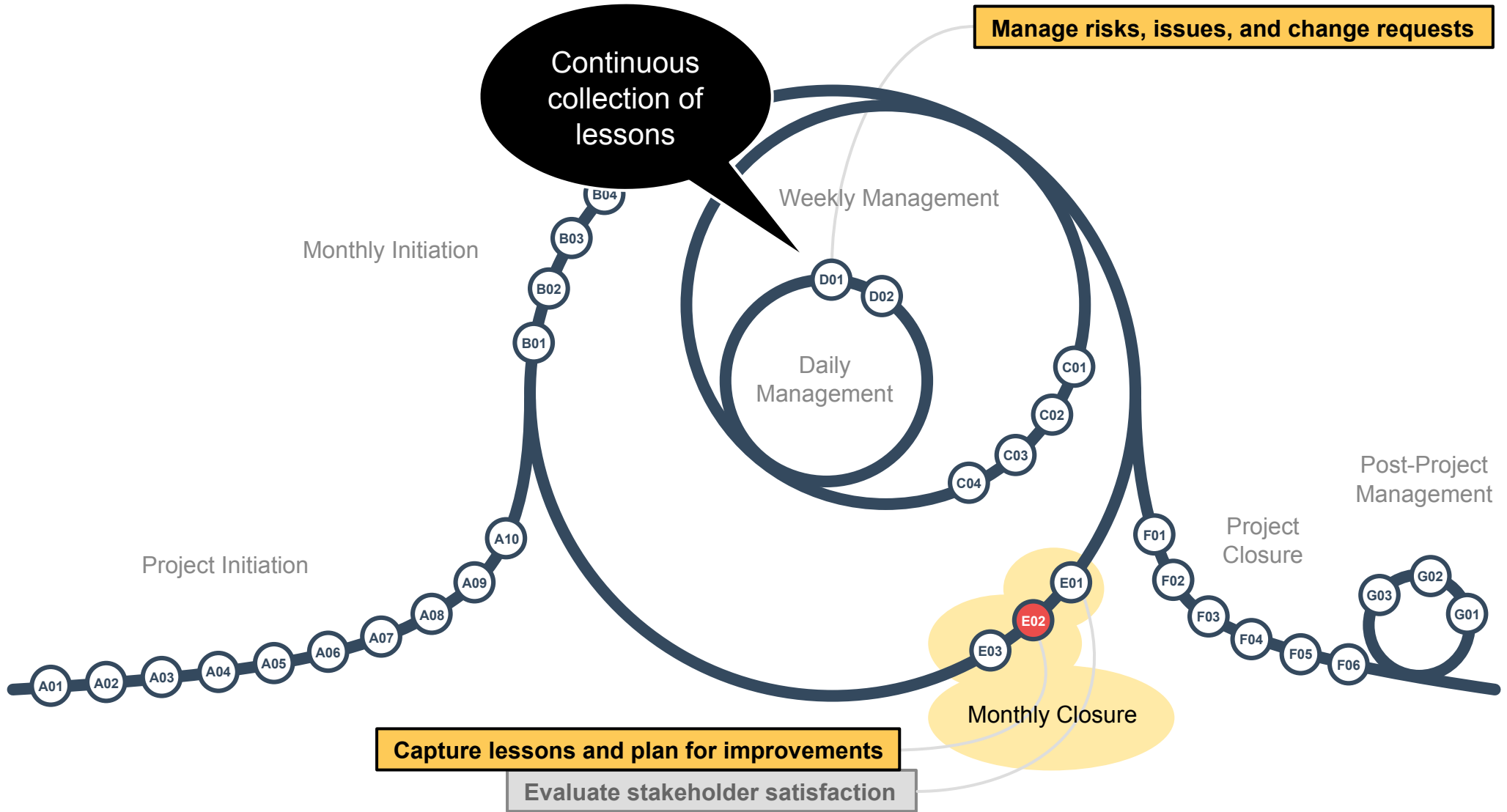
Post-Project Management

Project Closure

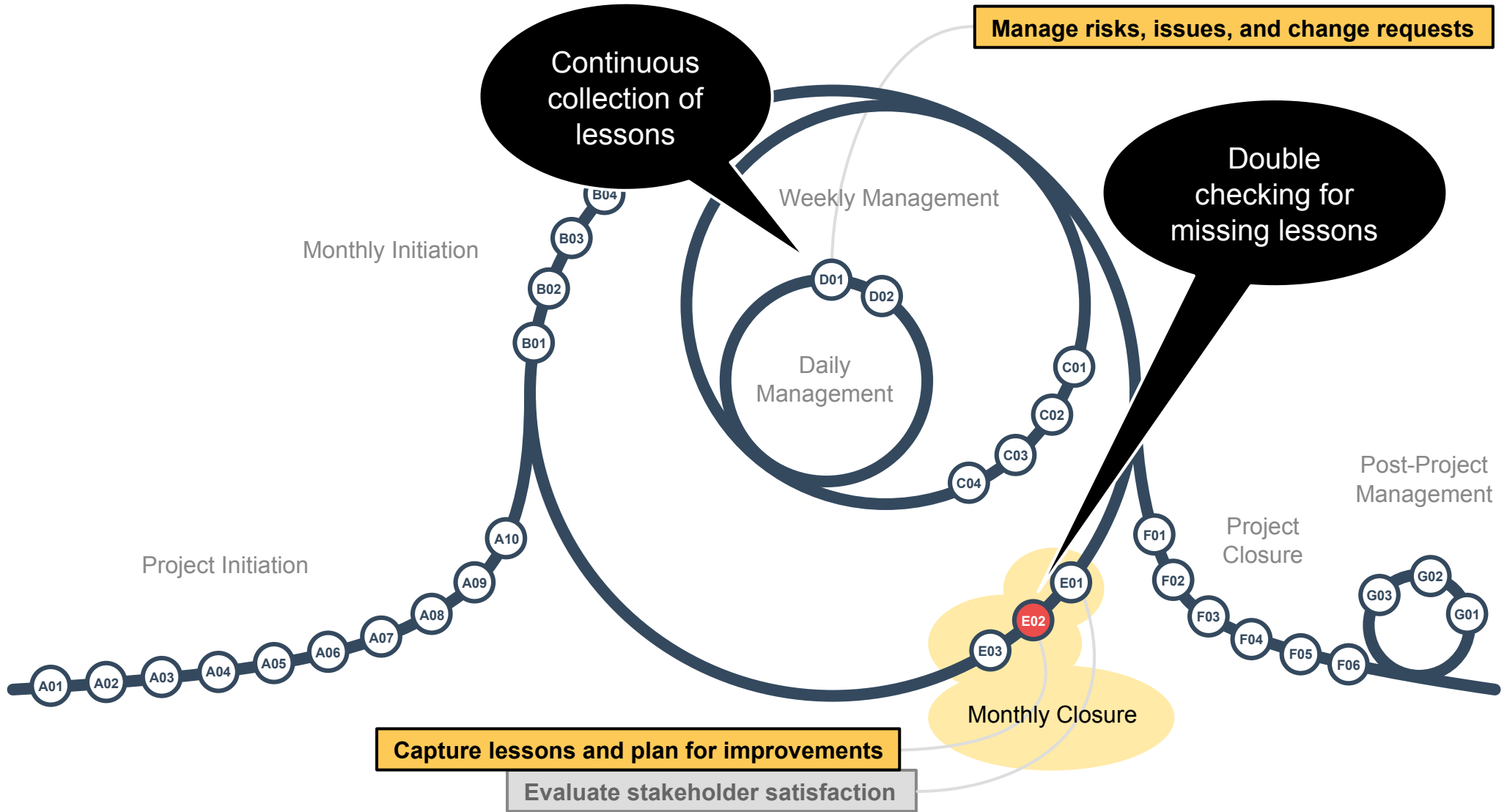
Monthly Closure

**Capture lessons and plan for improvements**

Evaluate stakeholder satisfaction









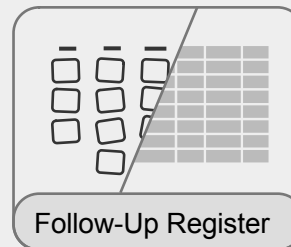
Have we learned anything other than those reflected into the follow-up register?



Have we learned  
anything other than  
those reflected into the  
follow-up register?

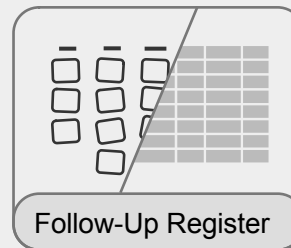
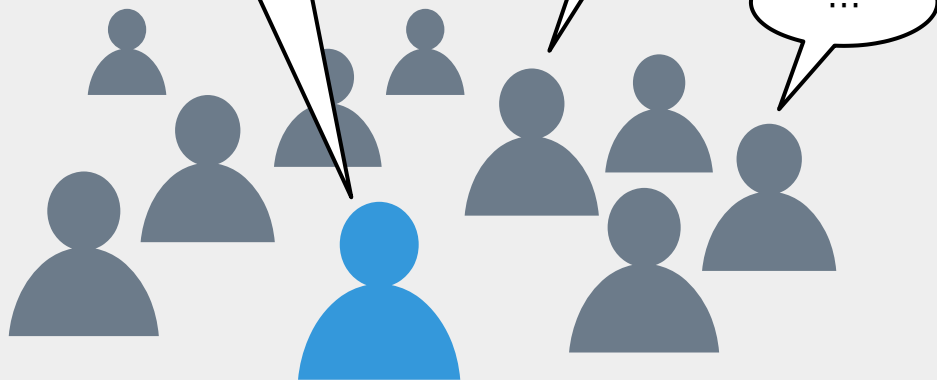


Have we learned anything other than those reflected into the follow-up register?



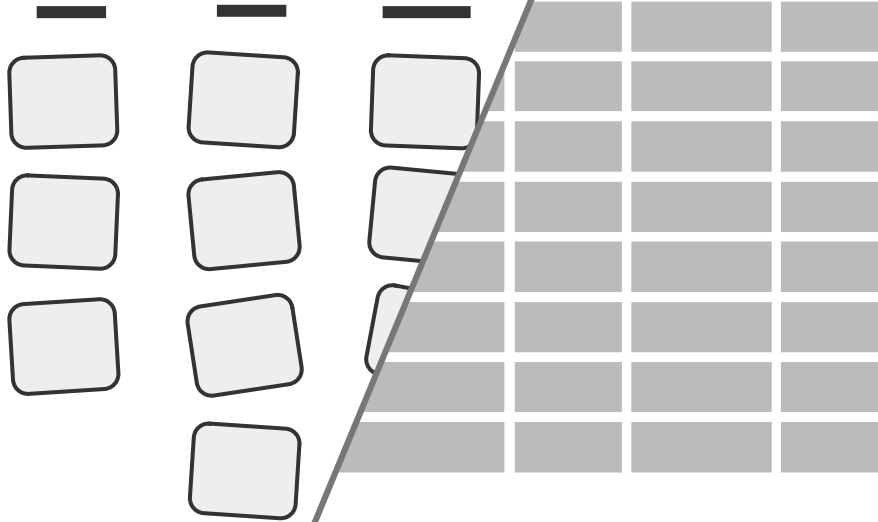
Follow-Up Register

Have we learned anything other than those reflected into the follow-up register?

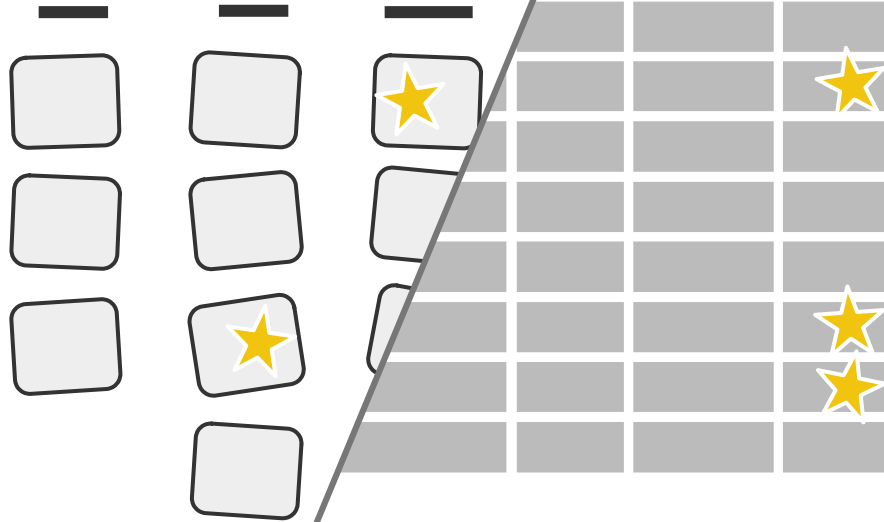


**Is it related to an existing item in the register?**

- Yes → Add it to the item as a comment
- No → Create a standalone item for it

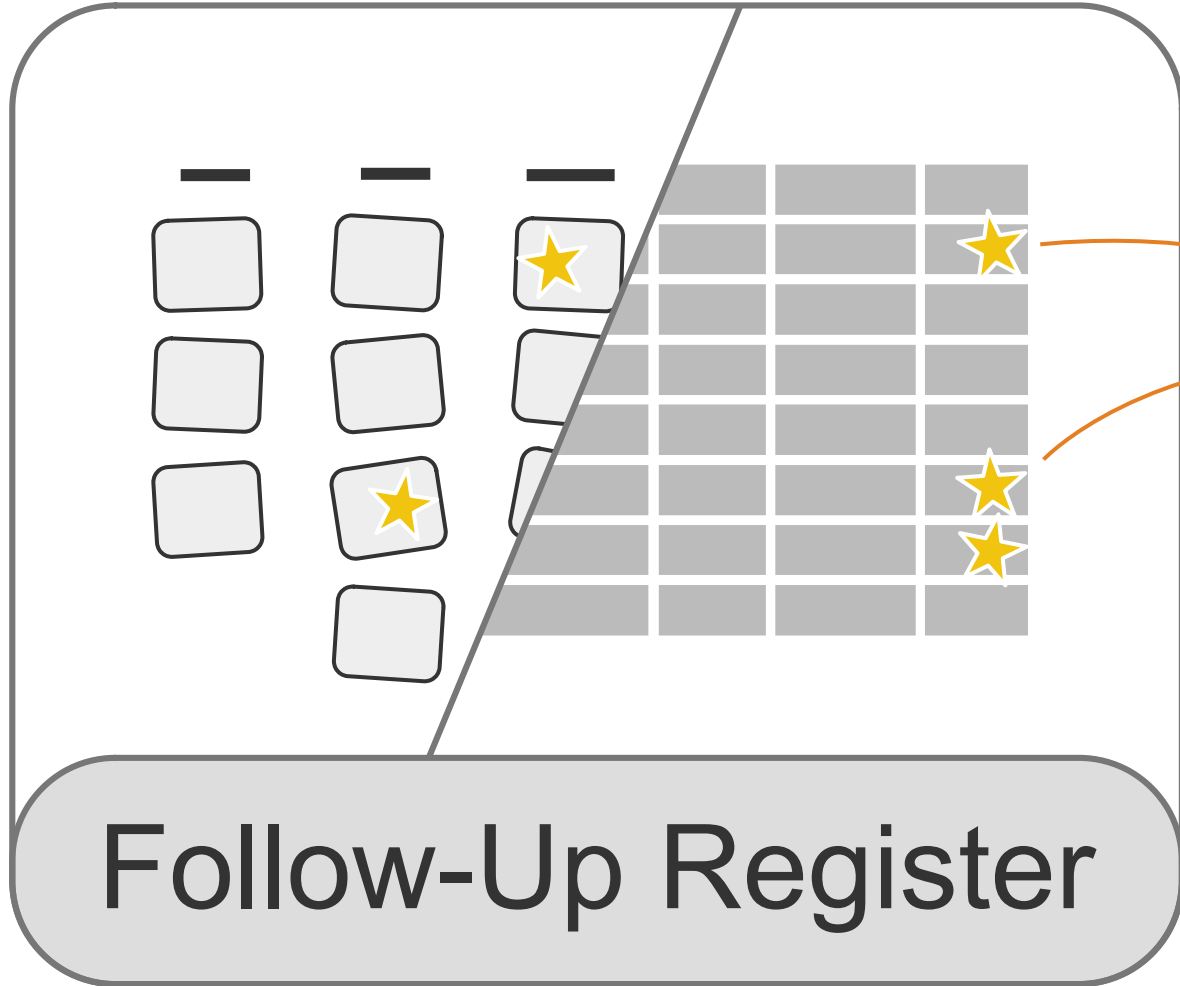


**Follow-Up Register**



Follow-Up Register

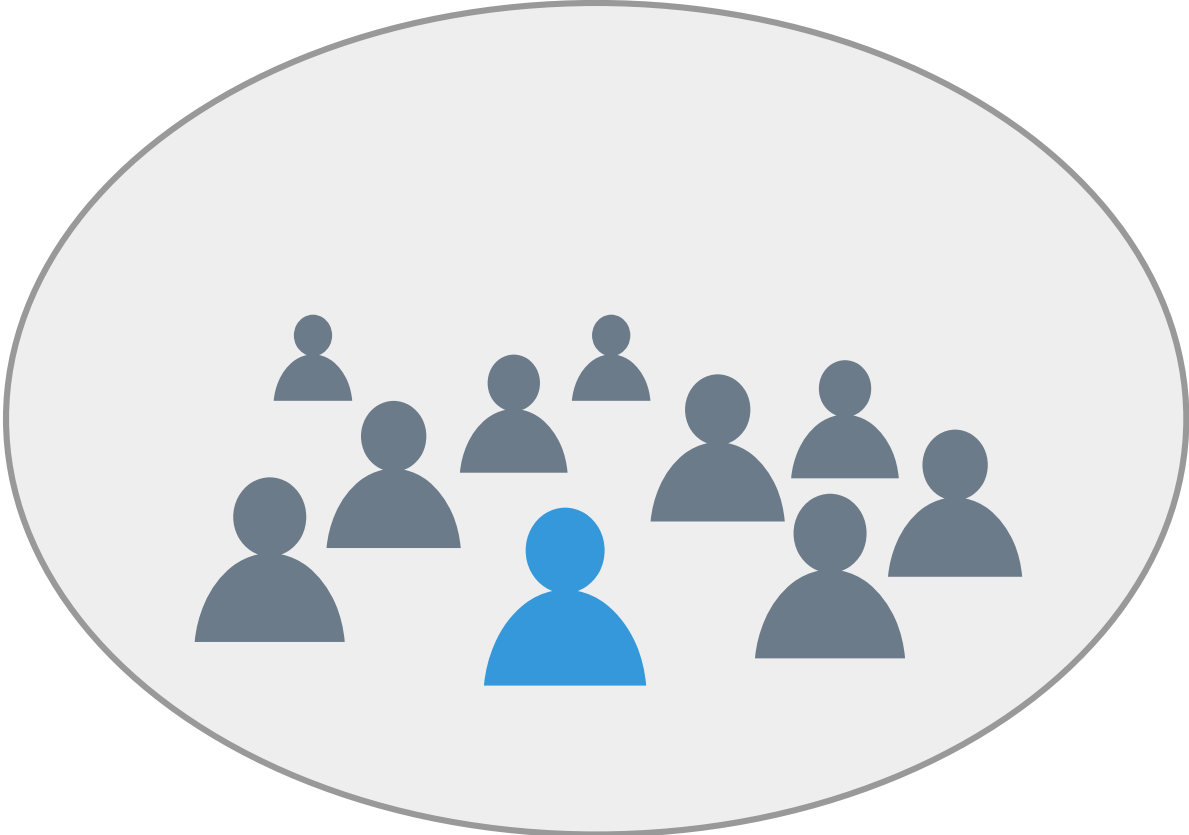
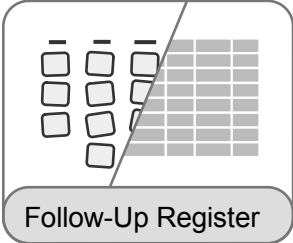


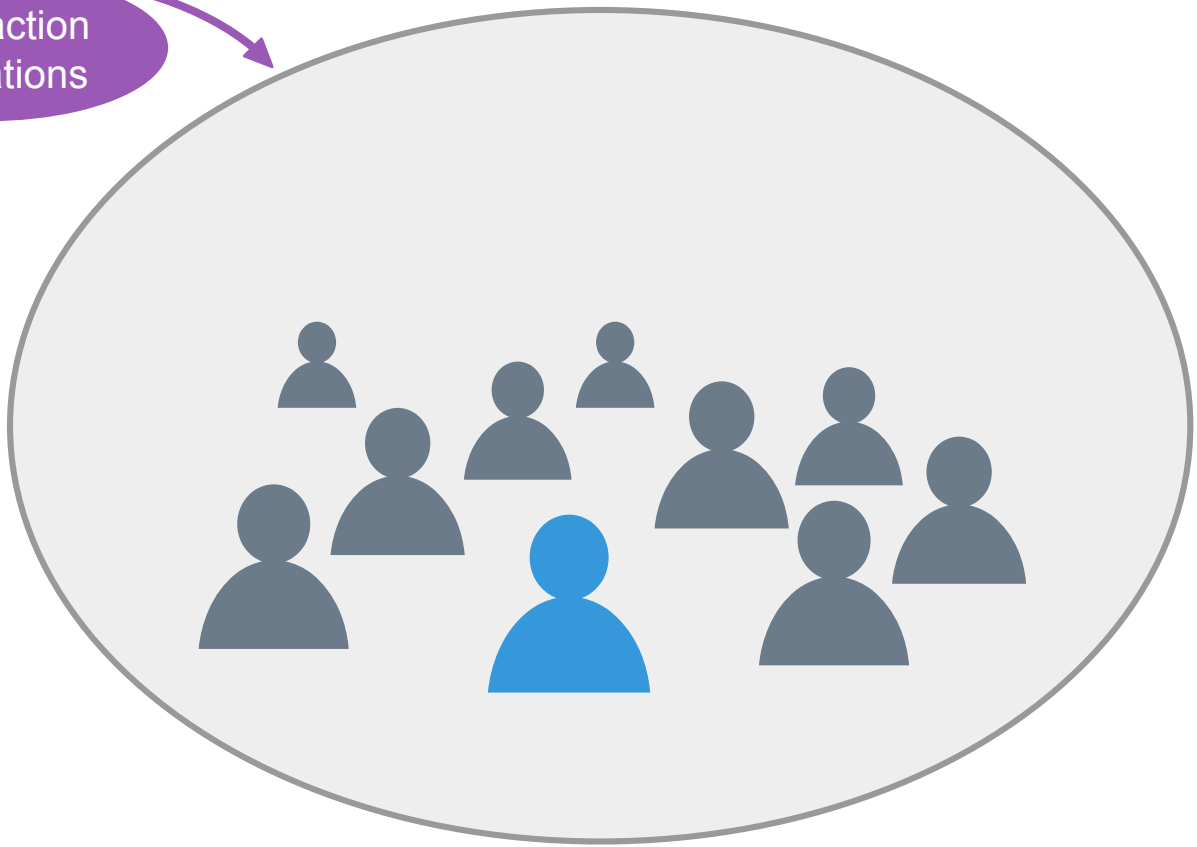
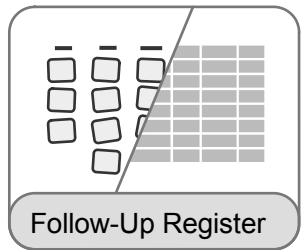


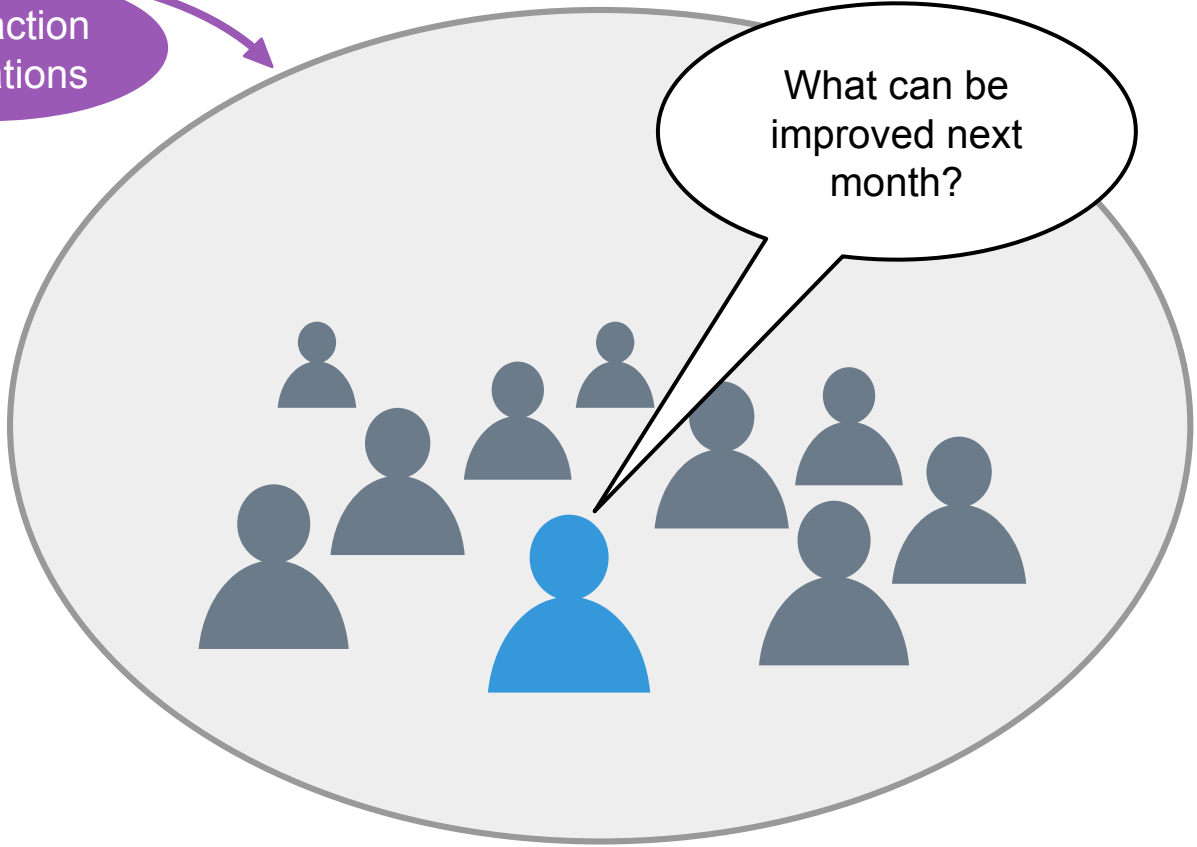
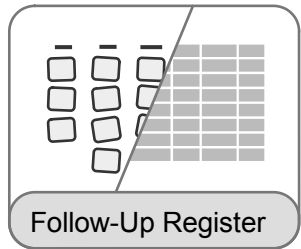
The diagram illustrates a 'Follow-Up Register' structure. It features three vertical columns of boxes on the left, each topped with a horizontal line. The first column has three empty boxes. The second column has four boxes, with the second one from the top containing a yellow star. The third column has three boxes, with the top one containing a yellow star. A diagonal line separates these columns from a larger grid on the right. The grid is 10 rows high and 4 columns wide. The top row of the grid has a yellow star in the fourth column. The second and third rows are empty. The fourth and fifth rows each have a yellow star in the fourth column. The remaining six rows are empty. A callout bubble points to the star in the top row of the grid.

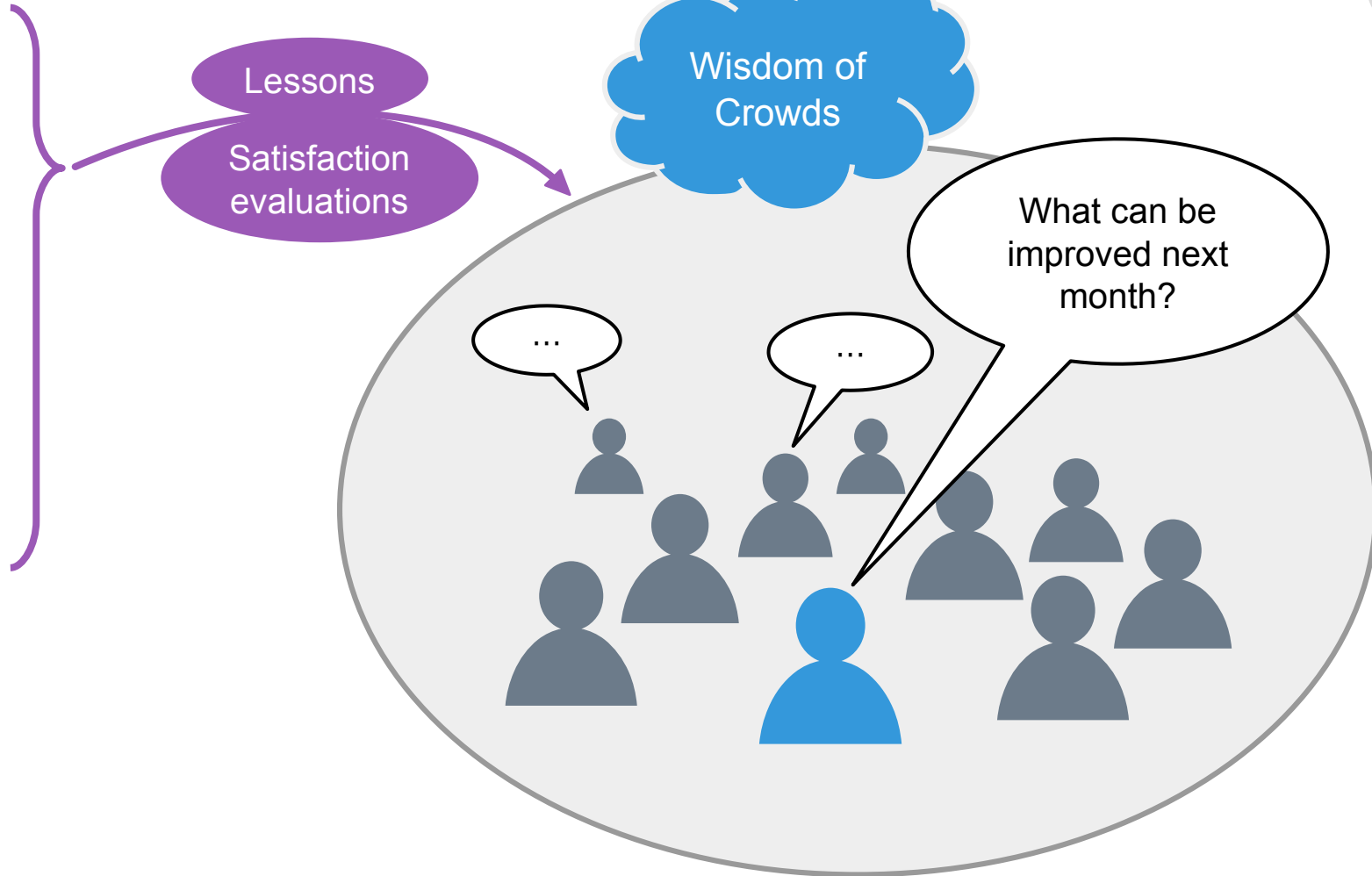
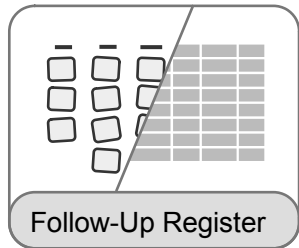
**Follow-Up Register**

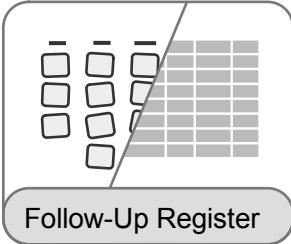
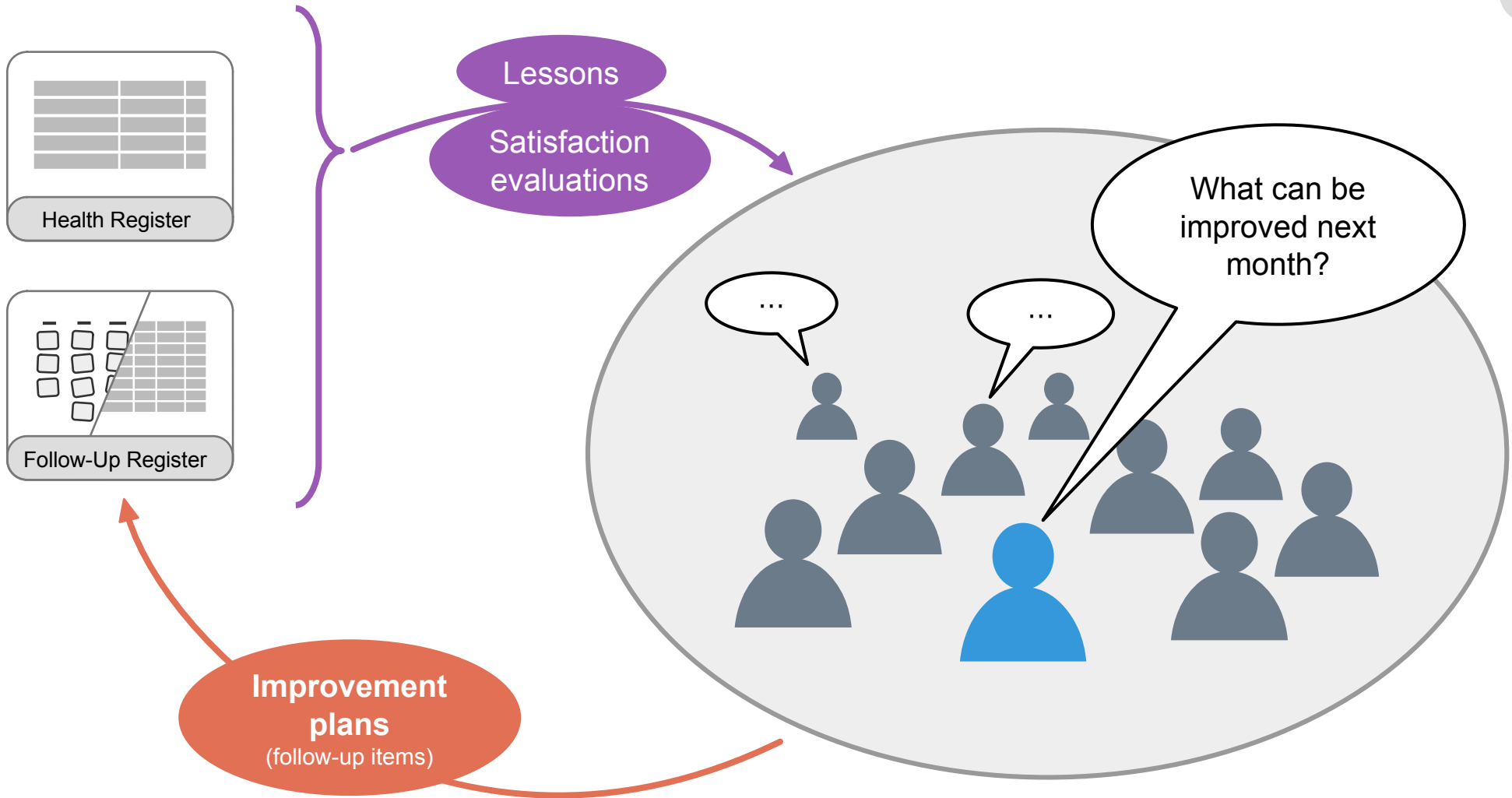
The follow-up item contains a significant lesson!



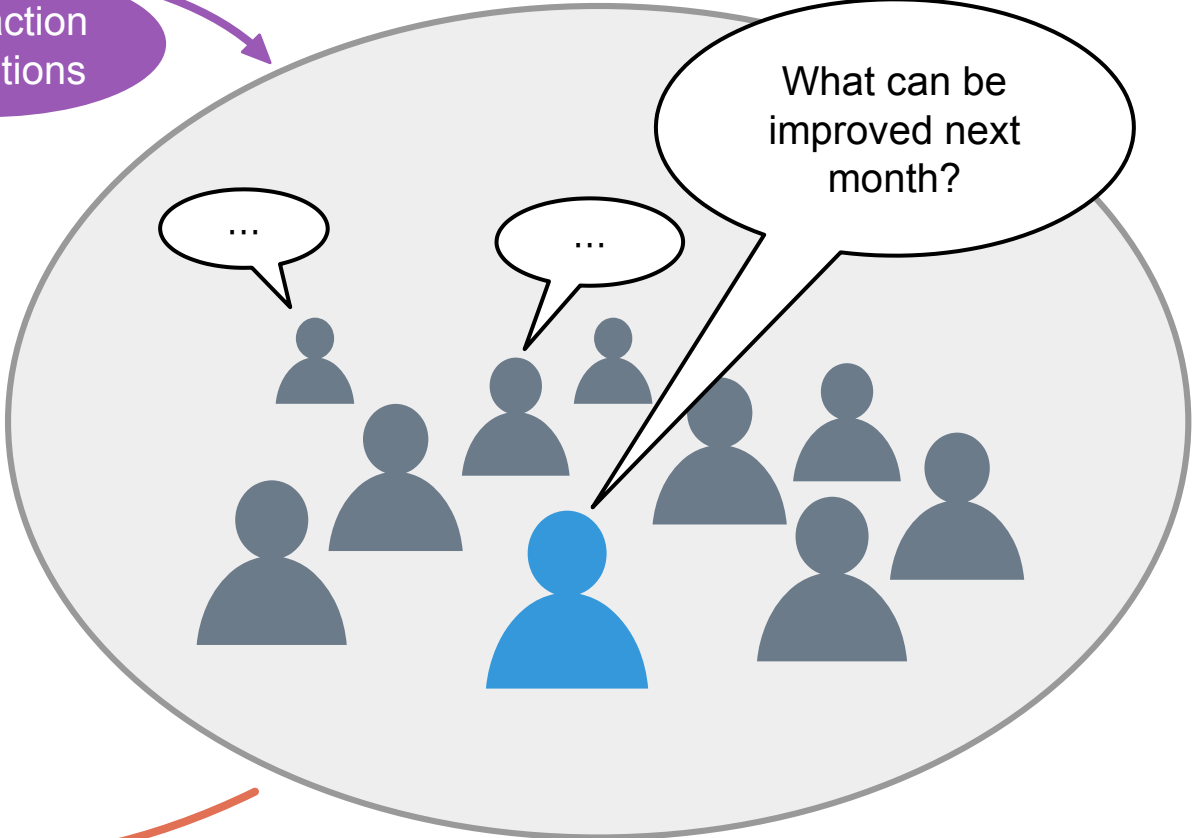




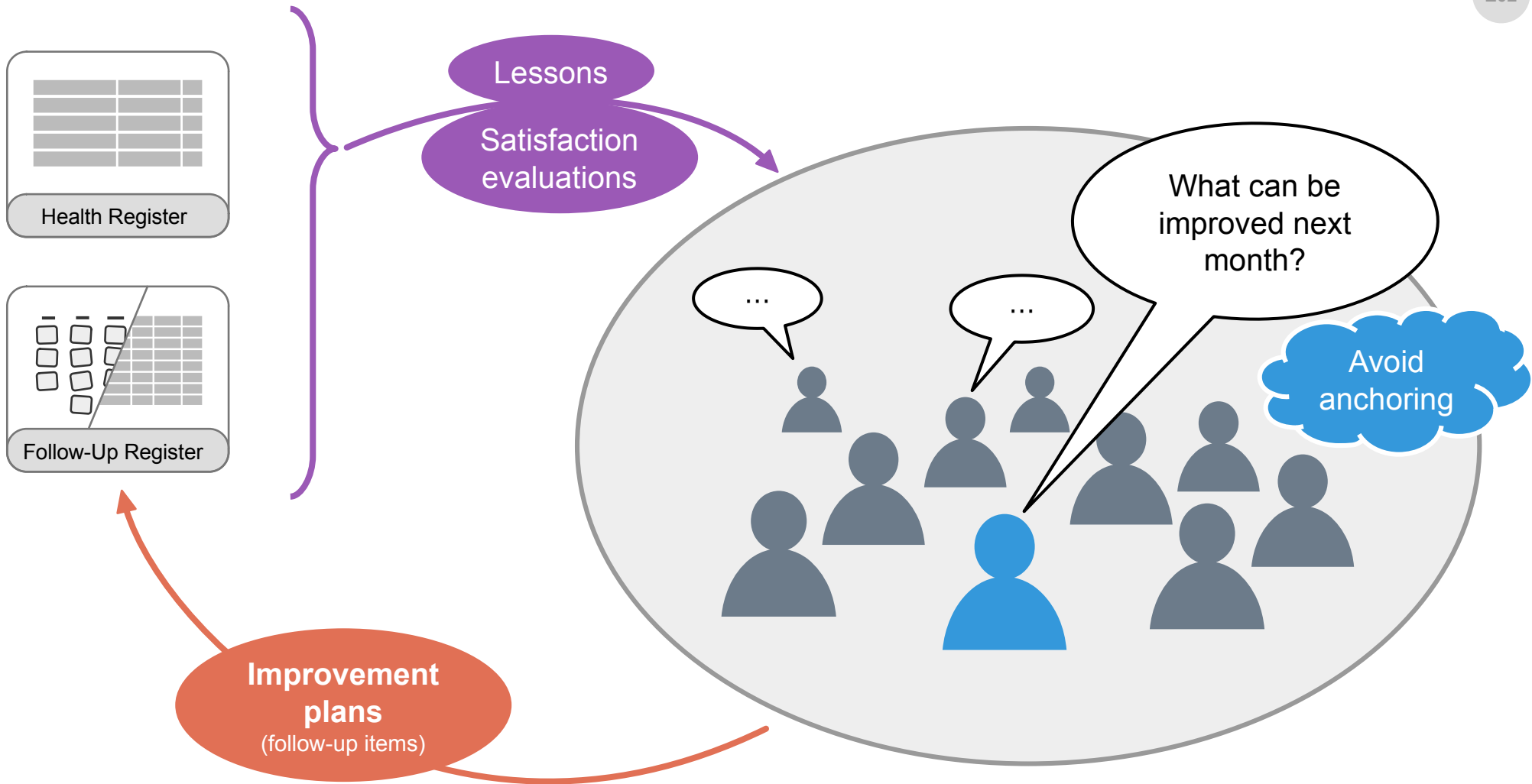


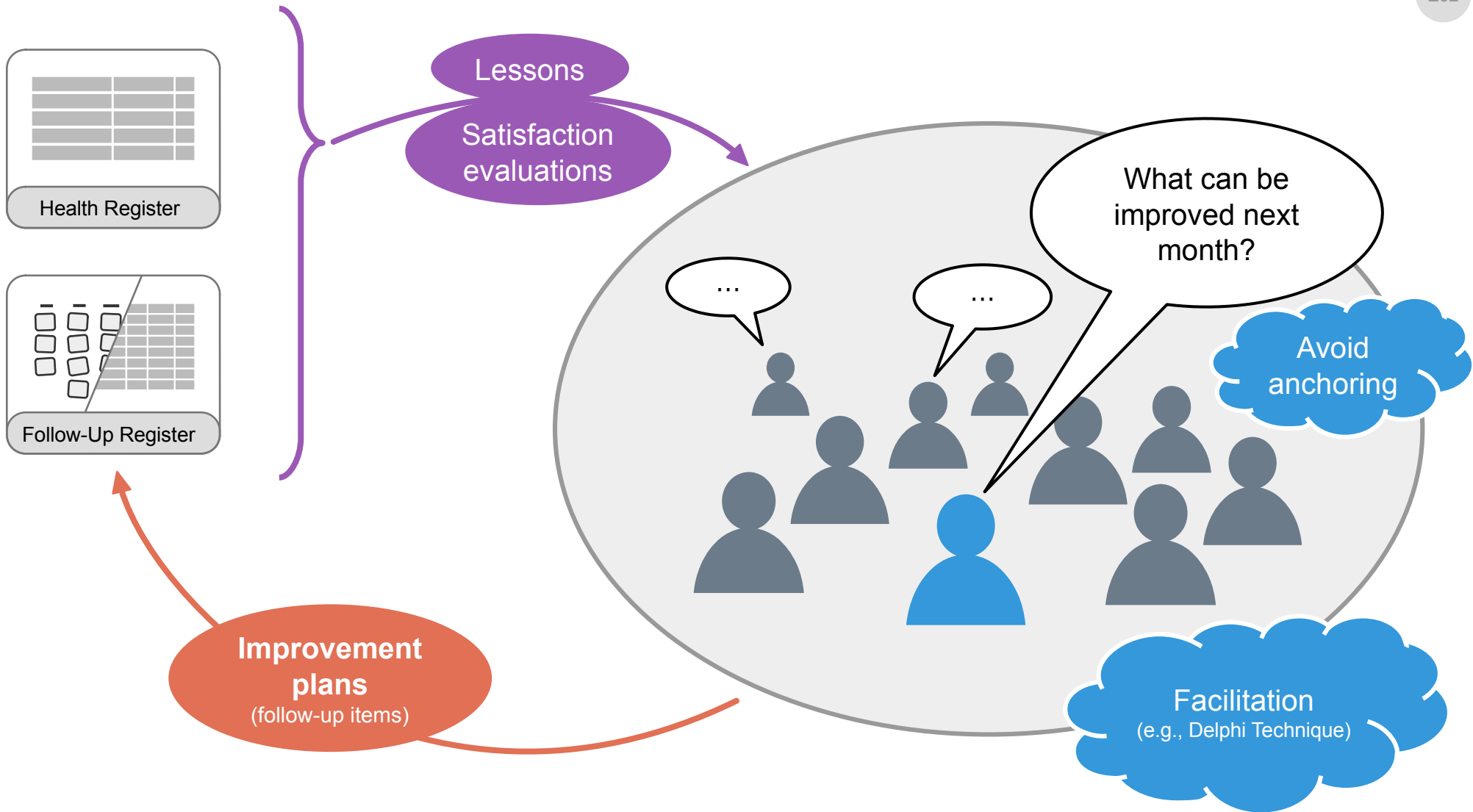


Lessons  
Satisfaction evaluations

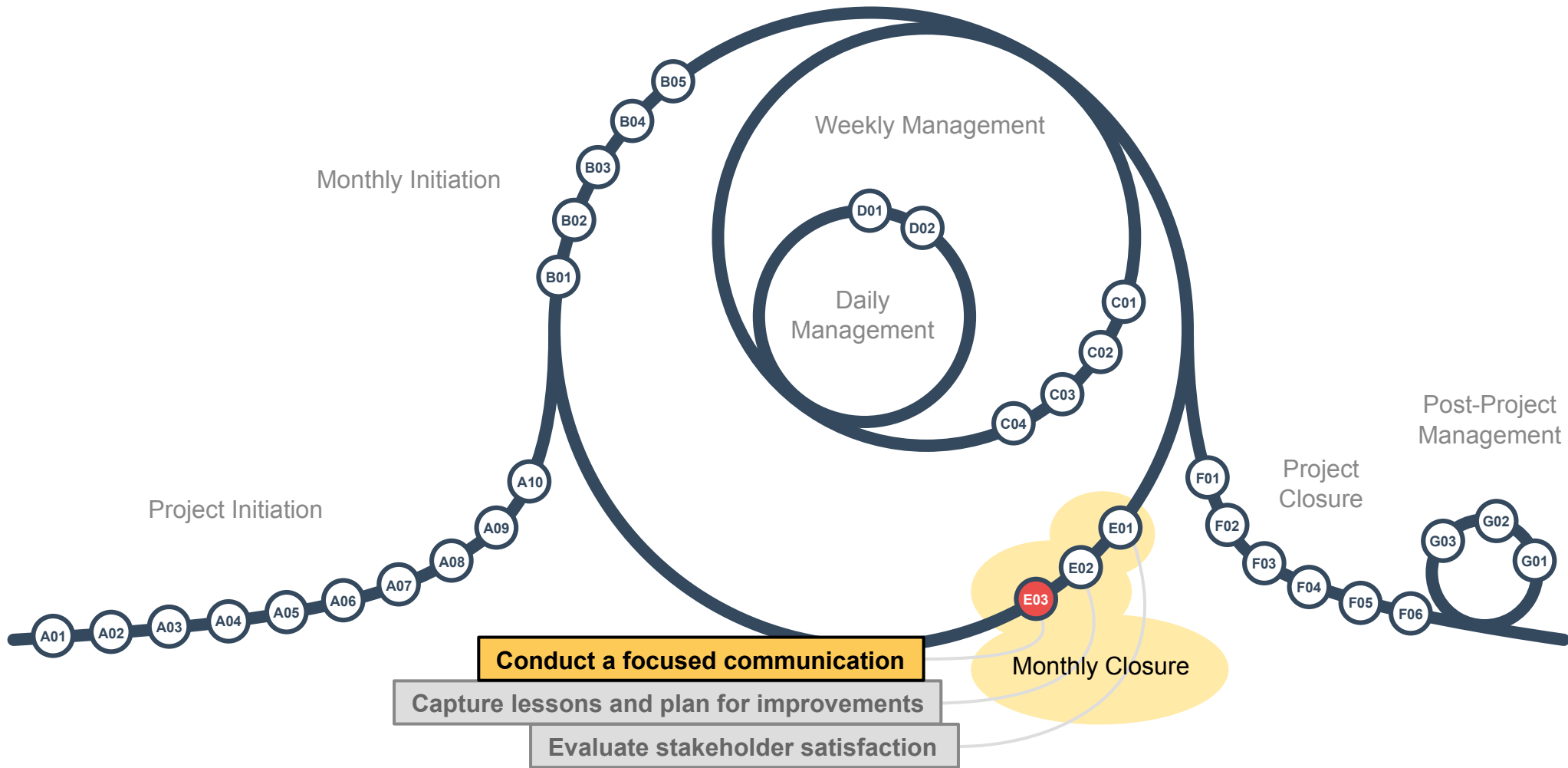


Improvement plans  
(follow-up items)









Project Initiation

Monthly Initiation

Weekly Management

Daily Management

Post-Project Management

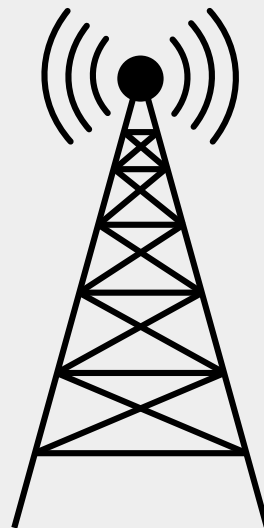
Project Closure

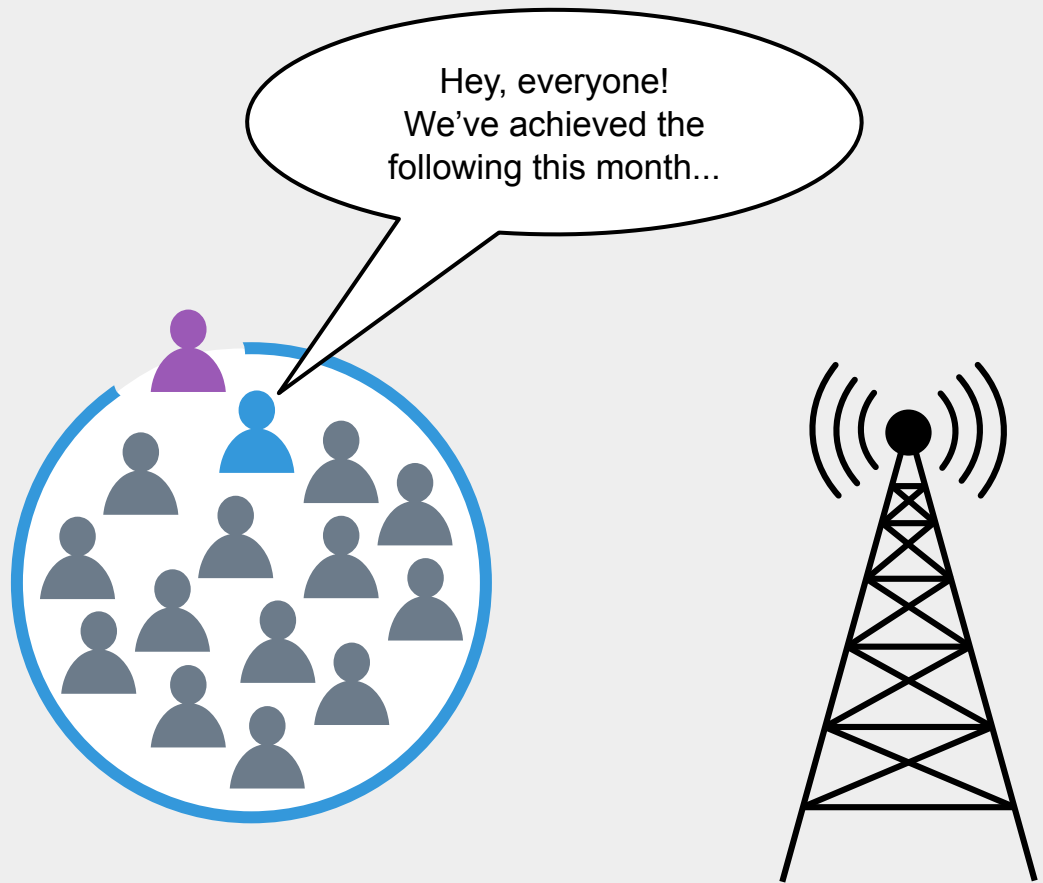
Monthly Closure

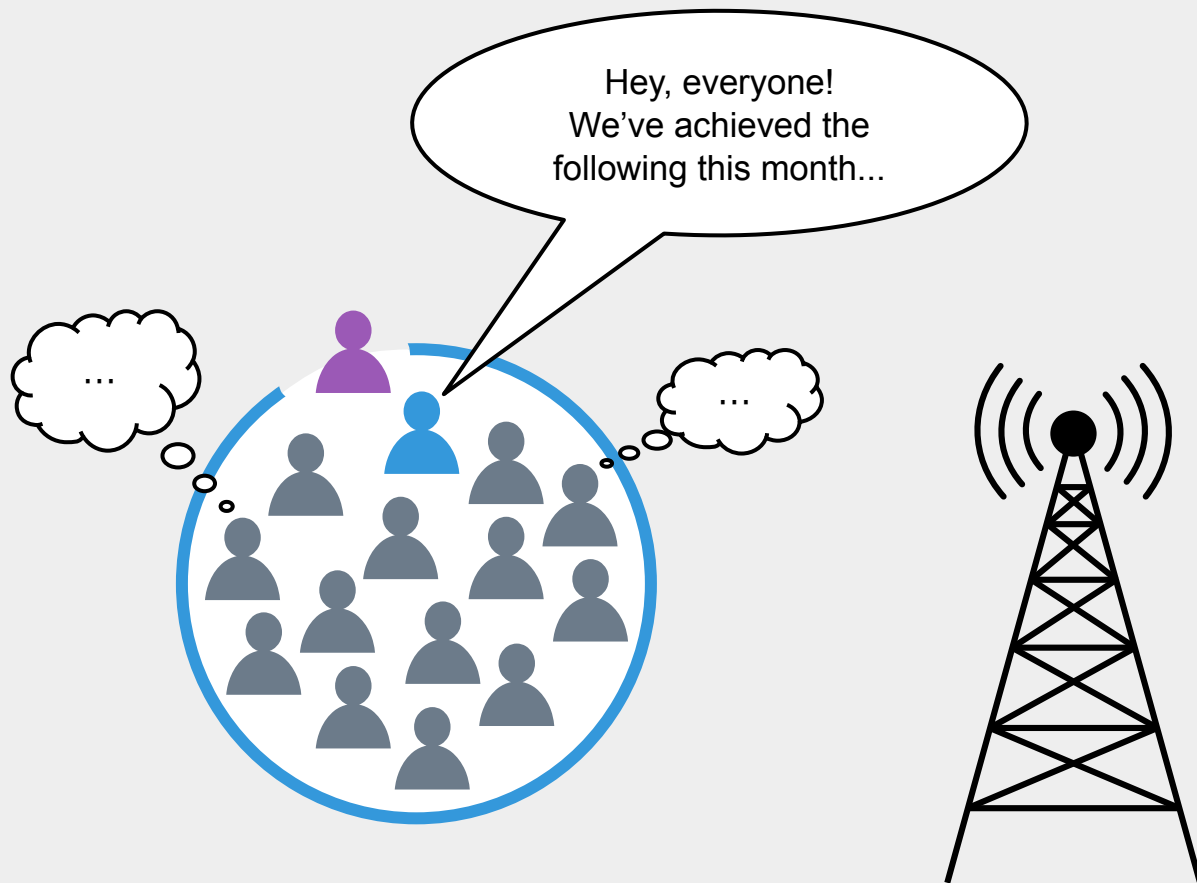
**Conduct a focused communication**

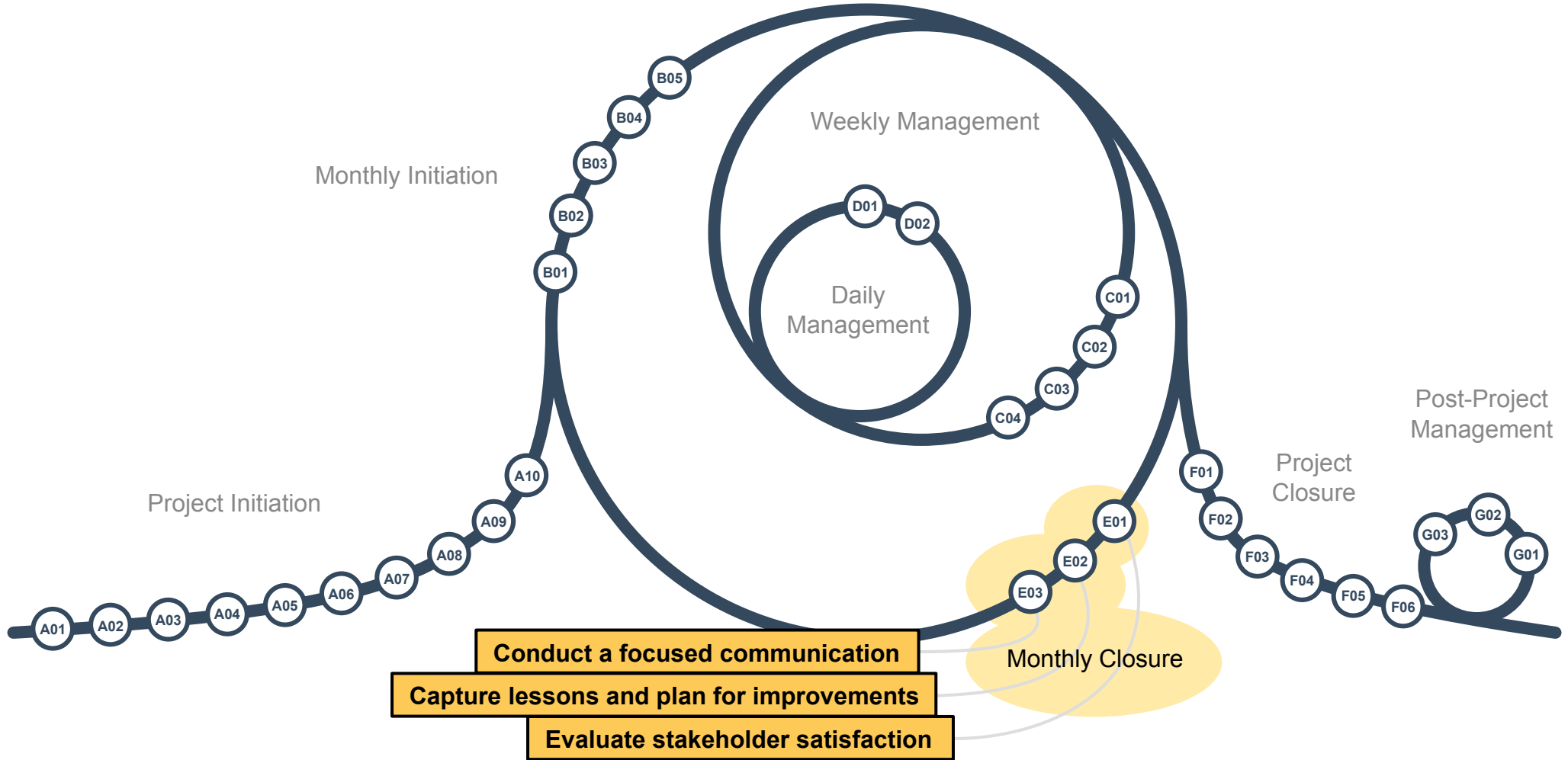
Capture lessons and plan for improvements

Evaluate stakeholder satisfaction









## ① High-level overview

## ② Full review

- Ⓐ Project Initiation
- Ⓑ Monthly Initiation
- Ⓒ Weekly Management
- Ⓓ Daily Management
- Ⓔ Monthly Closure
- Ⓕ Project Closure
- Ⓖ Post-Project Management



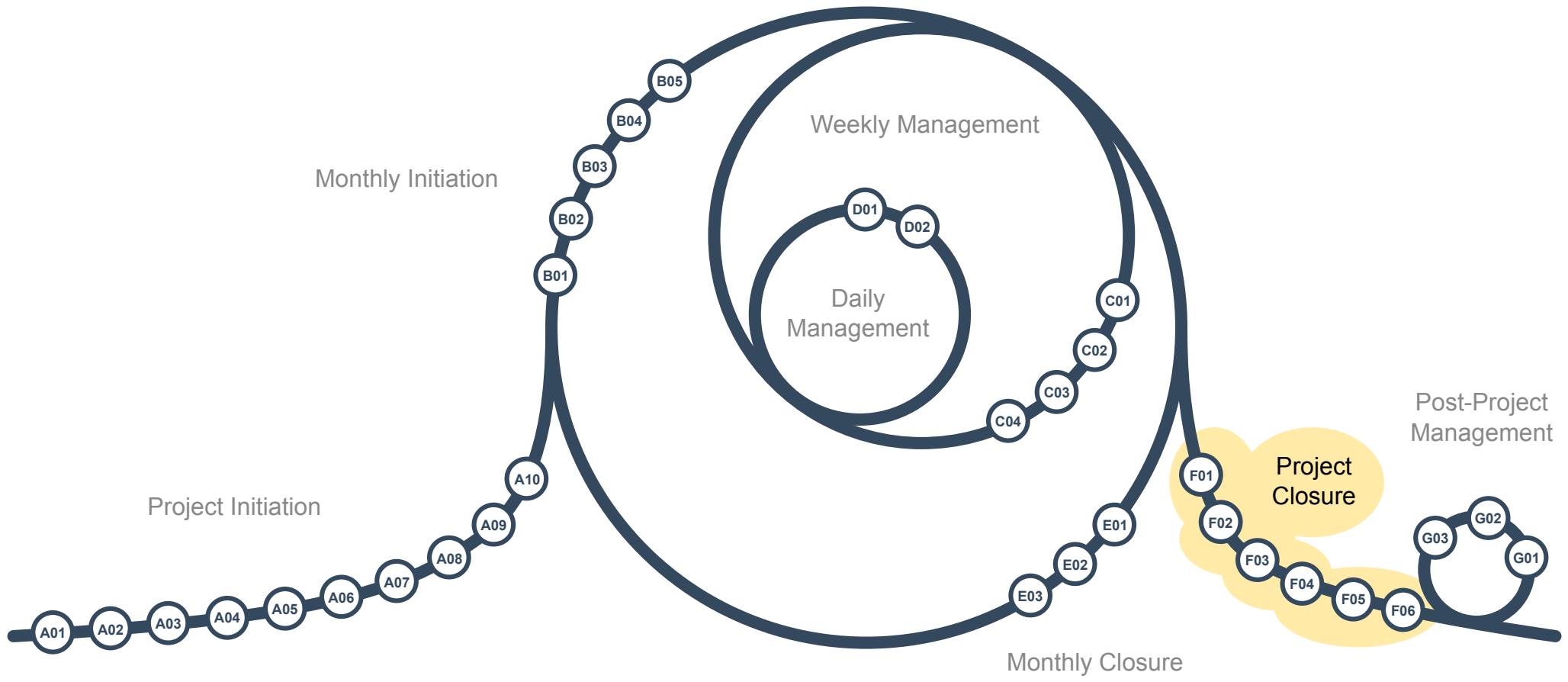
## ③ NUPP

## ④ Tailoring

## ⑤ Development methods

## ⑥ Code of conduct

## ⑦ Certification program



Project Initiation

Monthly Initiation

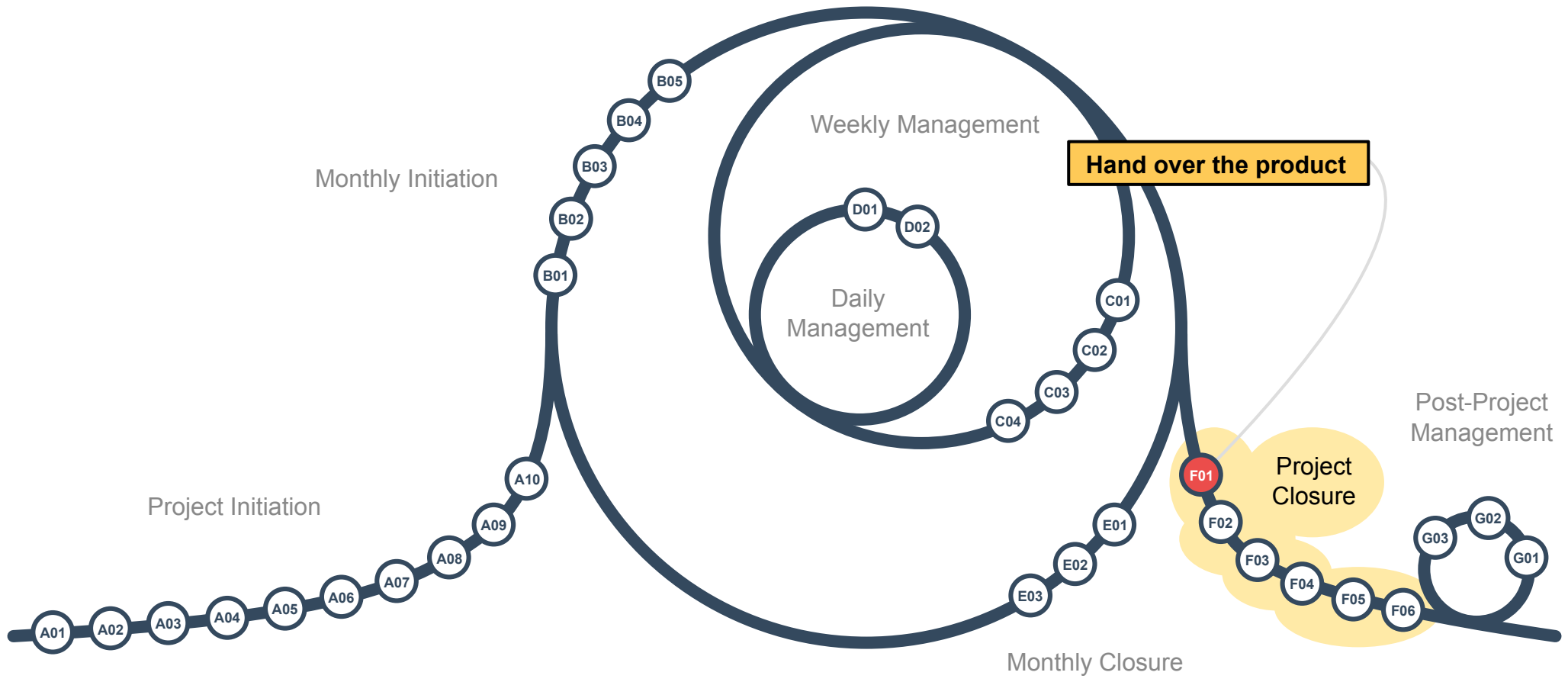
Weekly Management

Daily Management

Monthly Closure

Project Closure

Post-Project Management



Monthly Initiation

Weekly Management

**Hand over the product**

Daily Management

Project Initiation

Post-Project Management

Project Closure

Monthly Closure

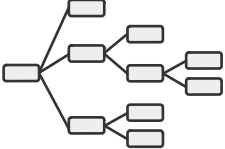


1



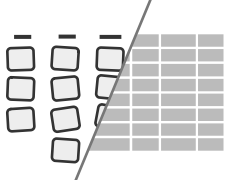
Project Description

2



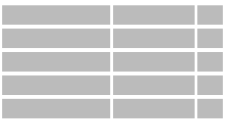
Deliverables Map

3



Follow-Up Register

4



Health Register

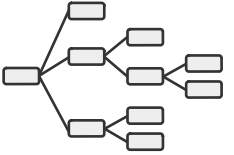
1



Project Description

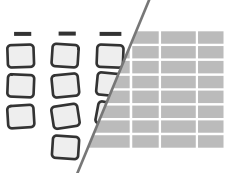
Have we achieved the goal and satisfied the requirements?

2



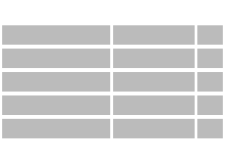
Deliverables Map

3



Follow-Up Register

4



Health Register

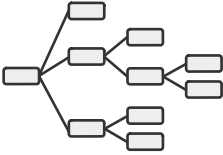
1



Project Description

Have we achieved the goal and satisfied the requirements?

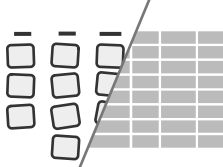
2



Deliverables Map

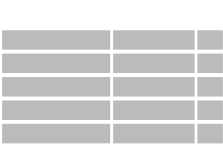
Are all items **closed**?

3



Follow-Up Register

4



Health Register

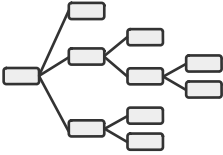
1



Project Description

Have we achieved the goal and satisfied the requirements?

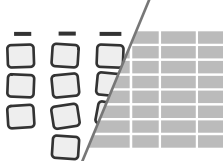
2



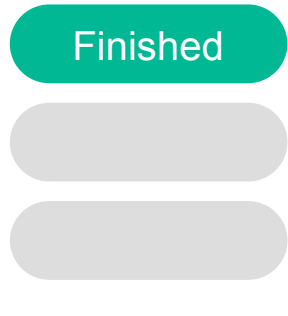
Deliverables Map

Are all items **closed**?

3

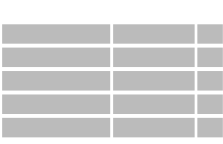


Follow-Up Register



Finished

4



Health Register

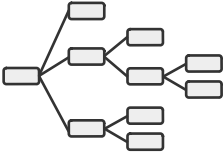
1



Project Description

Have we achieved the goal and satisfied the requirements?

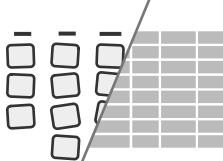
2



Deliverables Map

Are all items **closed**?

3

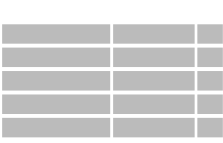


Follow-Up Register

Finished

Cancelled

4



Health Register

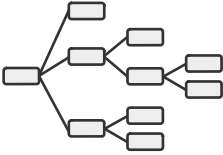
1



Project Description

Have we achieved the goal and satisfied the requirements?

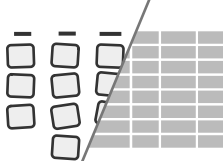
2



Deliverables Map

Are all items **closed**?

3



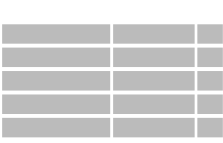
Follow-Up Register

Finished

Cancelled

Transferred

4



Health Register

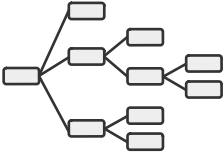
1



Project Description

Have we achieved the goal and satisfied the requirements?

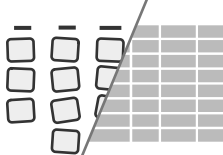
2



Deliverables Map

Are all items **closed**?

3



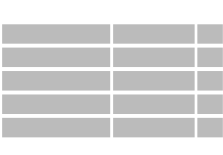
Follow-Up Register

Finished

Cancelled

Transferred

4



Health Register



Remaining tasks  
(for the maintenance team)

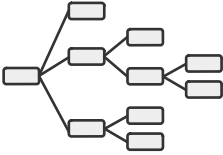
1



Project Description

Have we achieved the goal and satisfied the requirements?

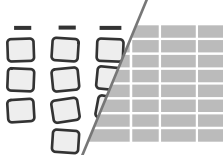
2



Deliverables Map

Are all items **closed**?

3



Follow-Up Register

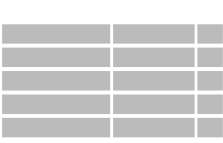
Finished

Cancelled

Transferred

May be allowed in the contract.

4

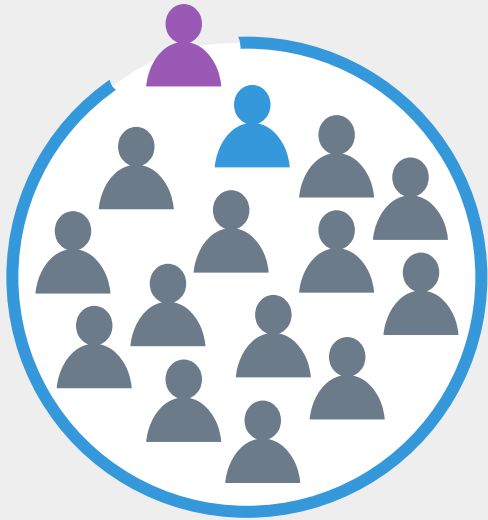


Health Register

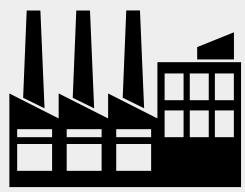
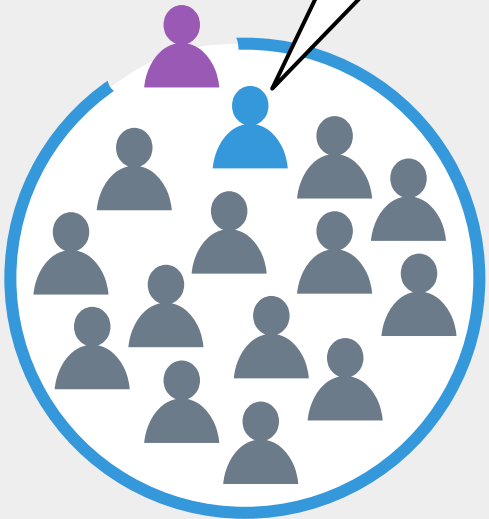


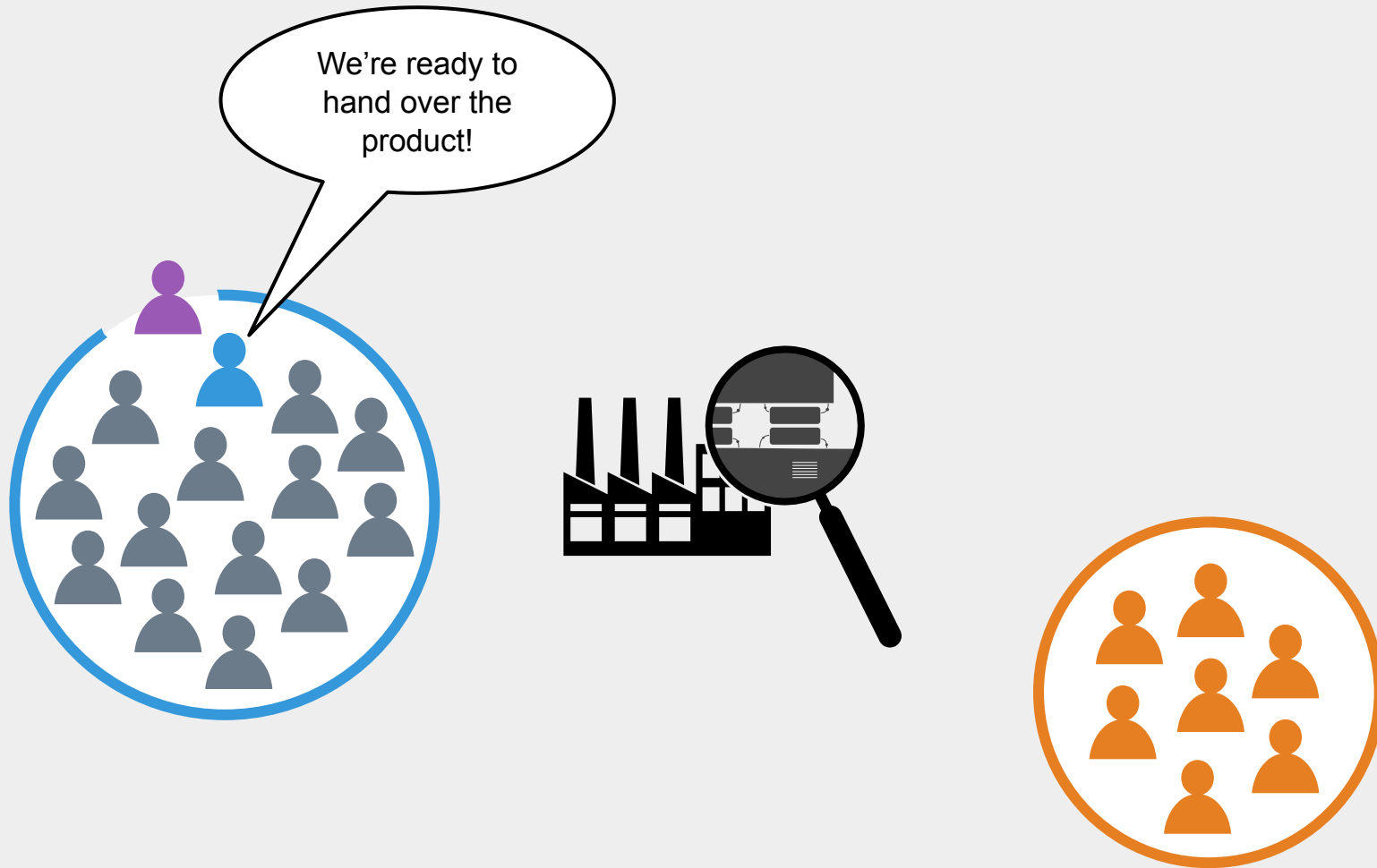
Remaining tasks  
(for the maintenance team)

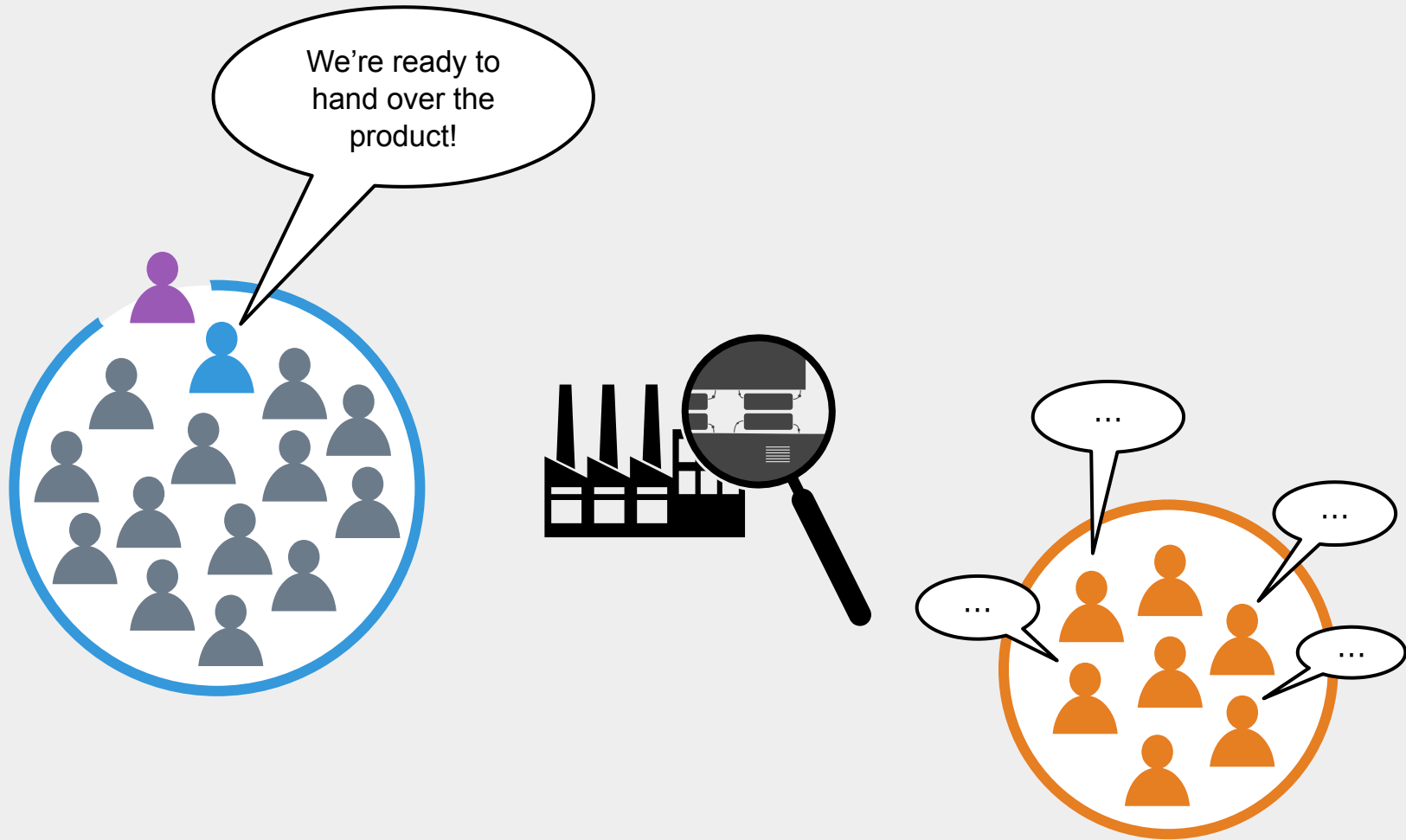


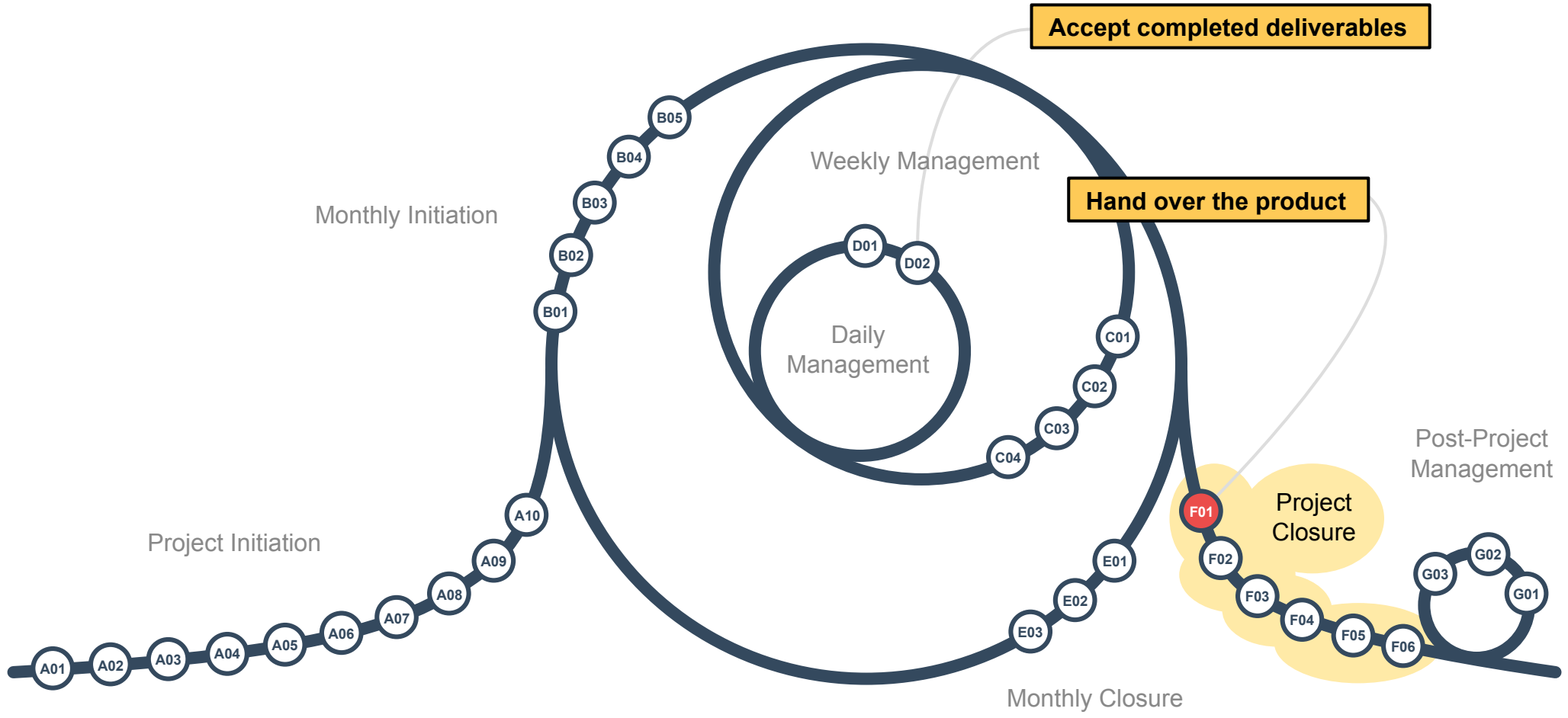


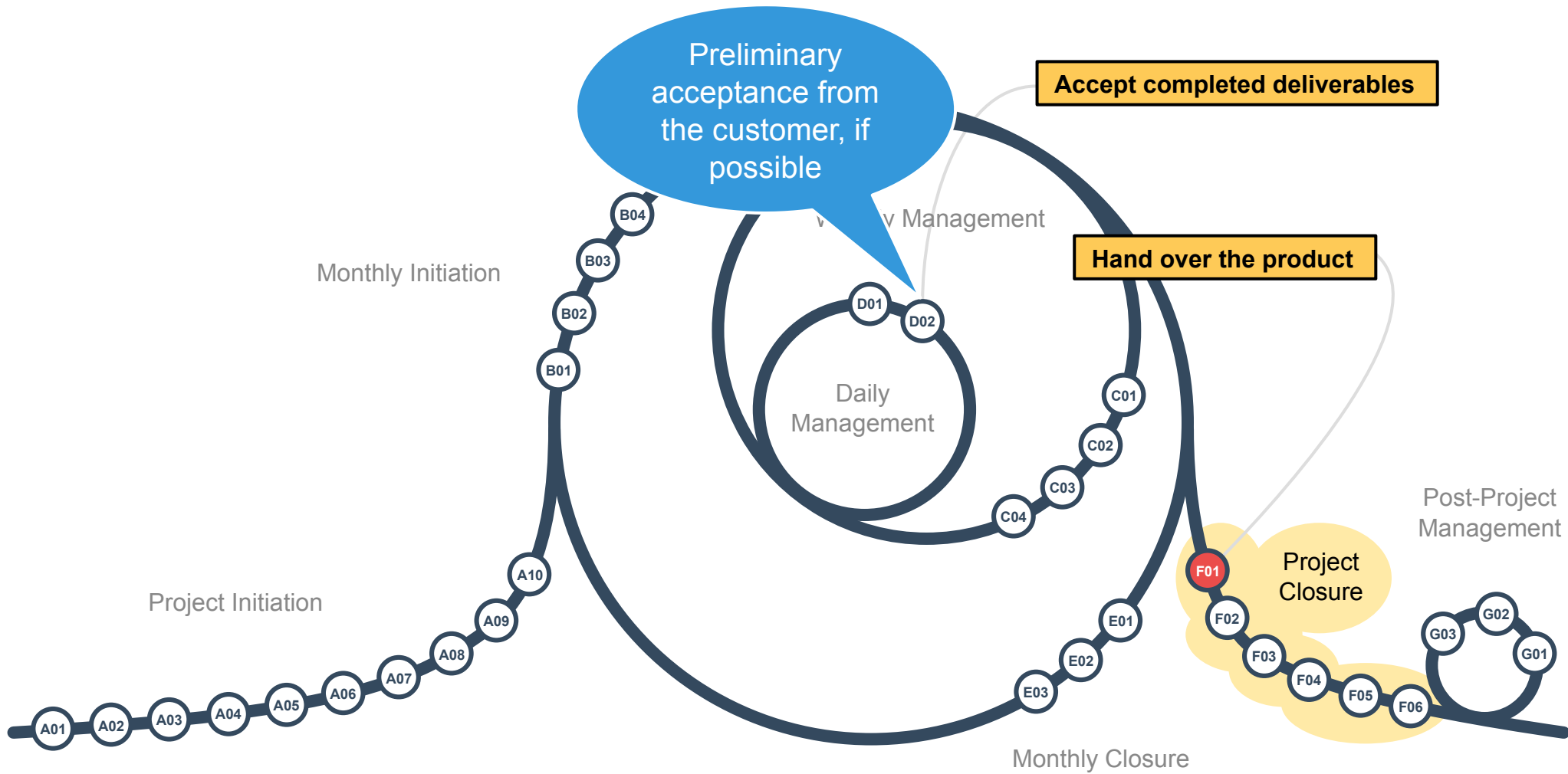
We're ready to hand over the product!

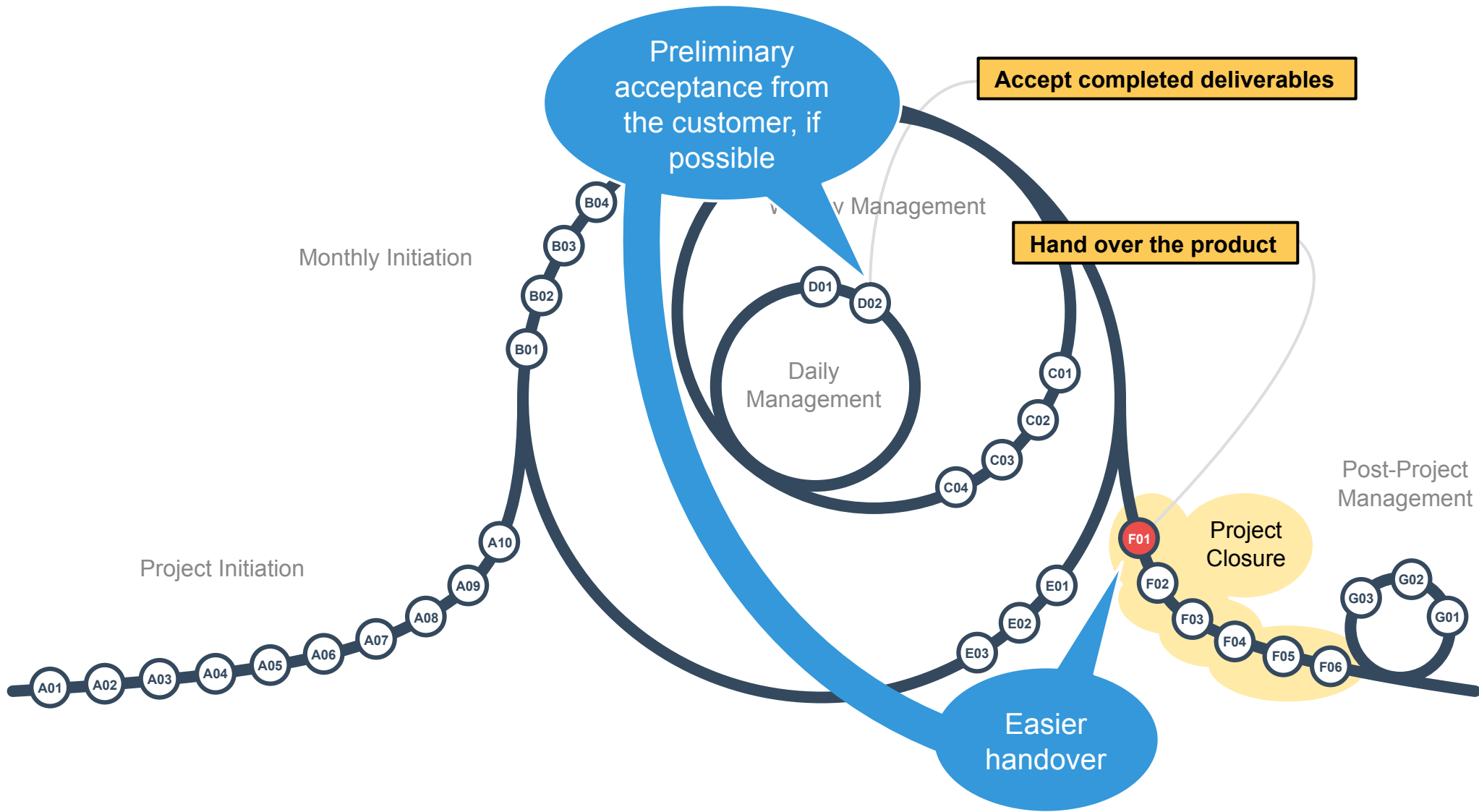


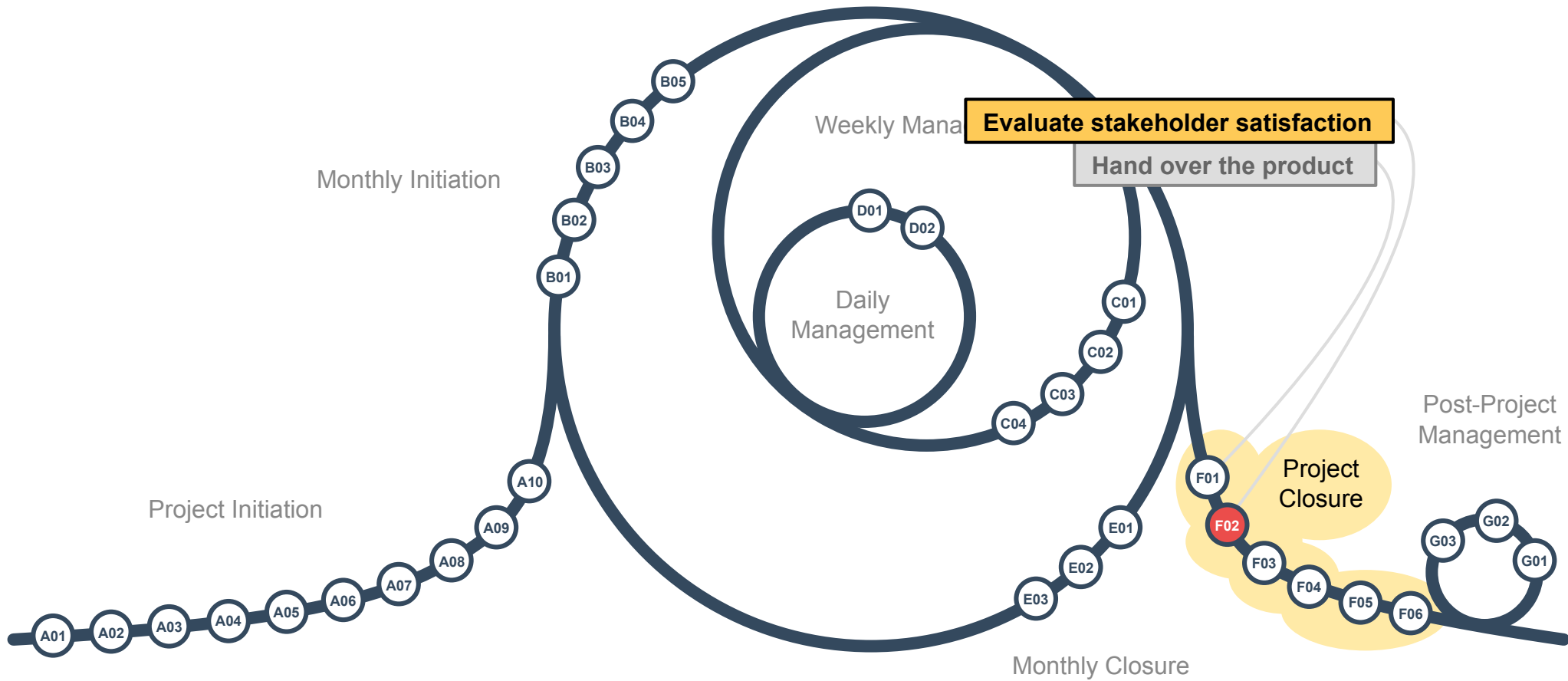












Project Initiation

Monthly Initiation

Weekly Management

Daily Management

Evaluate stakeholder satisfaction

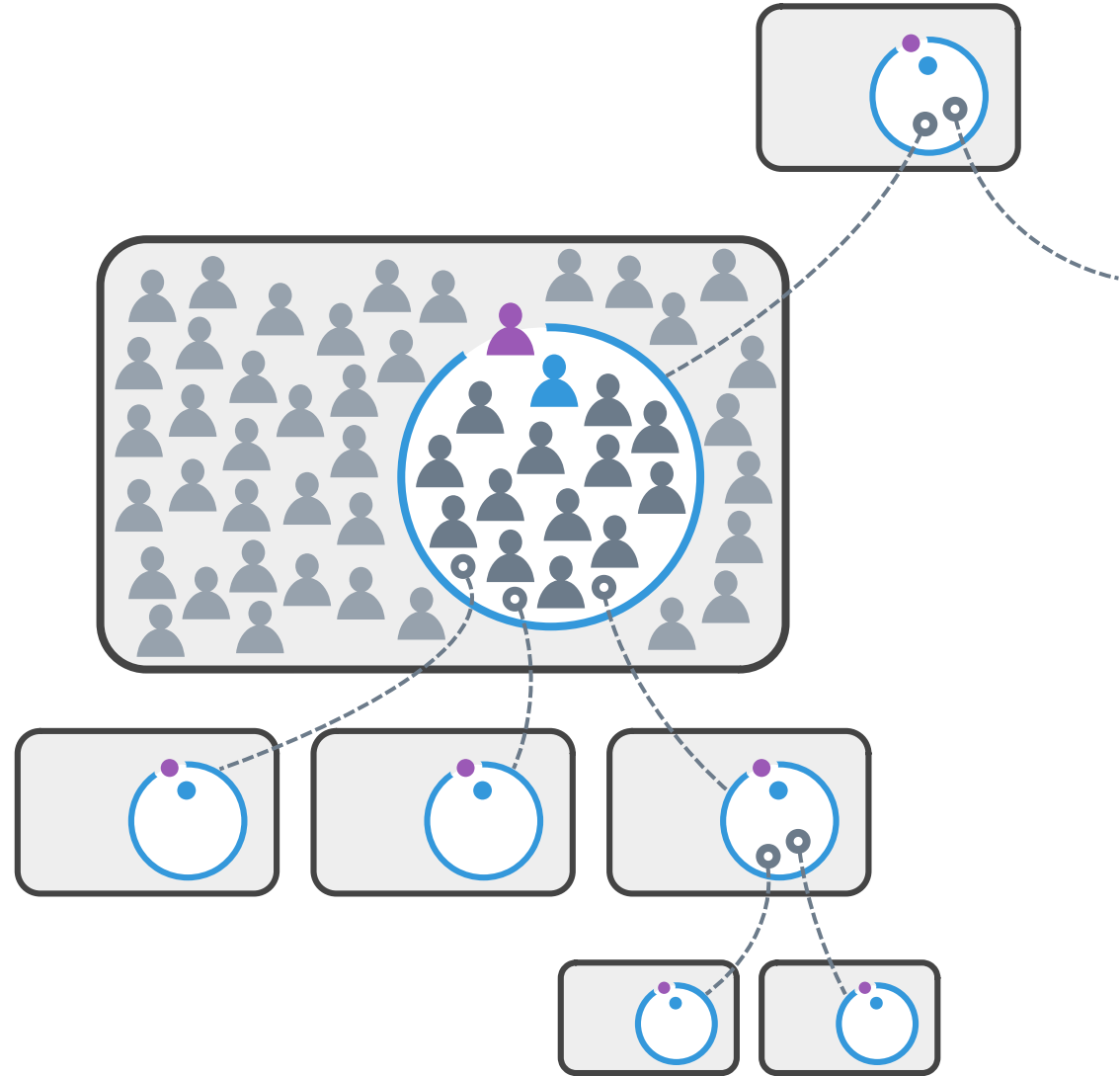
Hand over the product

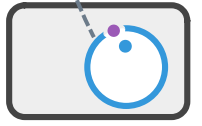
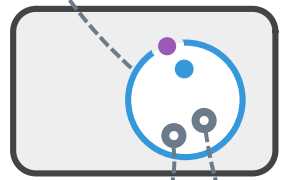
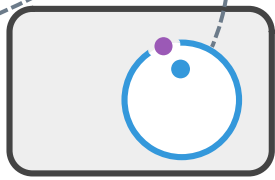
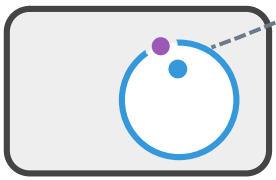
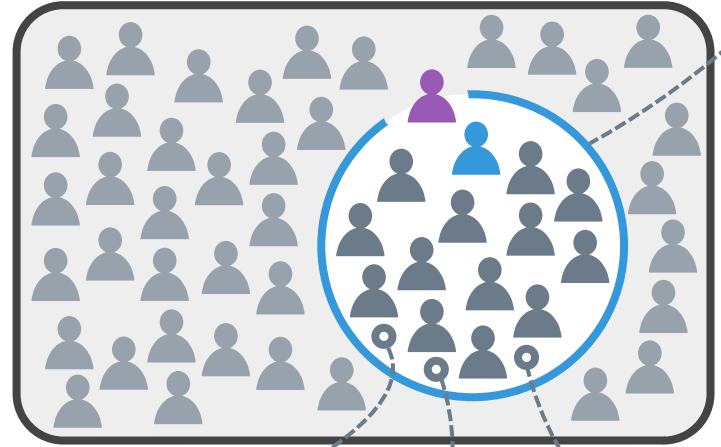
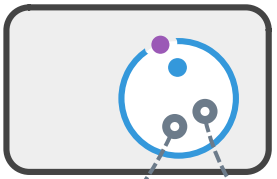
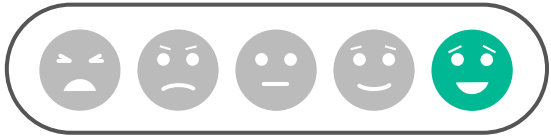
Monthly Closure

Project Closure

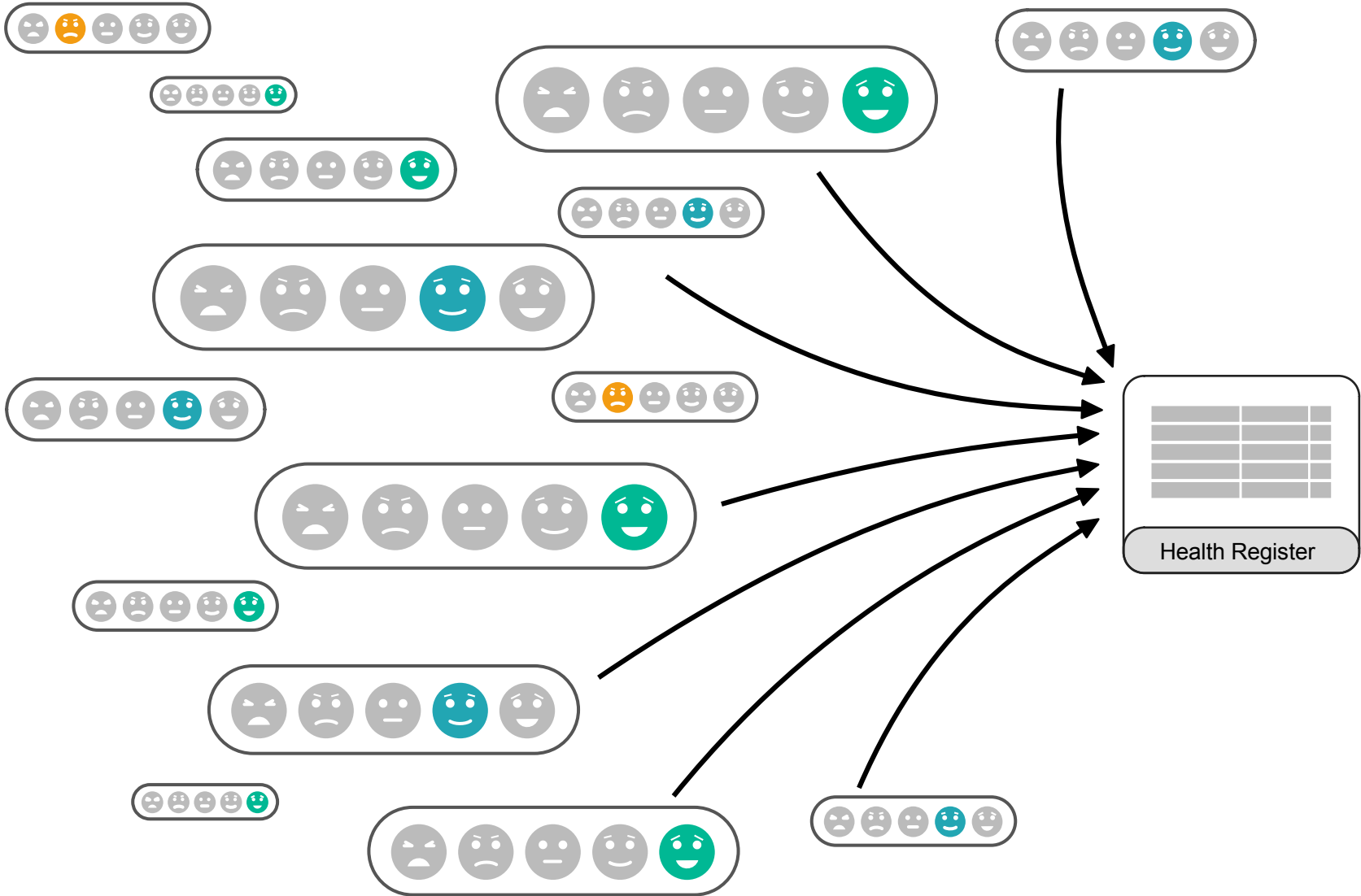
Post-Project Management

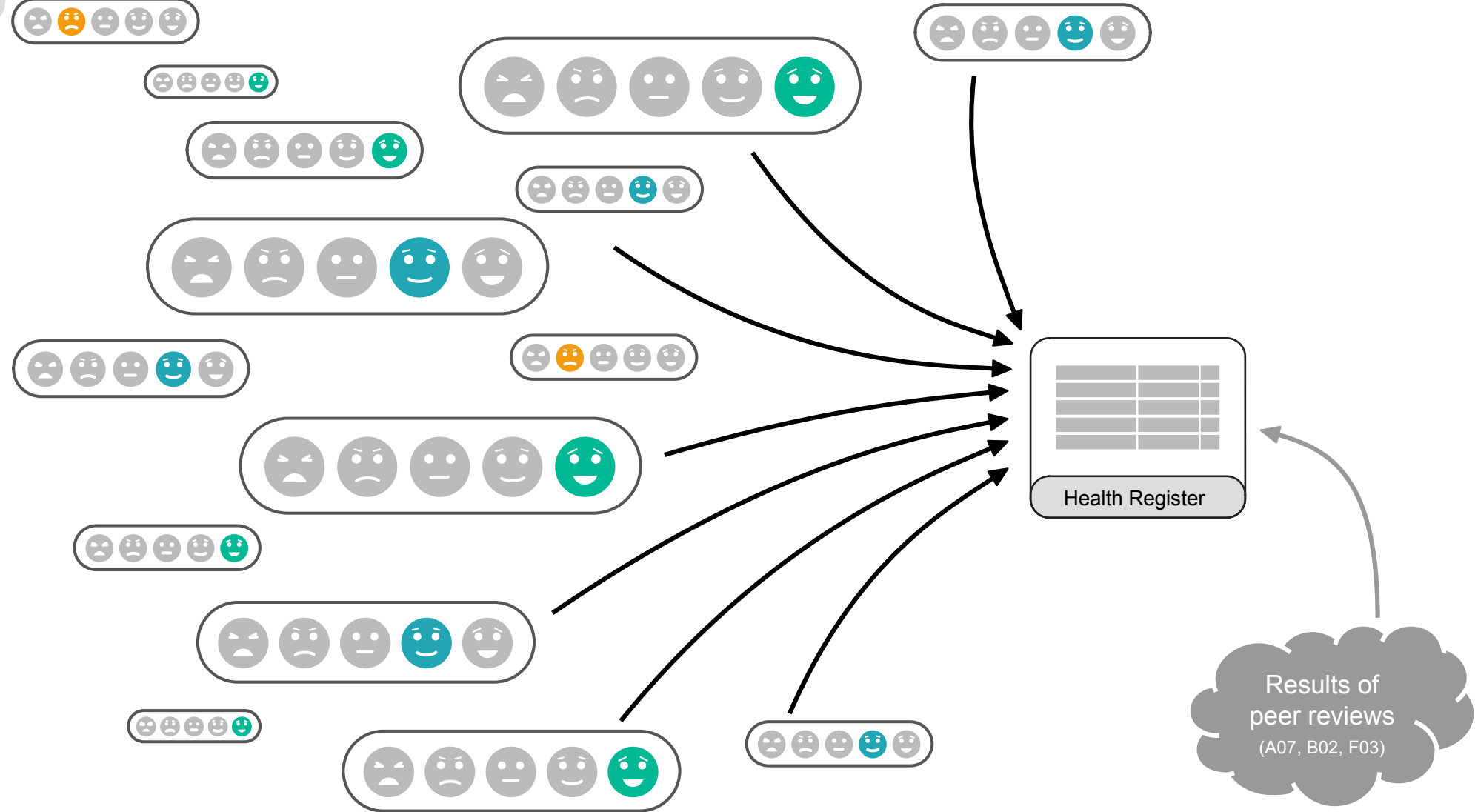
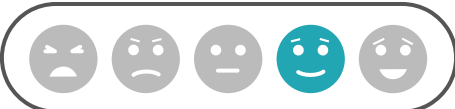
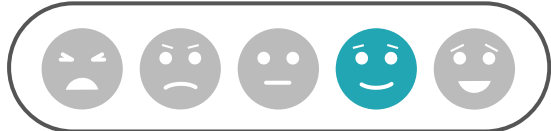


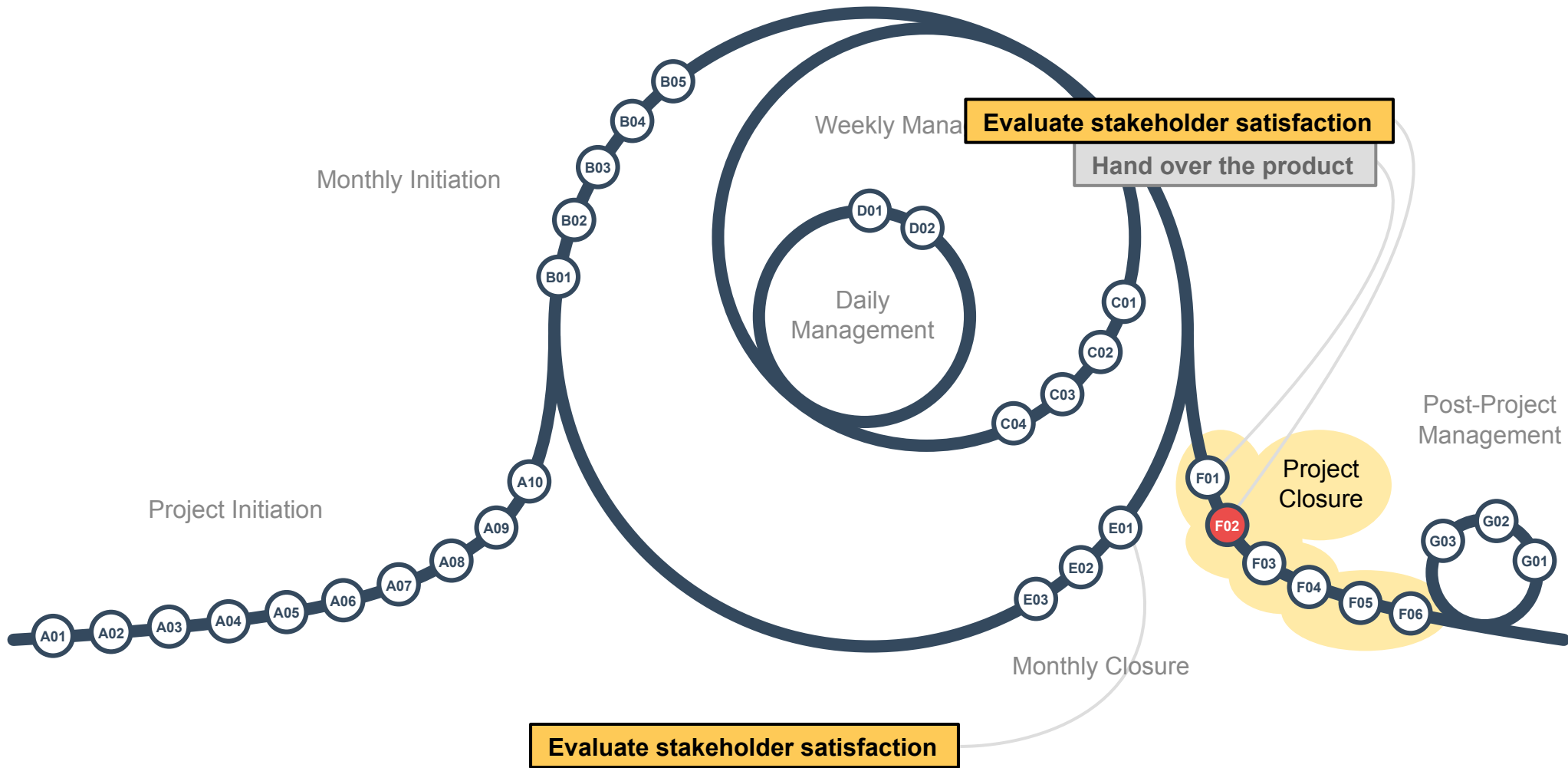


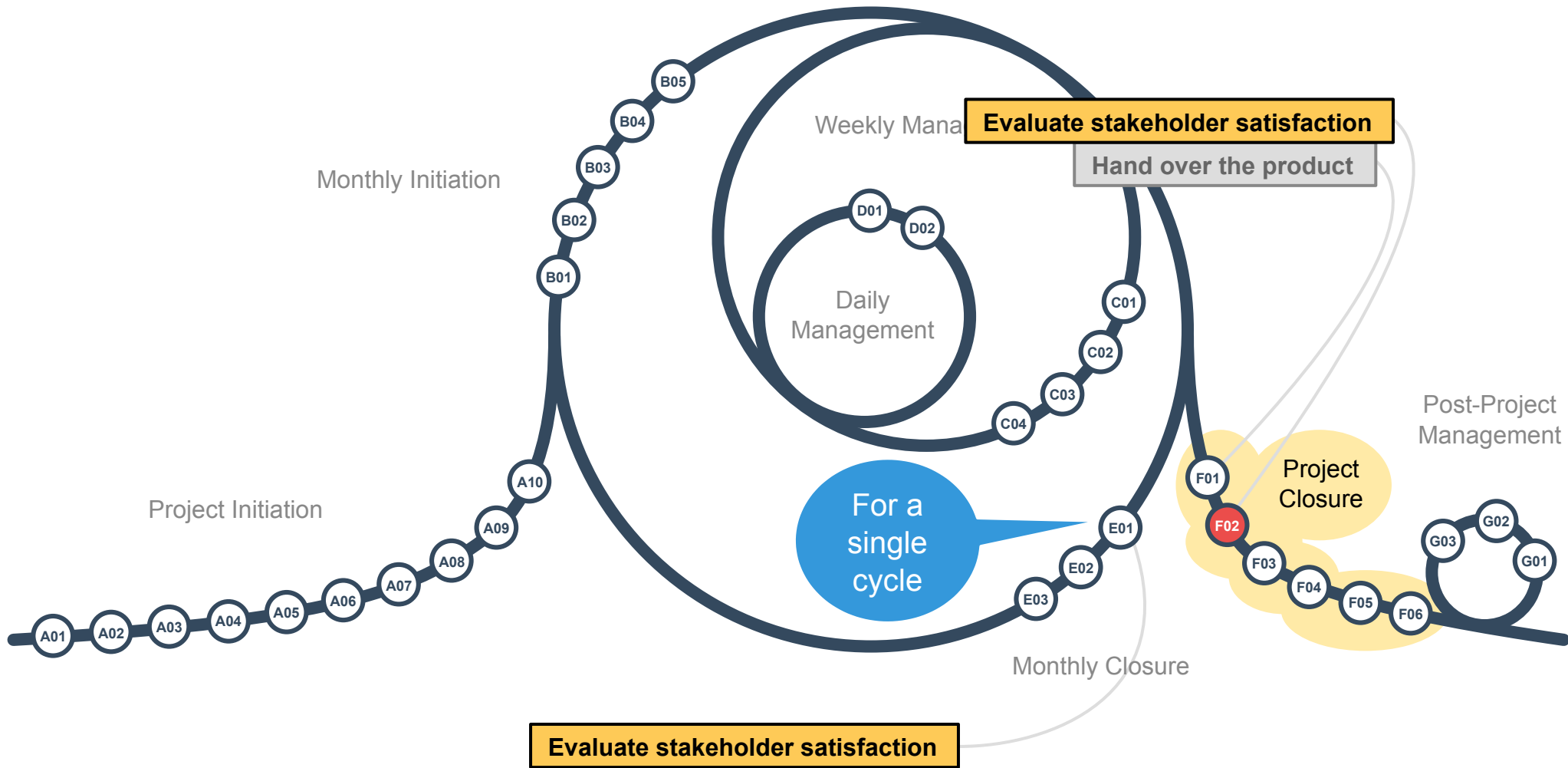


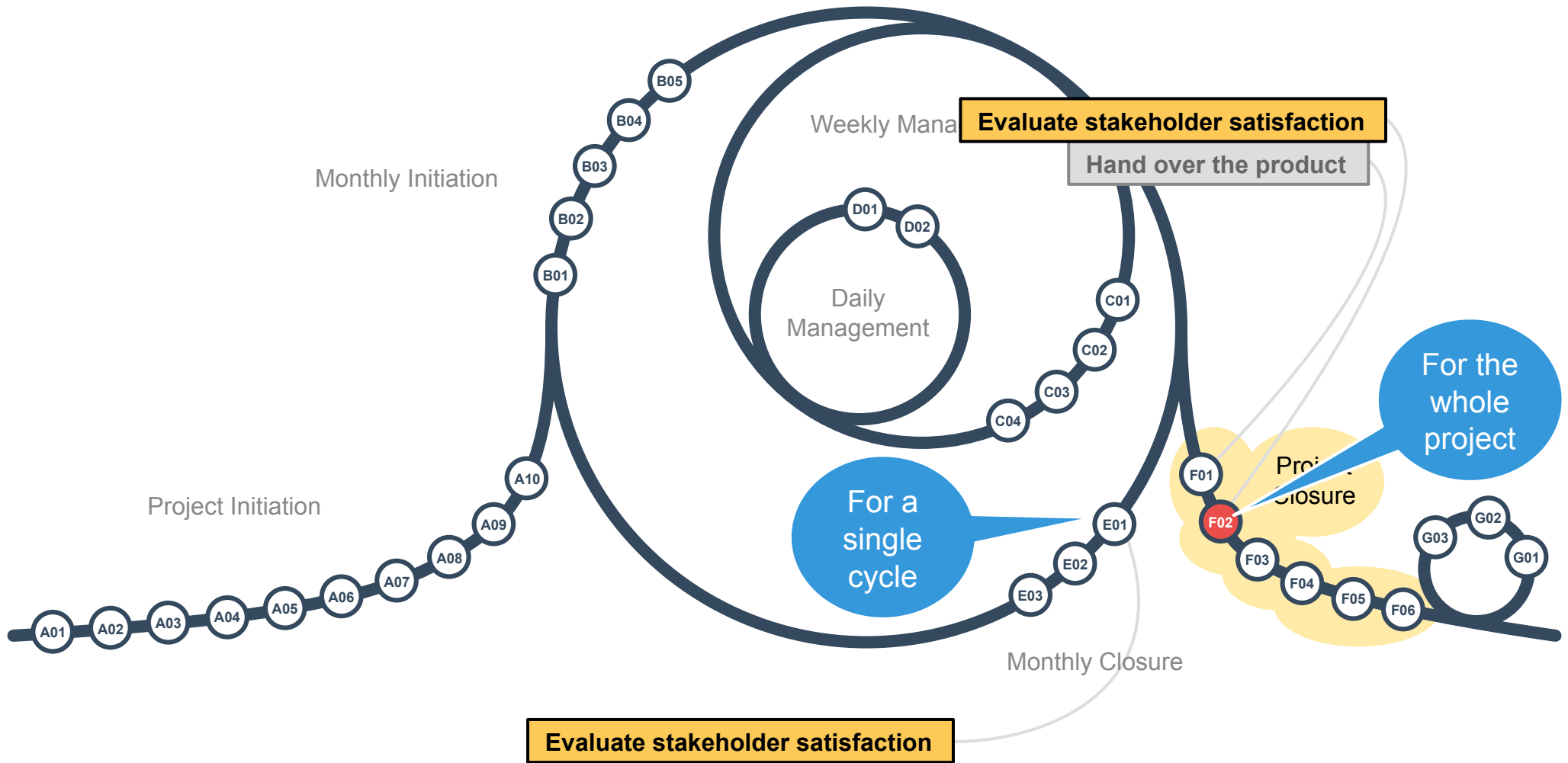
F02











Project Initiation

Monthly Initiation

Weekly Management

Daily Management

Monthly Closure

Project Closure

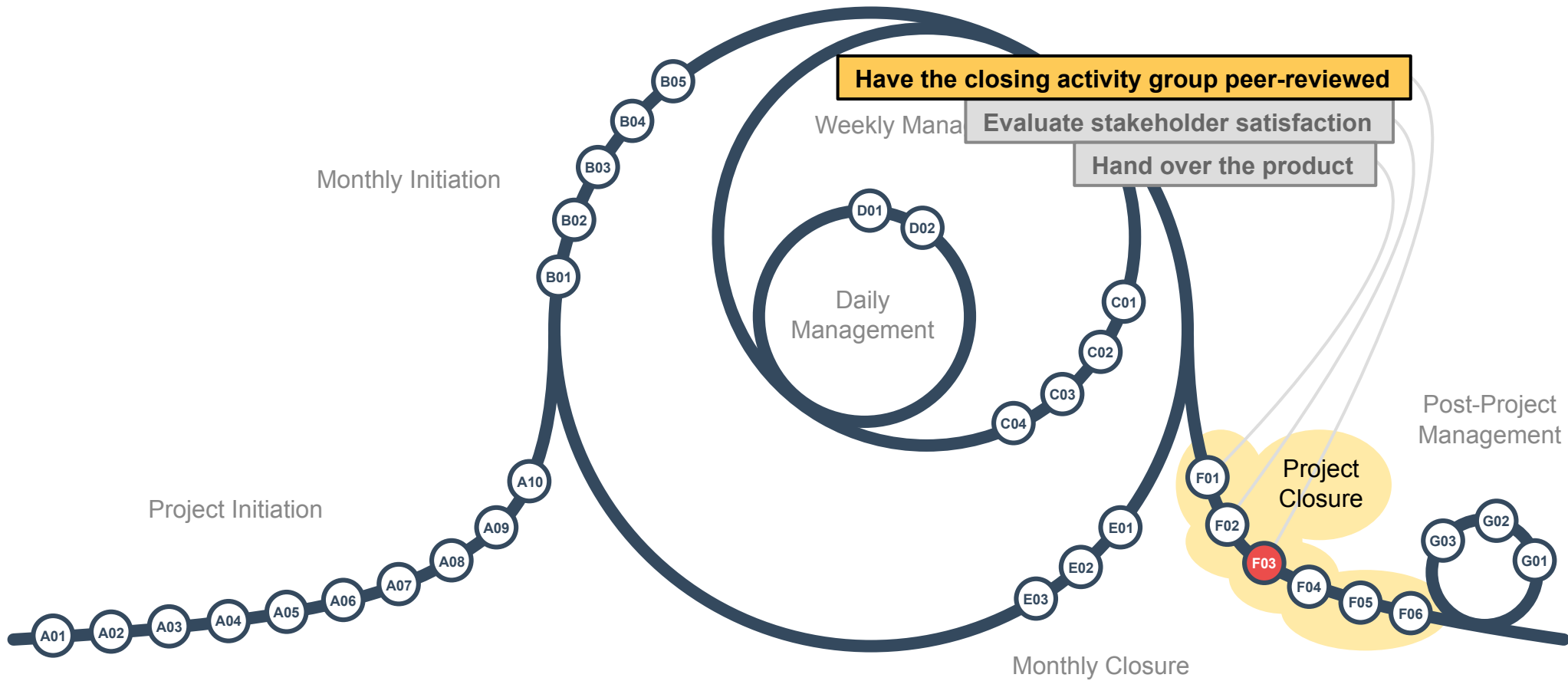
Evaluate stakeholder satisfaction

Hand over the product

For a single cycle

For the whole project

Evaluate stakeholder satisfaction



Project Initiation

Monthly Initiation

Weekly Mana

Daily Management

Monthly Closure

Project Closure

Post-Project Management

Have the closing activity group peer-reviewed

Evaluate stakeholder satisfaction

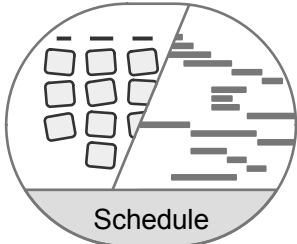
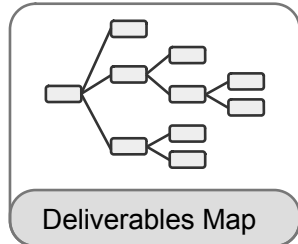
Hand over the product



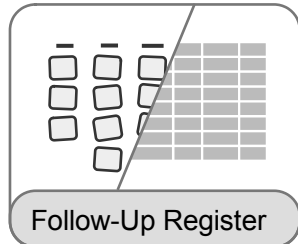
1



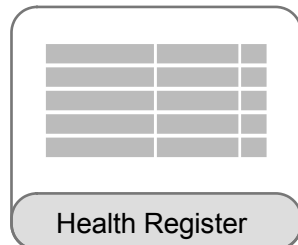
2



3



4



Peer Reviewer

A person with project management expertise, external to the project

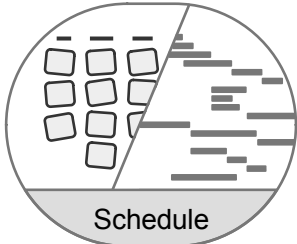
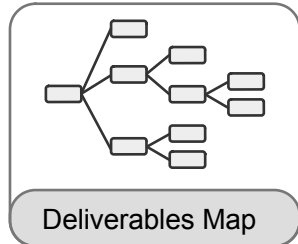


Project Manager

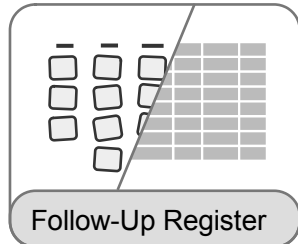
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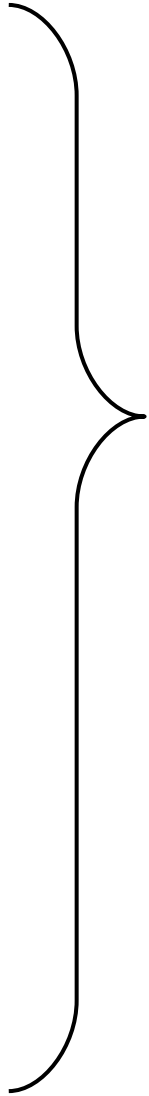
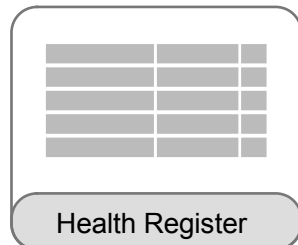
2



3



4



To be reviewed



Peer Reviewer

A person with project management expertise, external to the project



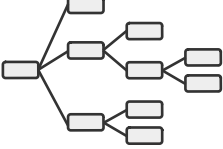
Project Manager

1

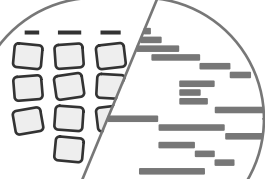


Project Description

2

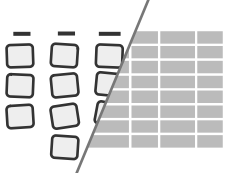


Deliverables Map



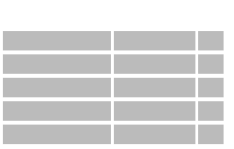
Schedule

3

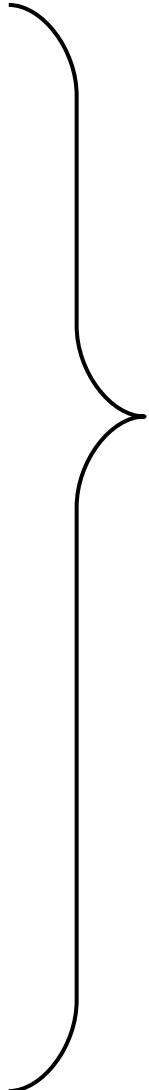


Follow-Up Register

4



Health Register



To be reviewed

Finding and fixing problems as soon as possible

Learning from each other

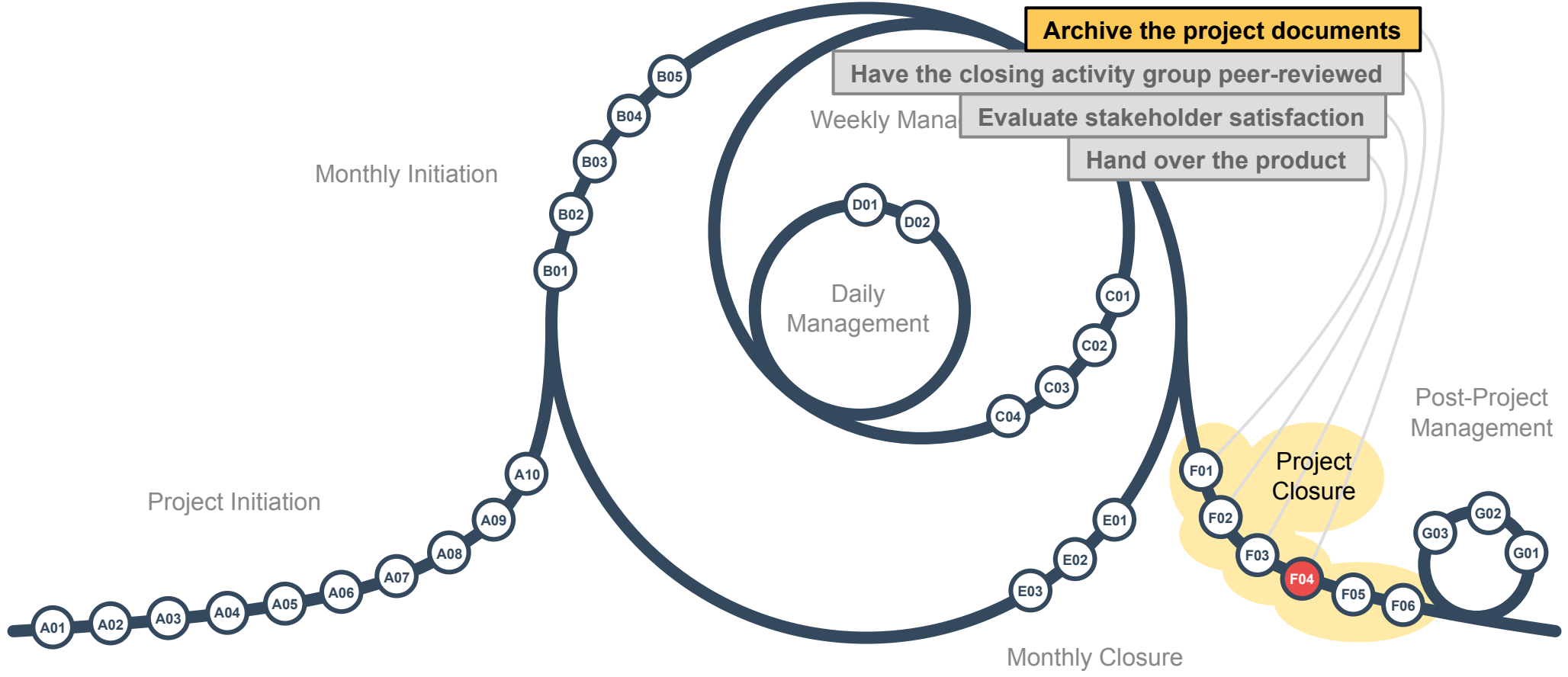


Peer Reviewer

A person with project management expertise, external to the project

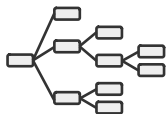


Project Manager

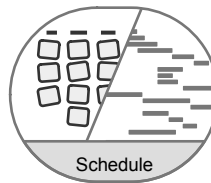




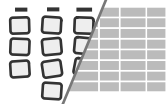
Project Description



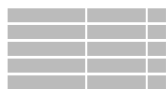
Deliverables Map



Schedule



Follow-Up Register



Health Register

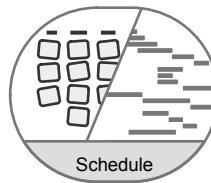
# Archive



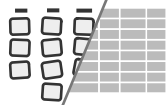
Project Description



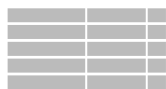
Deliverables Map



Schedule



Follow-Up Register



Health Register

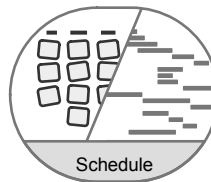
# Archive



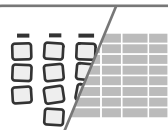
Project Description



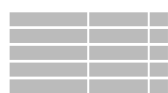
Deliverables Map



Schedule



Follow-Up Register



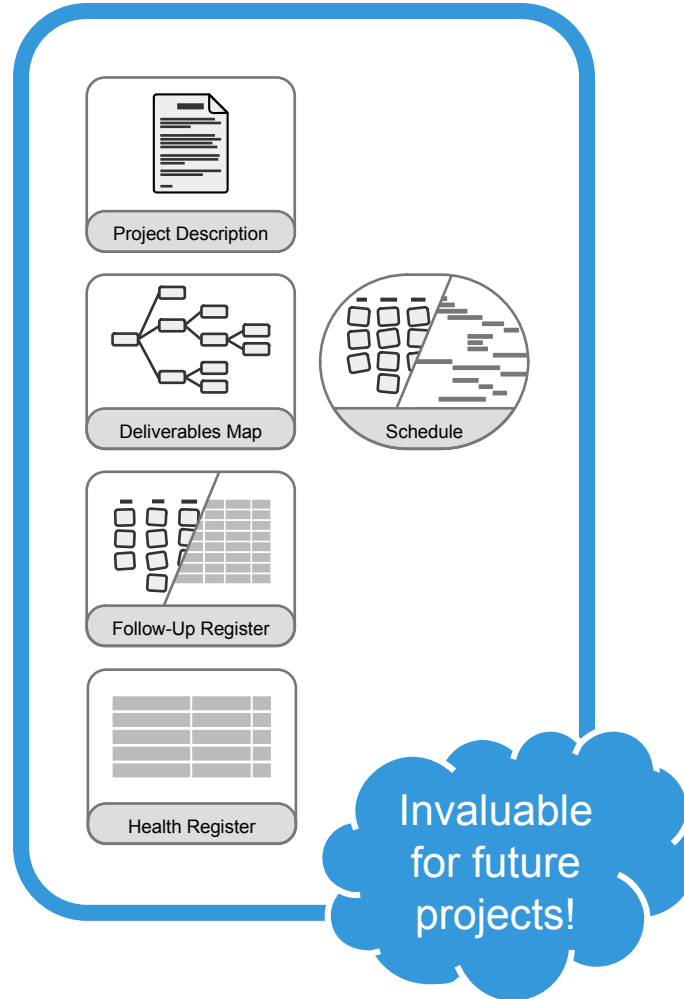
Health Register

Invaluable  
for future  
projects!

# Archive

Considerations during the project

Clear and  
understandable



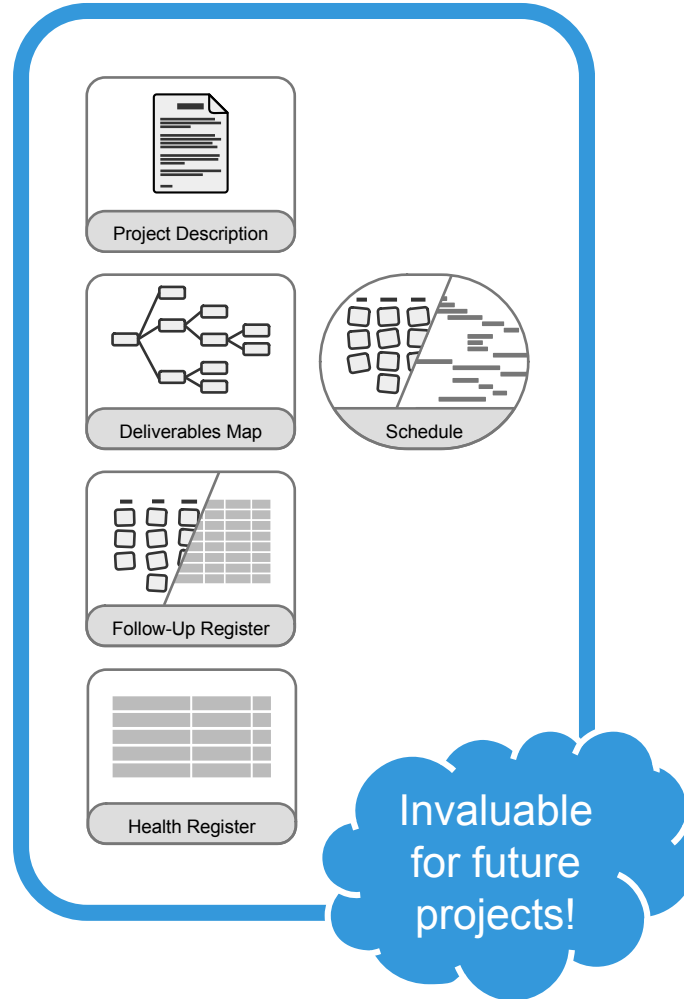


# Archive

Considerations during the project

Clear and  
understandable

Well  
organized



# Archive

Considerations during the project

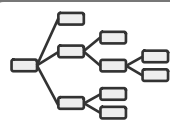
Clear and  
understandable

Well  
organized

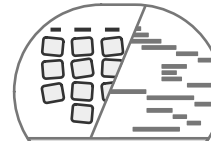
Future-proof  
file formats



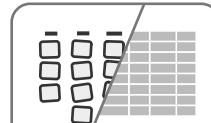
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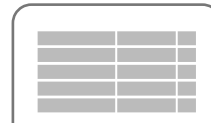
Deliverables Map



Schedule



Follow-Up Register



Health Register

Invaluable  
for future  
projects!

# Archive

Considerations during the project

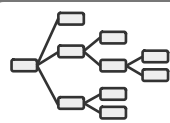
Clear and understandable

Well organized

Future-proof file formats



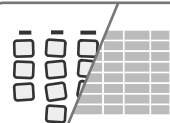
Project Description



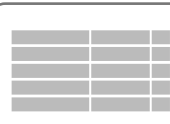
Deliverables Map



Schedule



Follow-Up Register



Health Register

Considerations when archiving

Cleaned up for future use

Invaluable for future projects!

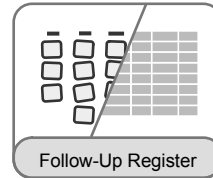
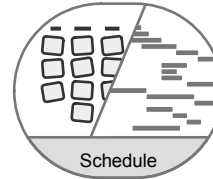
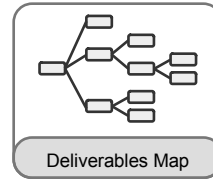
# Archive

Considerations during the project

Clear and understandable

Well organized

Future-proof file formats



Considerations when archiving

Cleaned up for future use

read-only

Invaluable for future projects!

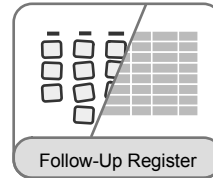
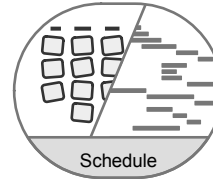
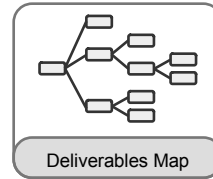
# Archive

Considerations during the project

Clear and understandable

Well organized

Future-proof file formats



Considerations when archiving

Cleaned up for future use

read-only

Resilient and safe

Invaluable for future projects!

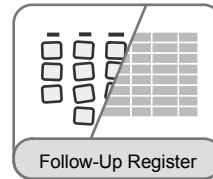
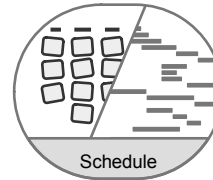
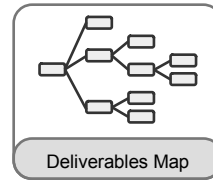
# Archive

Considerations during the project

Clear and understandable

Well organized

Future-proof file formats



Considerations when archiving

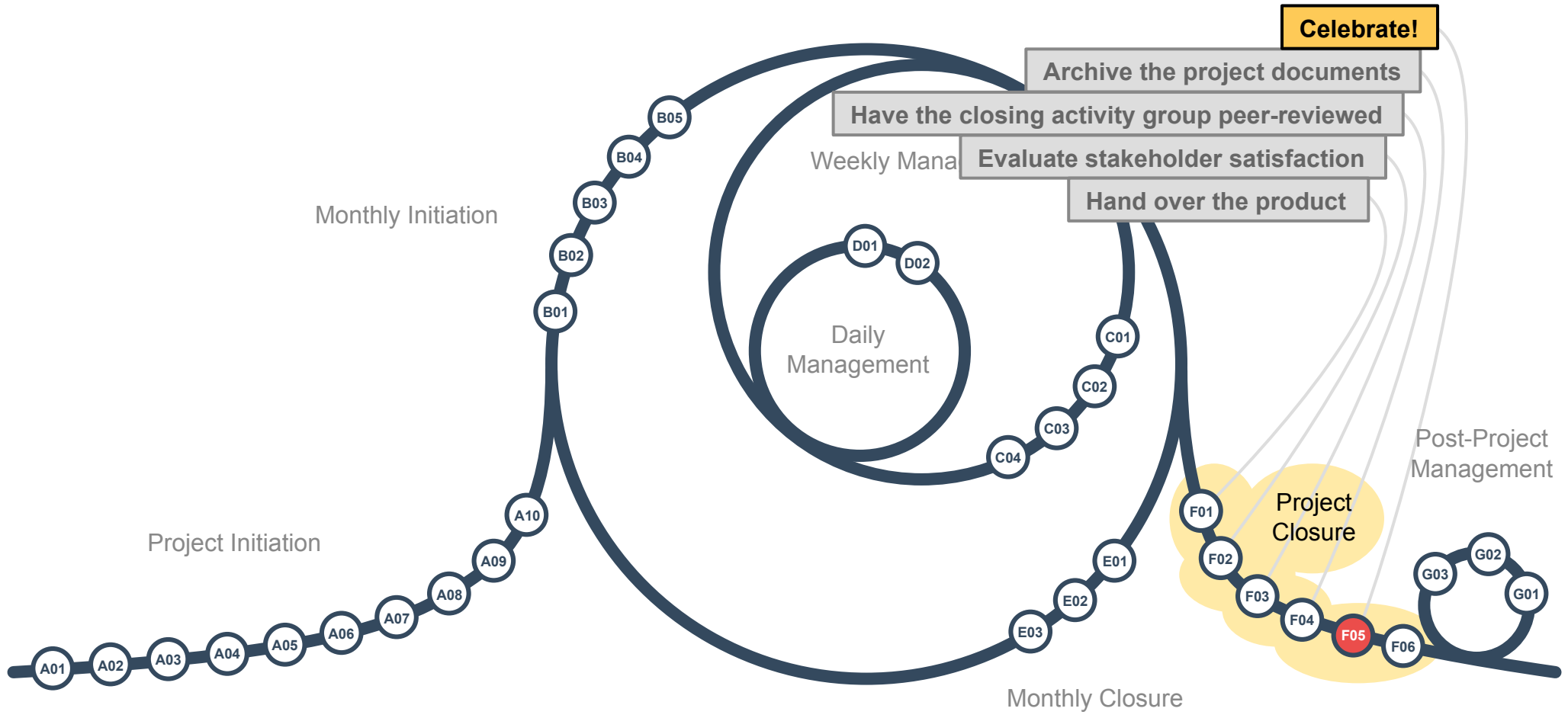
Cleaned up for future use

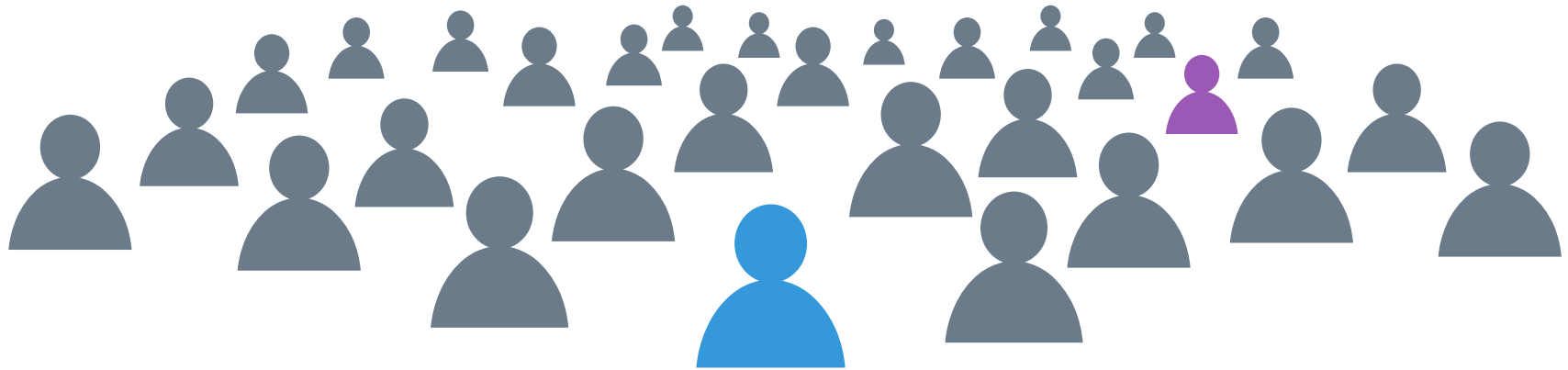
read-only

Resilient and safe

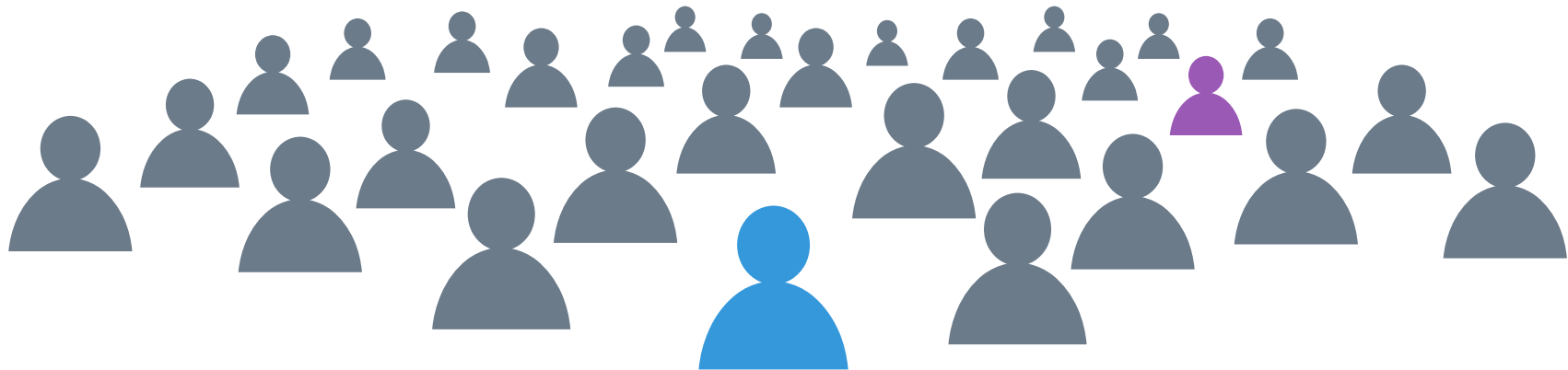
Accessible to authorized people

Invaluable for future projects!



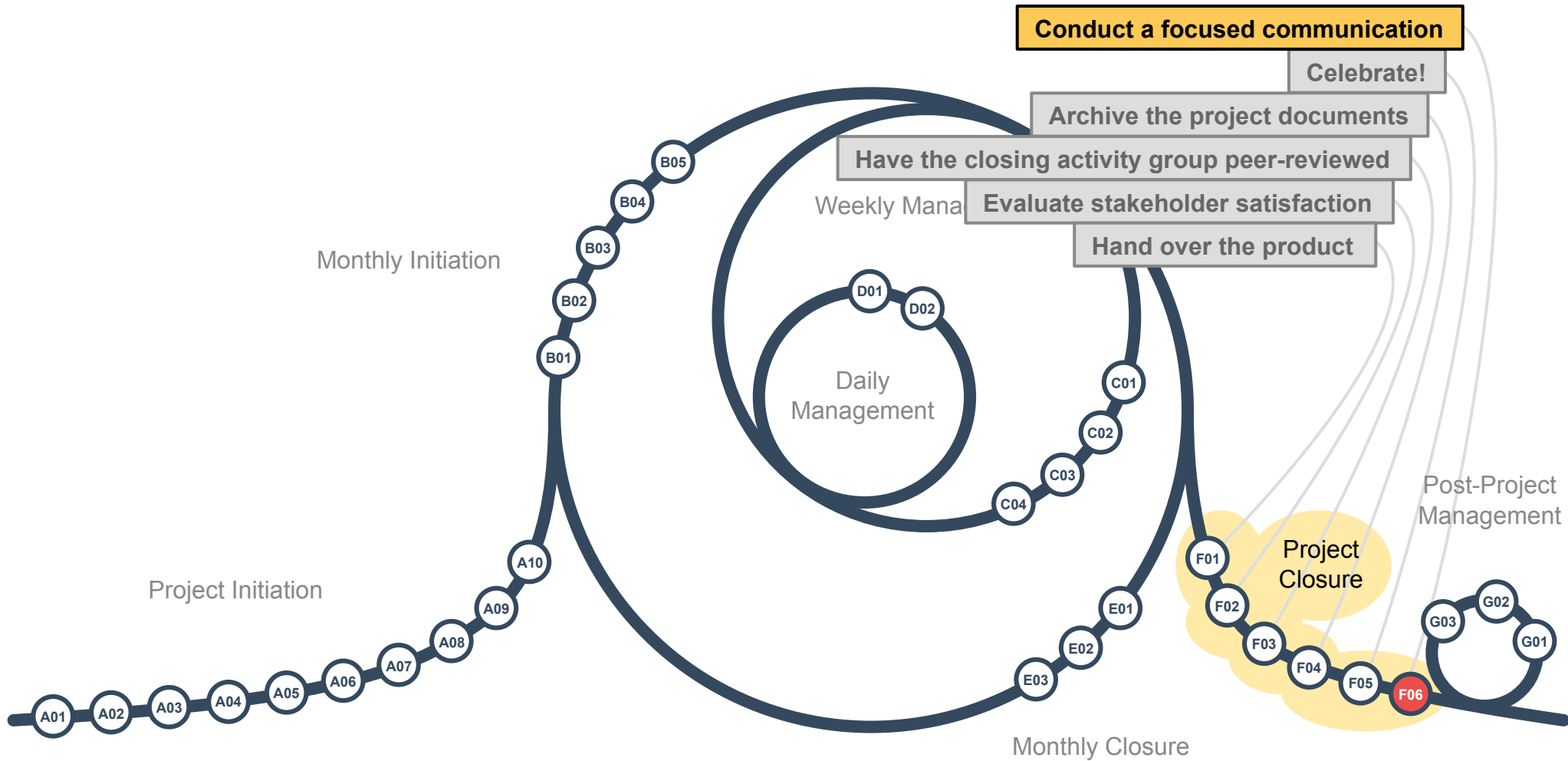


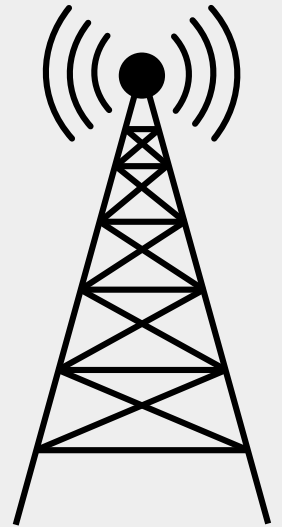
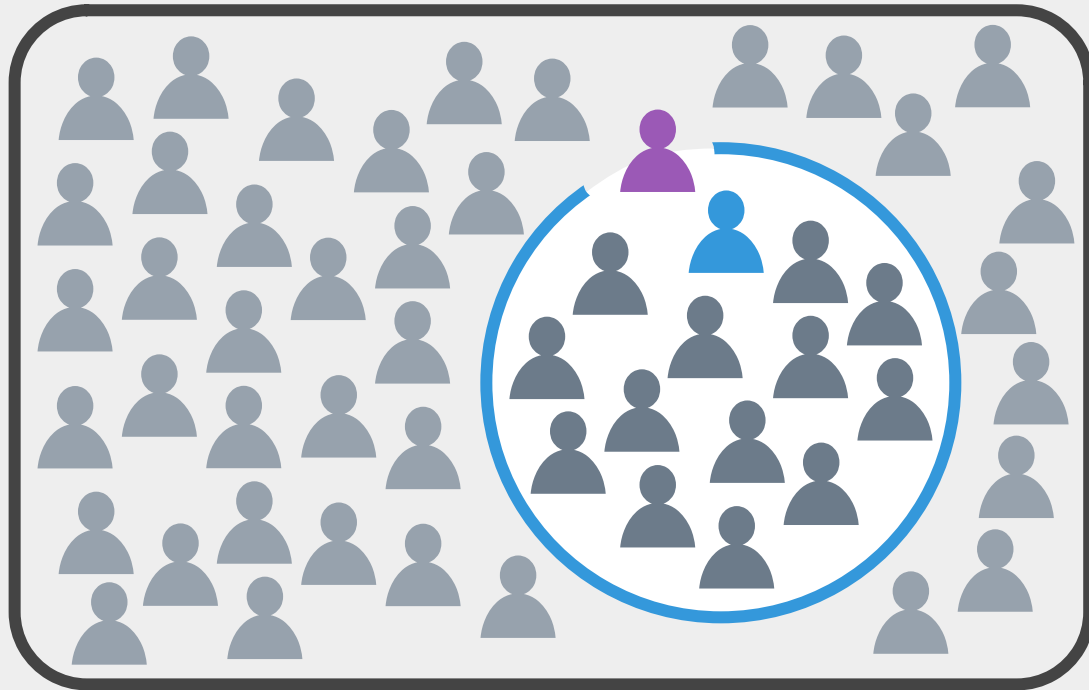


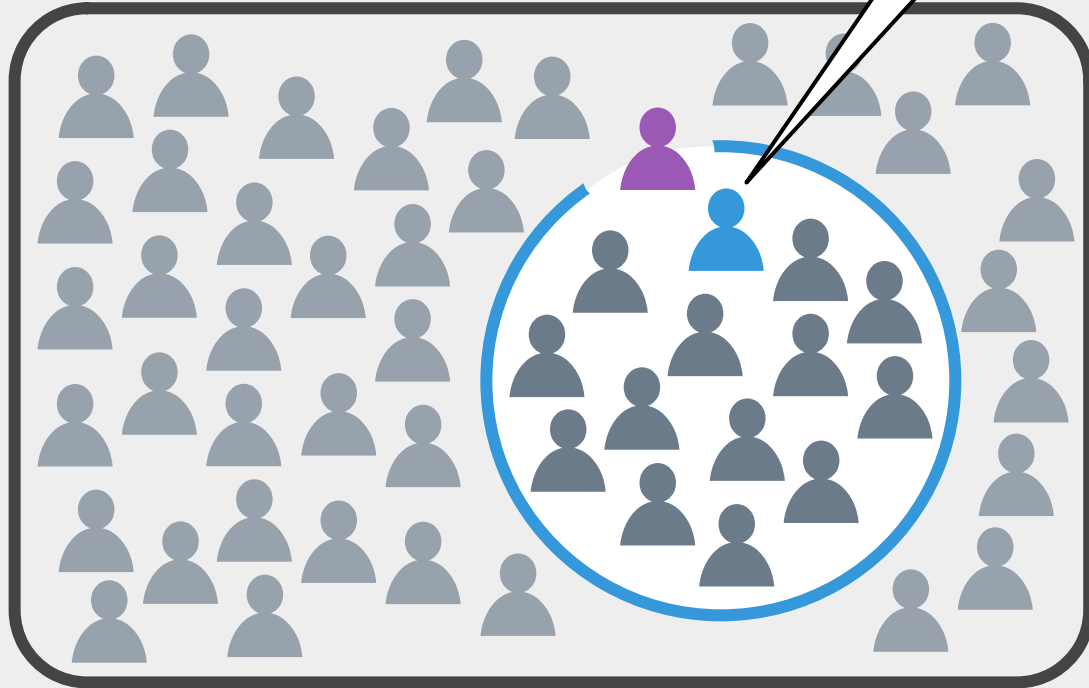


Investment  
for future  
projects!

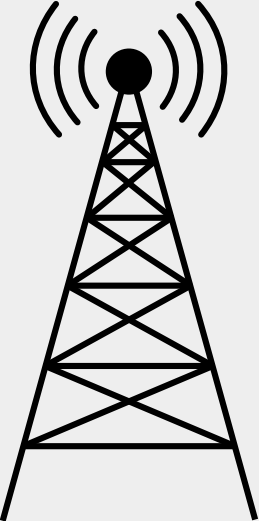


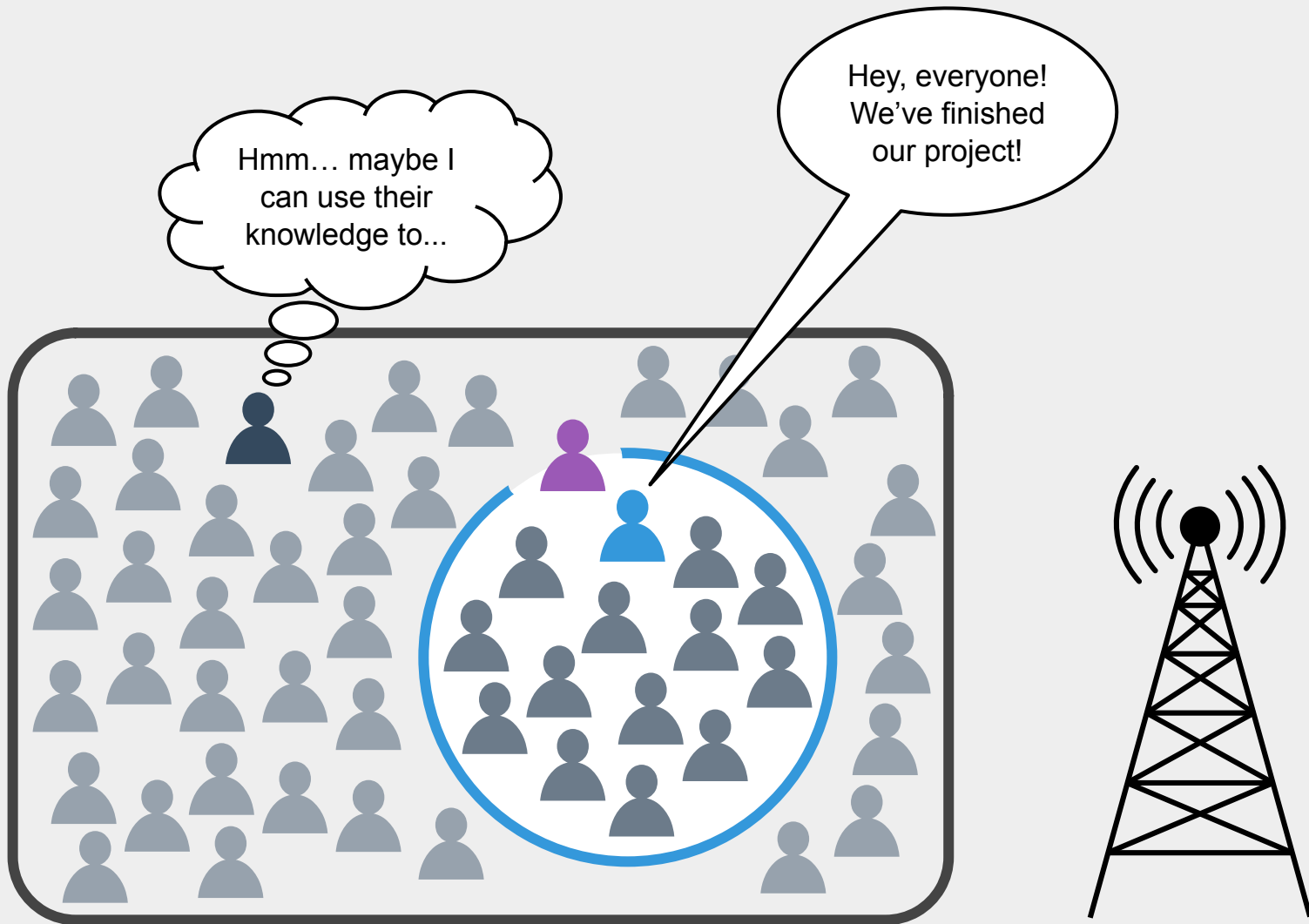


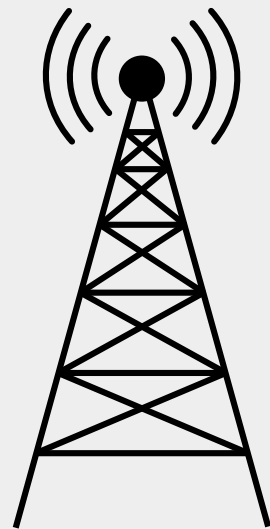
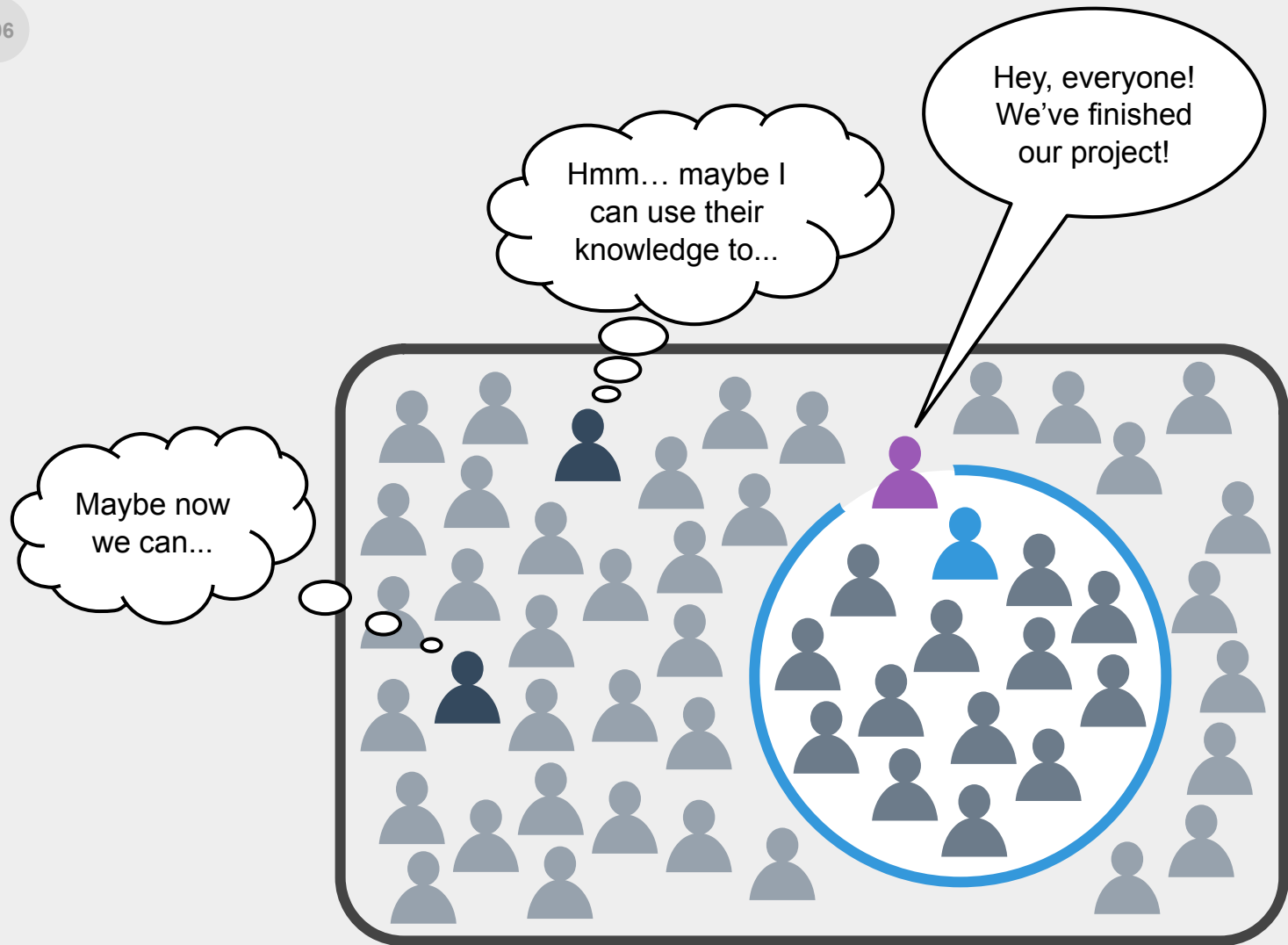


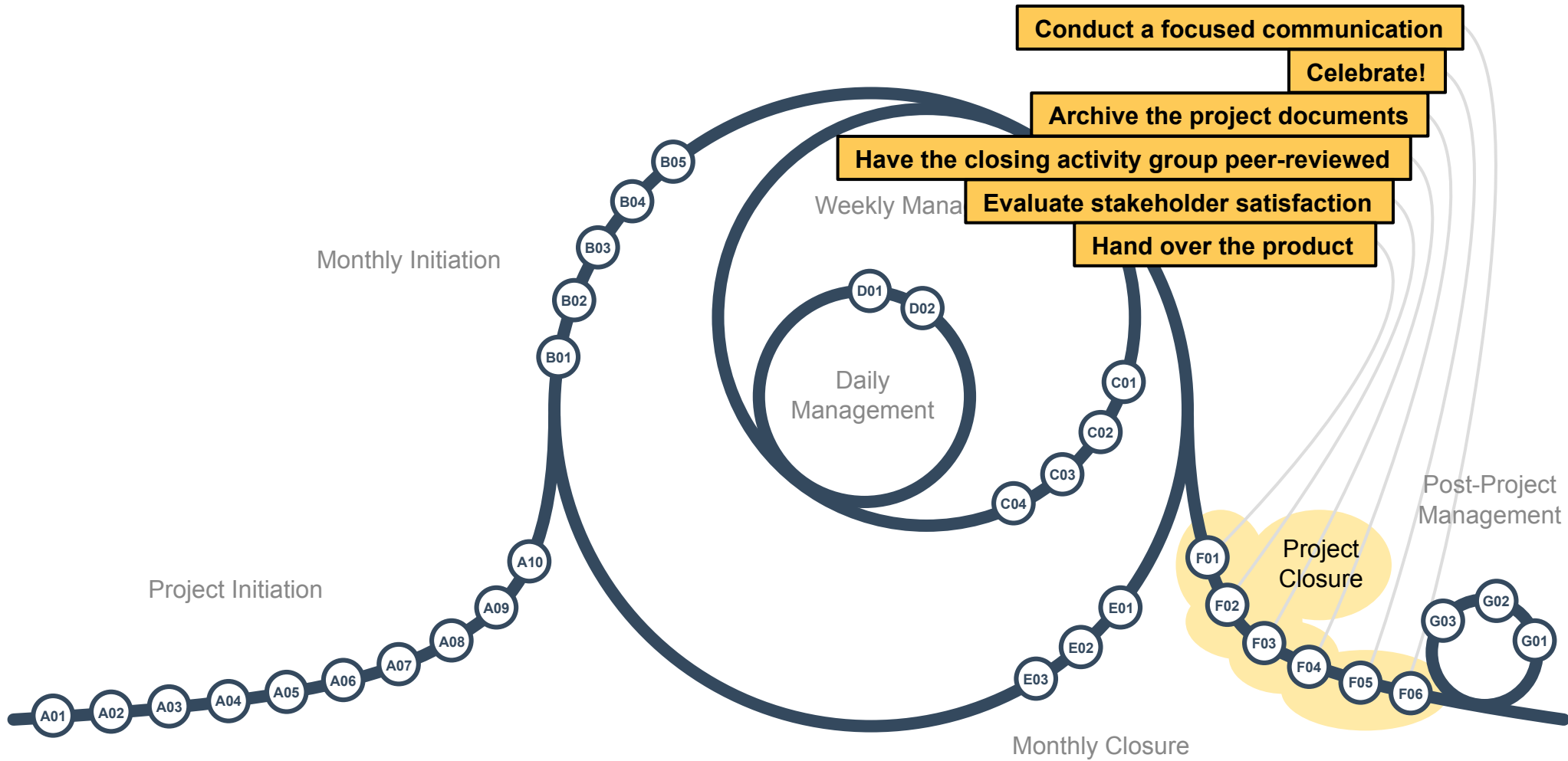


Hey, everyone!  
We've finished  
our project!











① High-level overview

② Full review

Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management



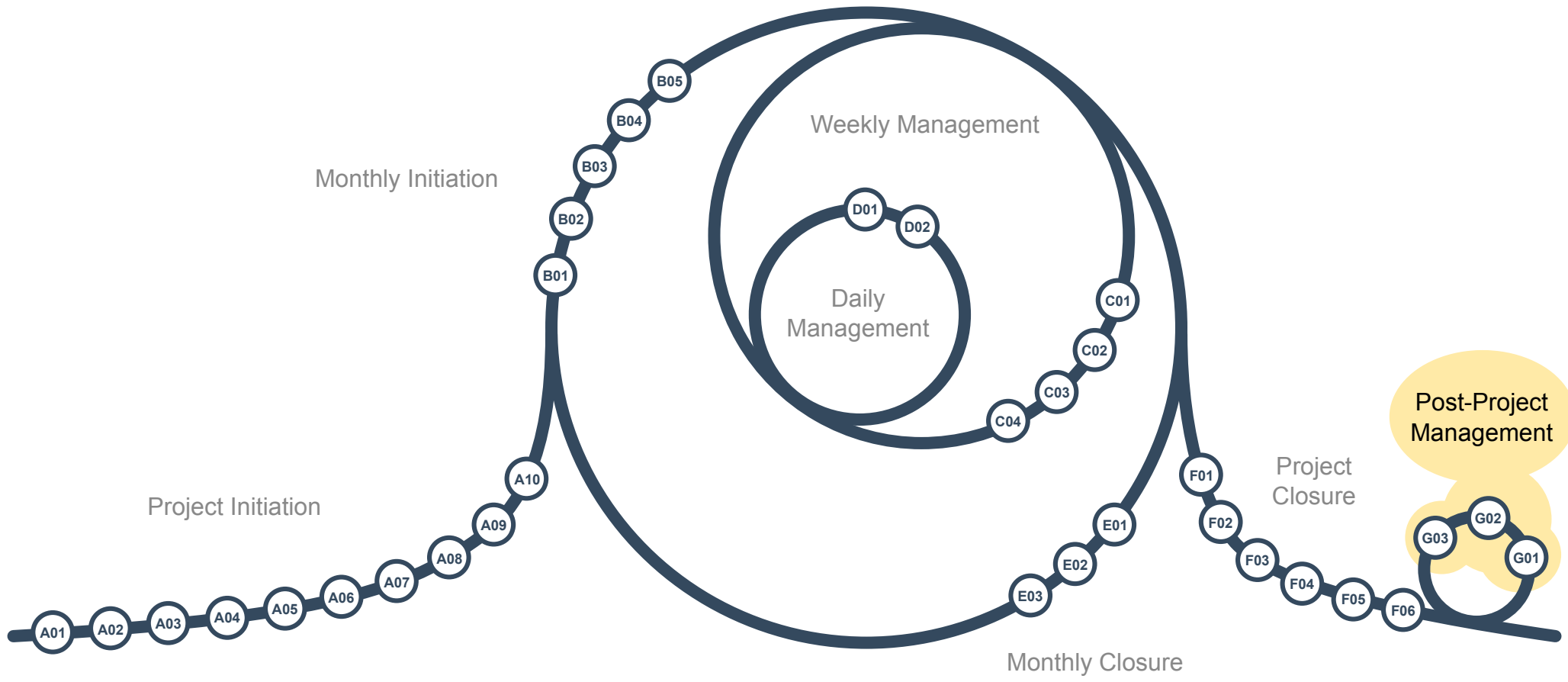
③ NUPP

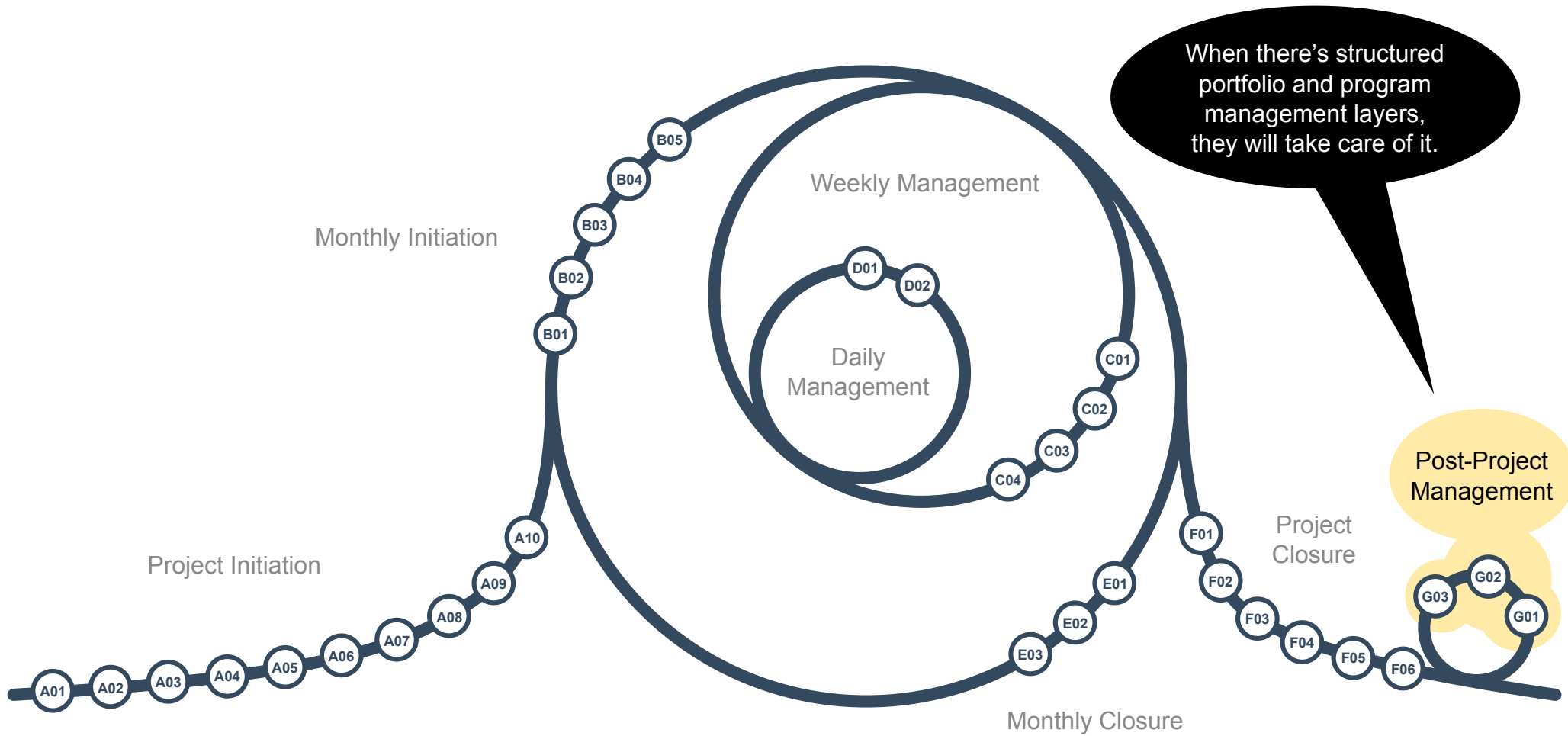
④ Tailoring

⑤ Development methods

⑥ Code of conduct

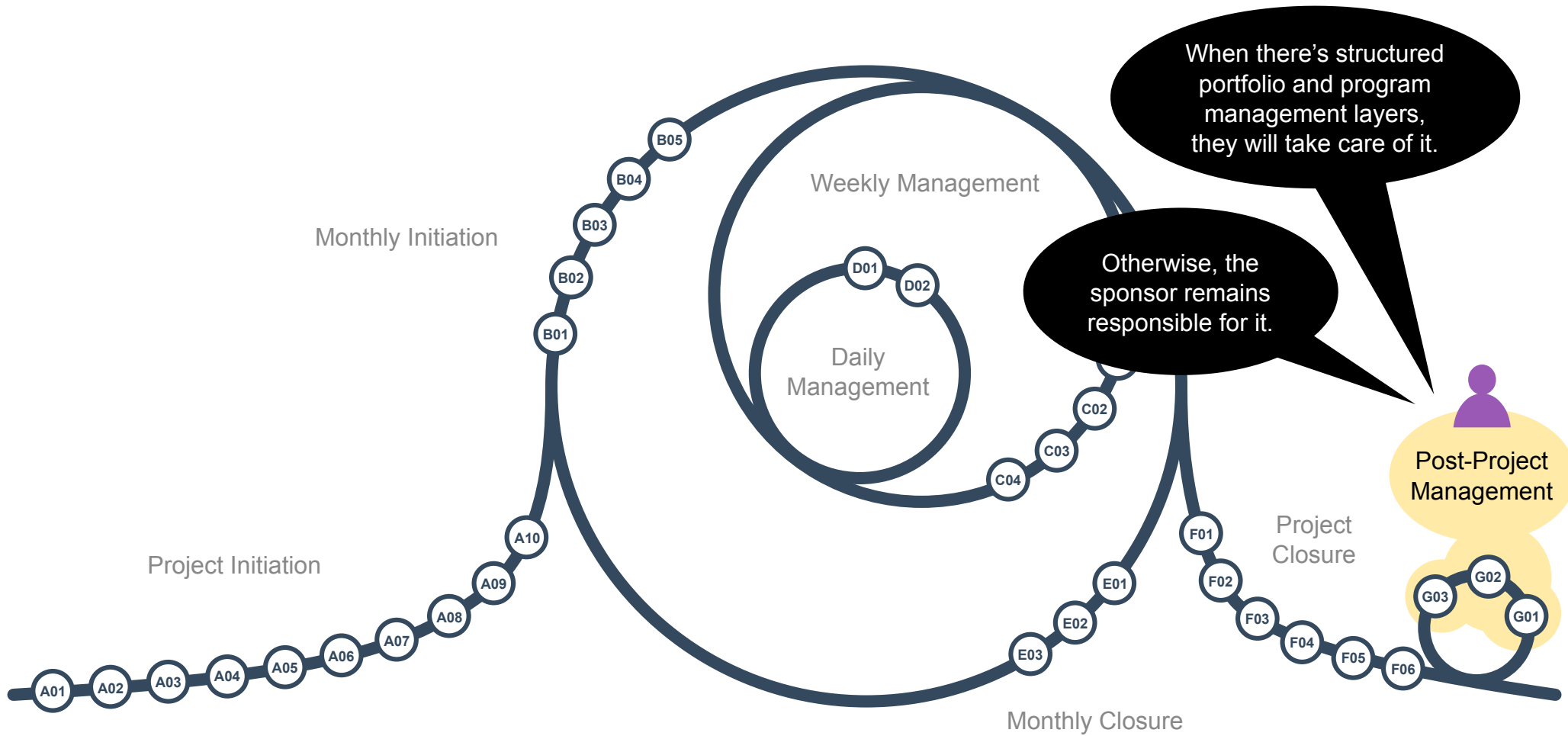
⑦ Certification program





When there's structured portfolio and program management layers, they will take care of it.

Post-Project Management

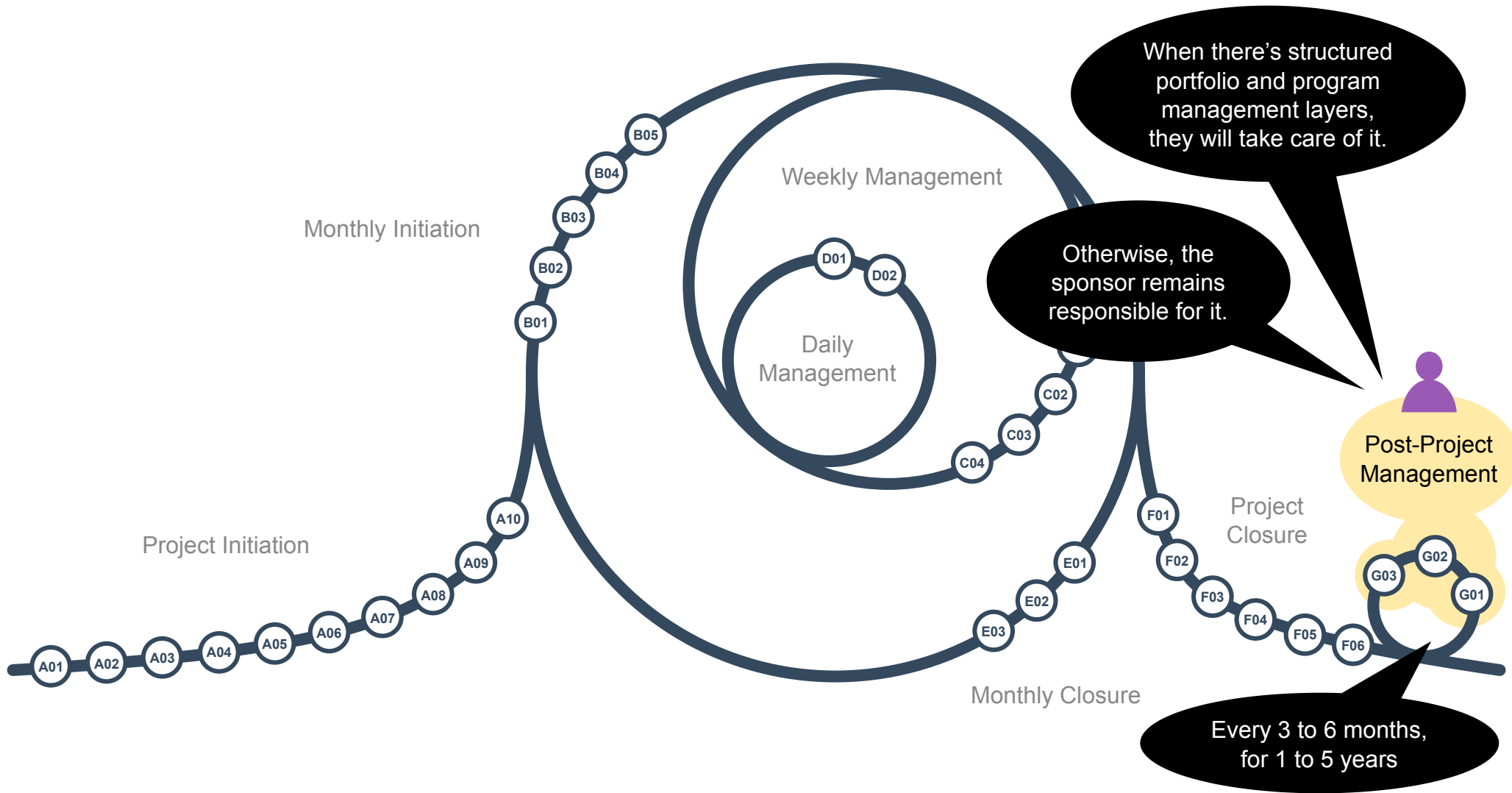


Otherwise, the sponsor remains responsible for it.

When there's structured portfolio and program management layers, they will take care of it.

Post-Project Management





Project Initiation

Monthly Initiation

Weekly Management

Daily Management

Monthly Closure

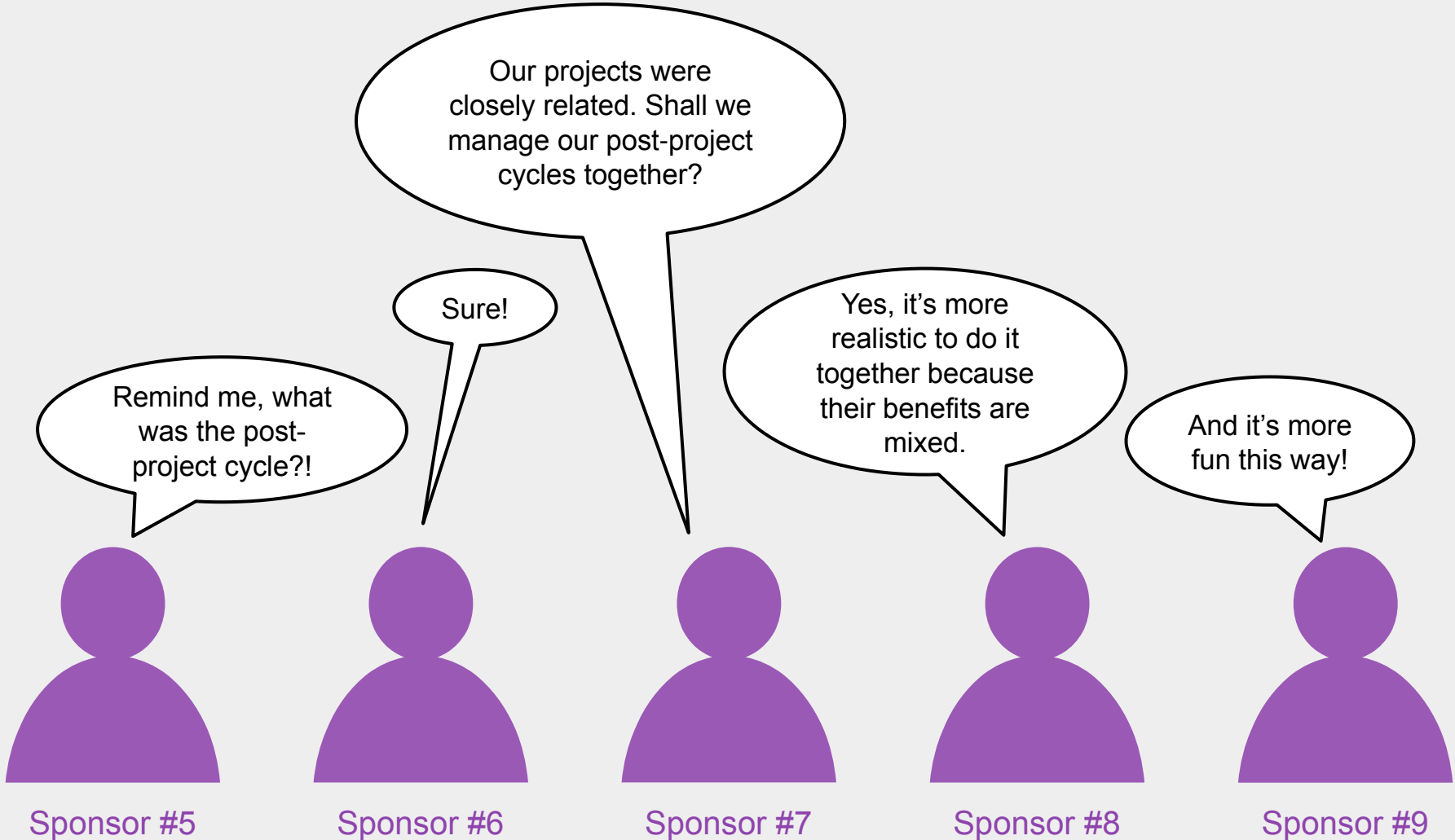
Project Closure

Post-Project Management

When there's structured portfolio and program management layers, they will take care of it.

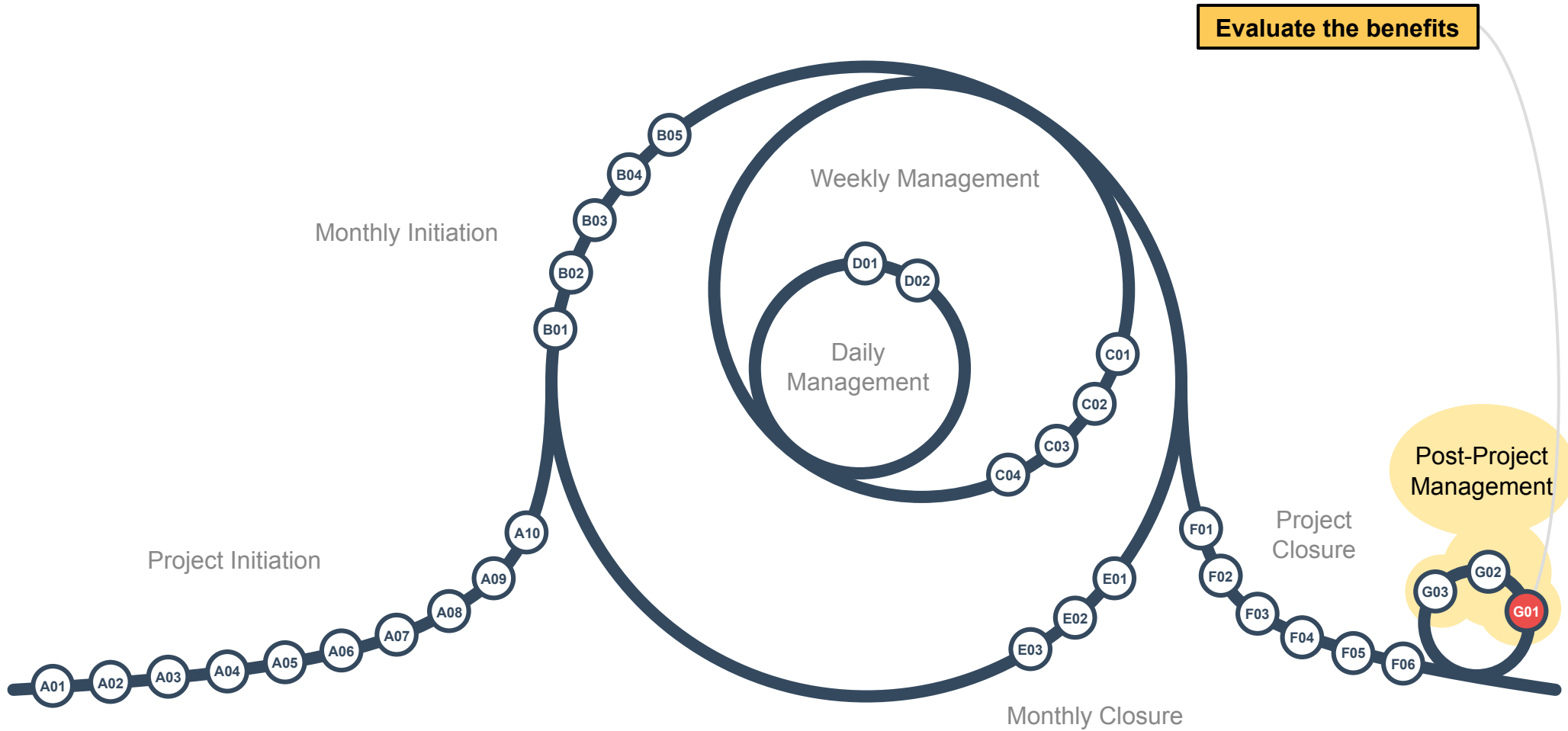
Otherwise, the sponsor remains responsible for it.

Every 3 to 6 months, for 1 to 5 years



Give an example of a few projects that need to have combined Post-Project Management cycles.





Evaluate the benefits

Monthly Initiation

Weekly Management

Daily Management

Project Initiation

Project Closure

Monthly Closure

Post-Project Management

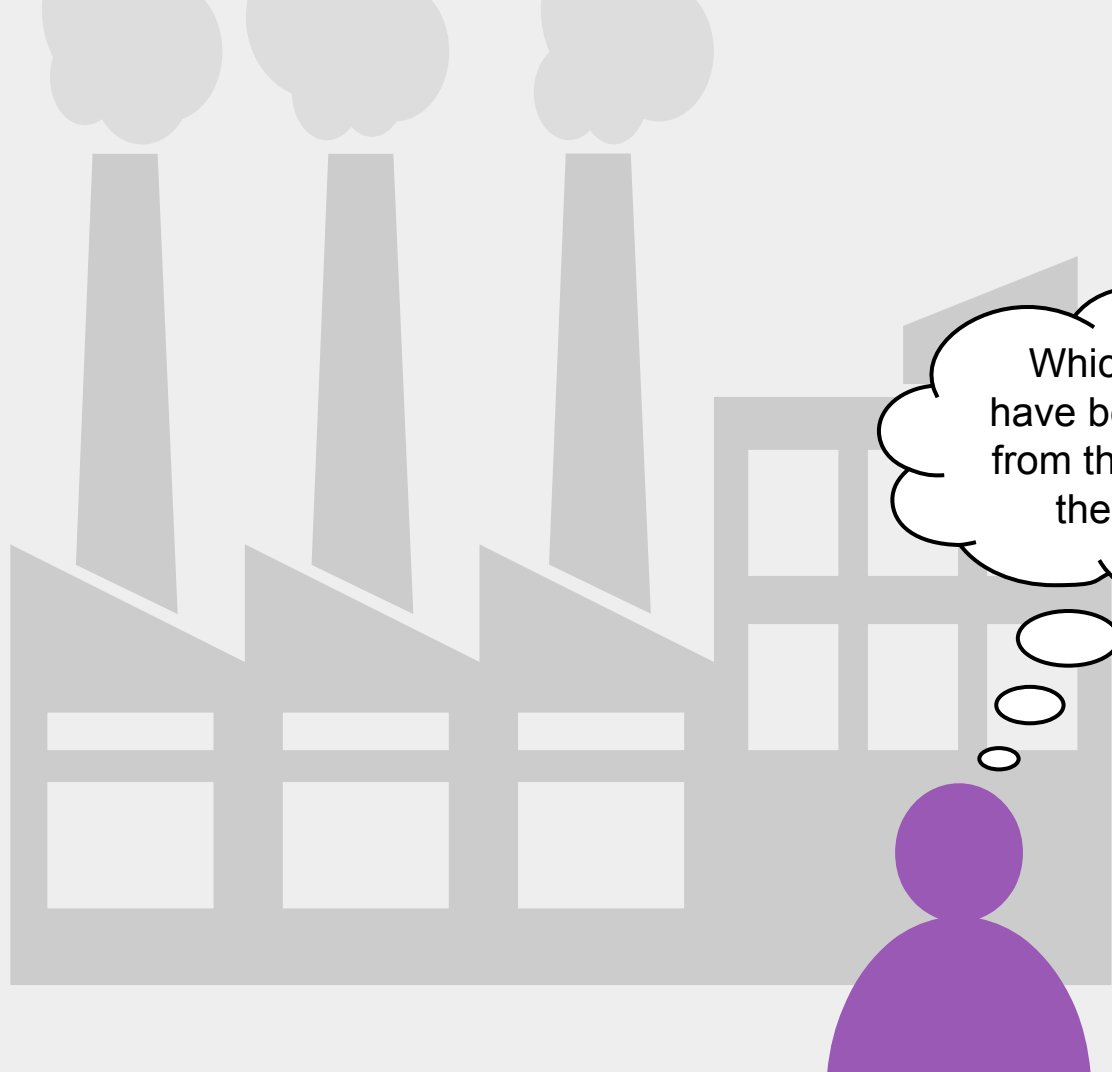




Sponsor



Sponsor



Which benefits have been resulted from the product of the project?

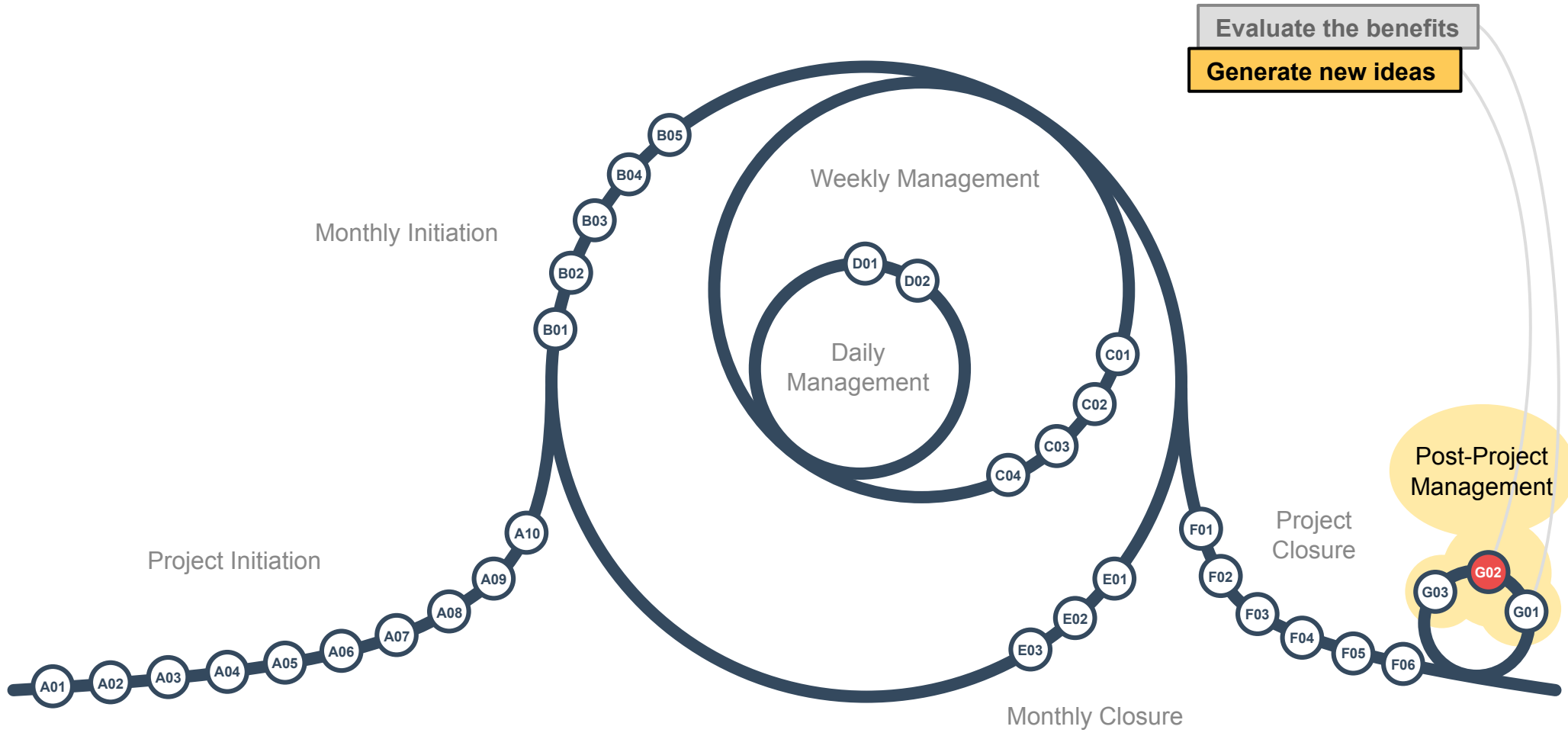
Expected benefits

Unexpected benefits

Expected disbenefits

Unexpected disbenefits

Sponsor



Evaluate the benefits

Generate new ideas

Post-Project Management

Project Initiation

Monthly Initiation

Weekly Management

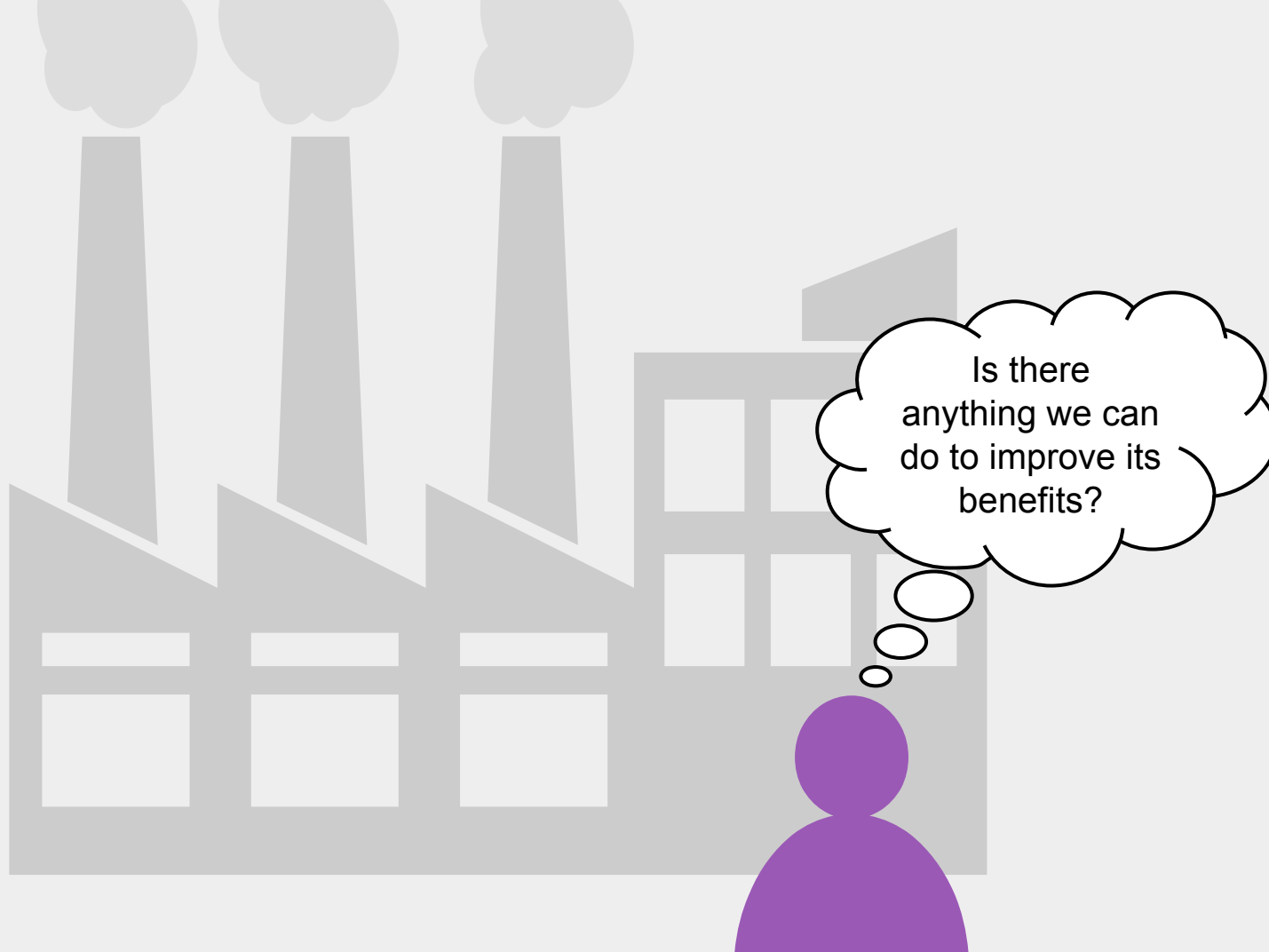
Daily Management

Monthly Closure

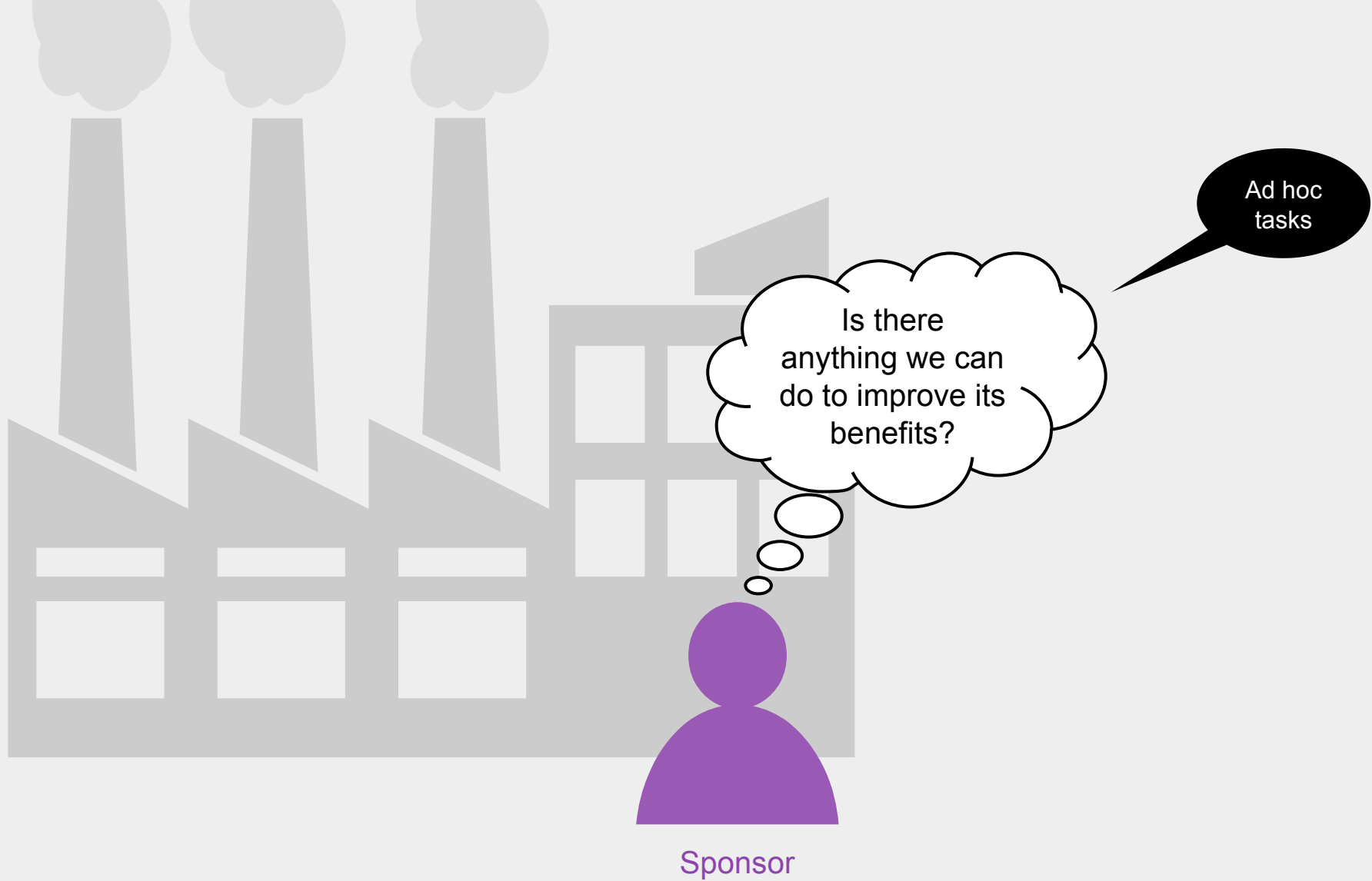
Project Closure

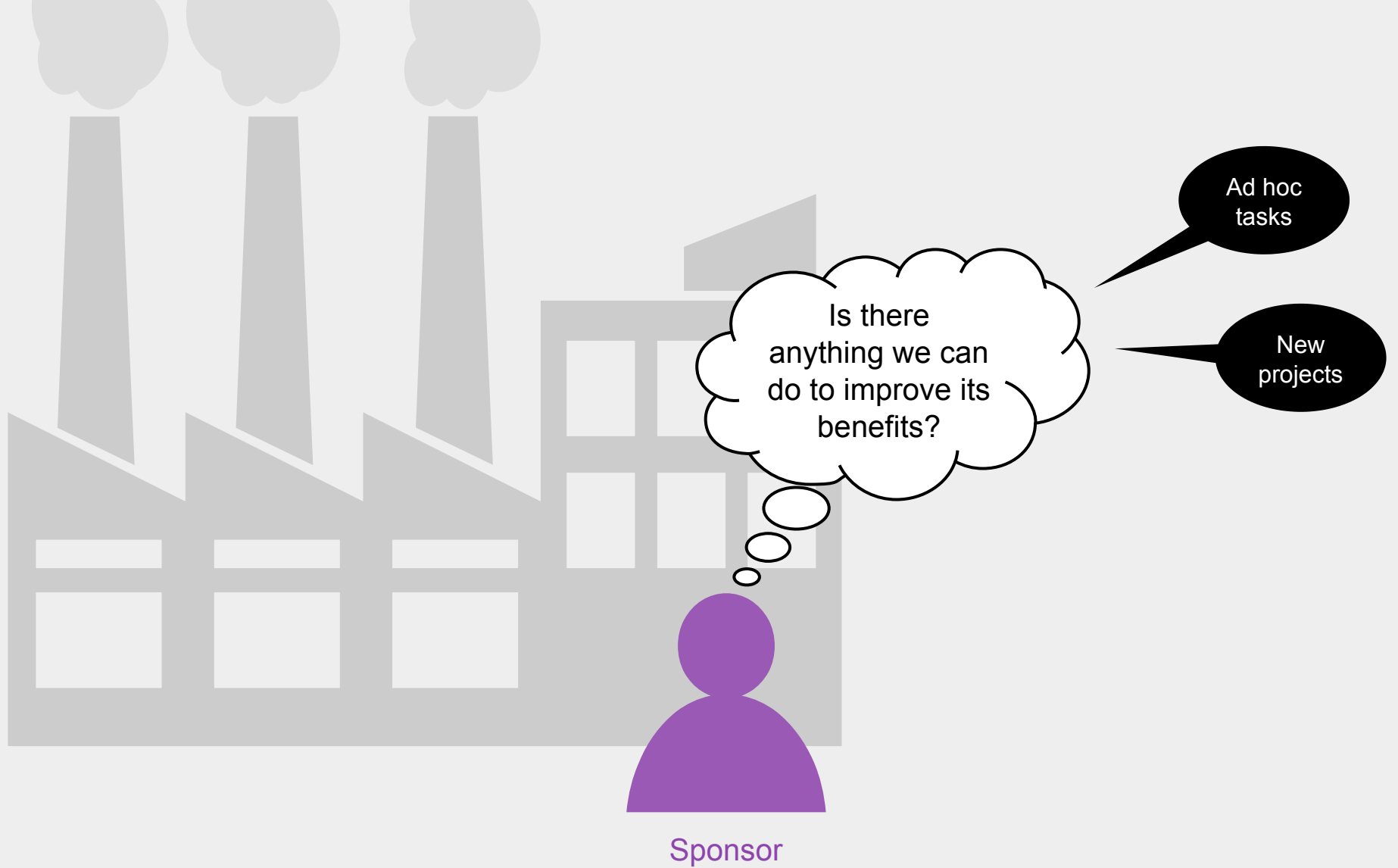


Sponsor



Sponsor









Sponsor

How do you think we can enhance benefits of this product?



Sponsor

Wisdom of Crowds

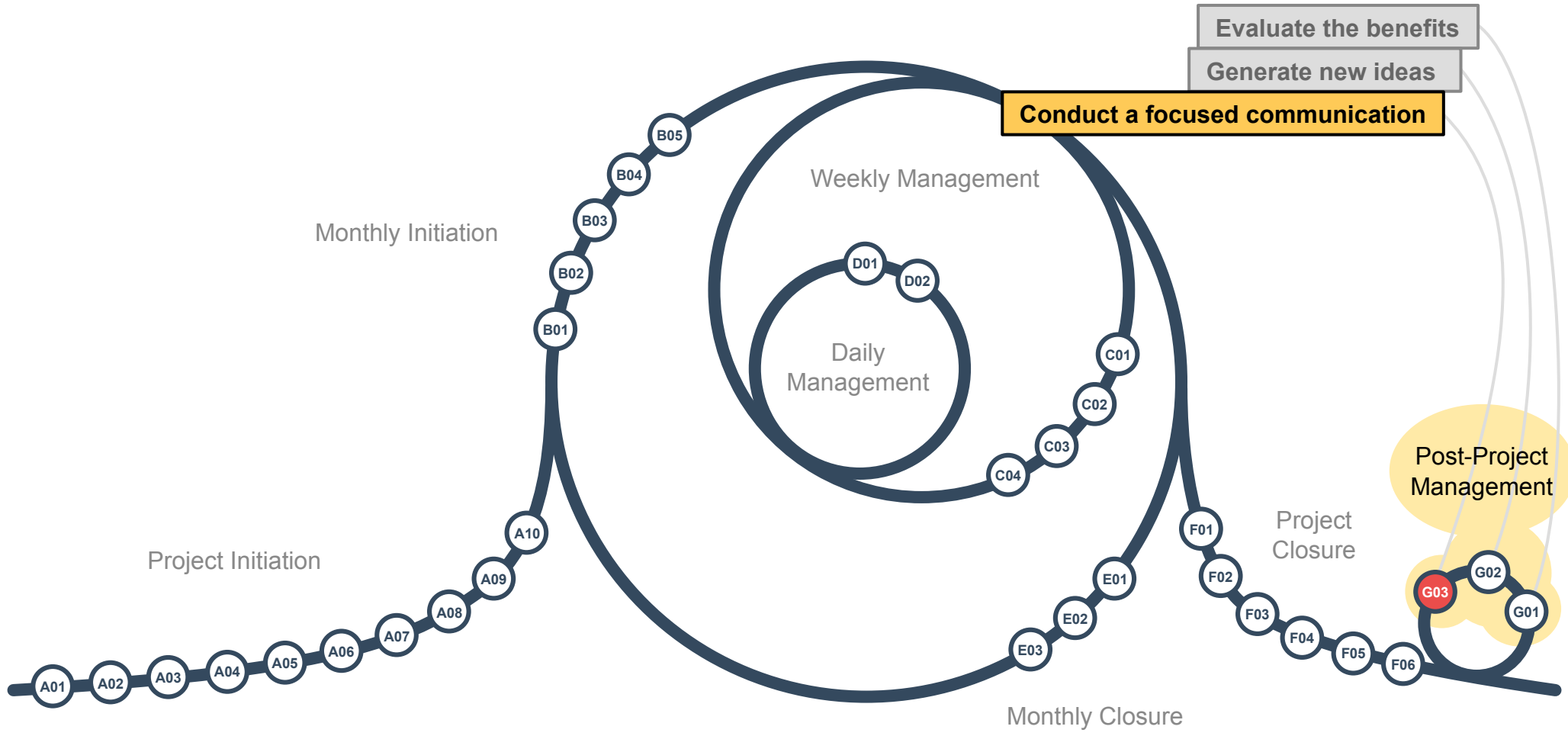
How do you think we can enhance benefits of this product?

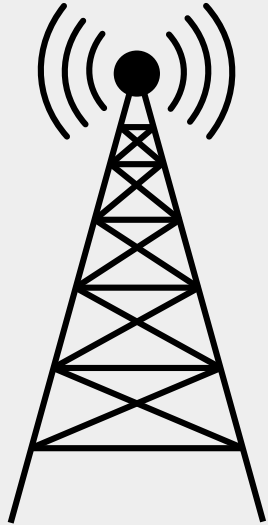
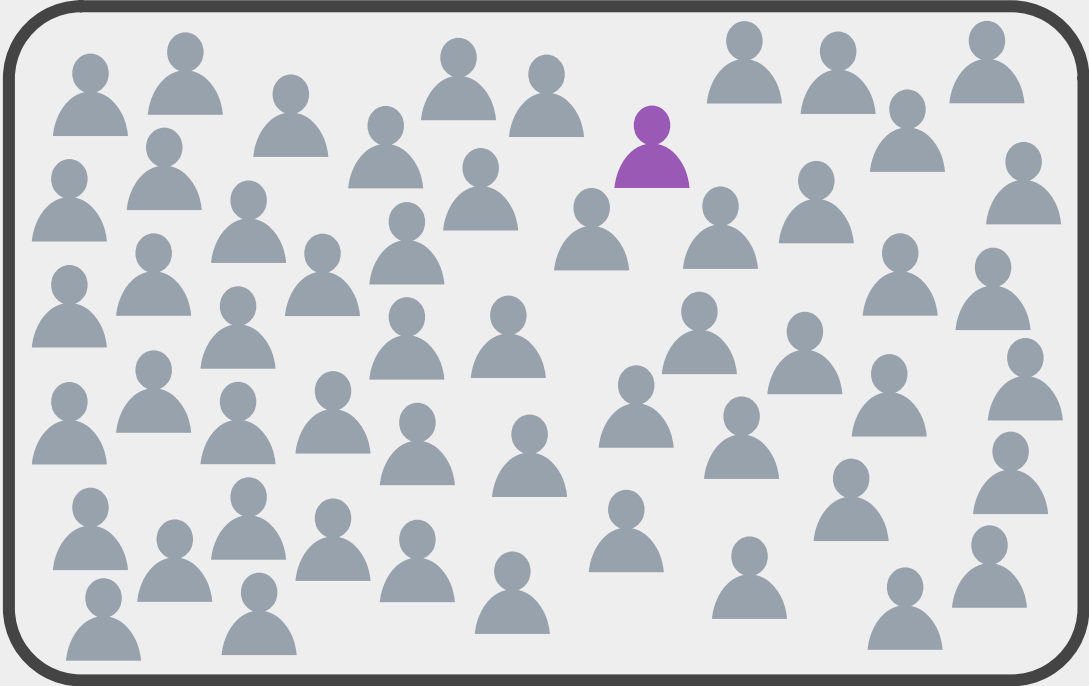


Sponsor

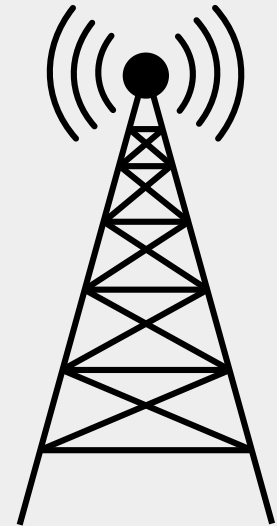
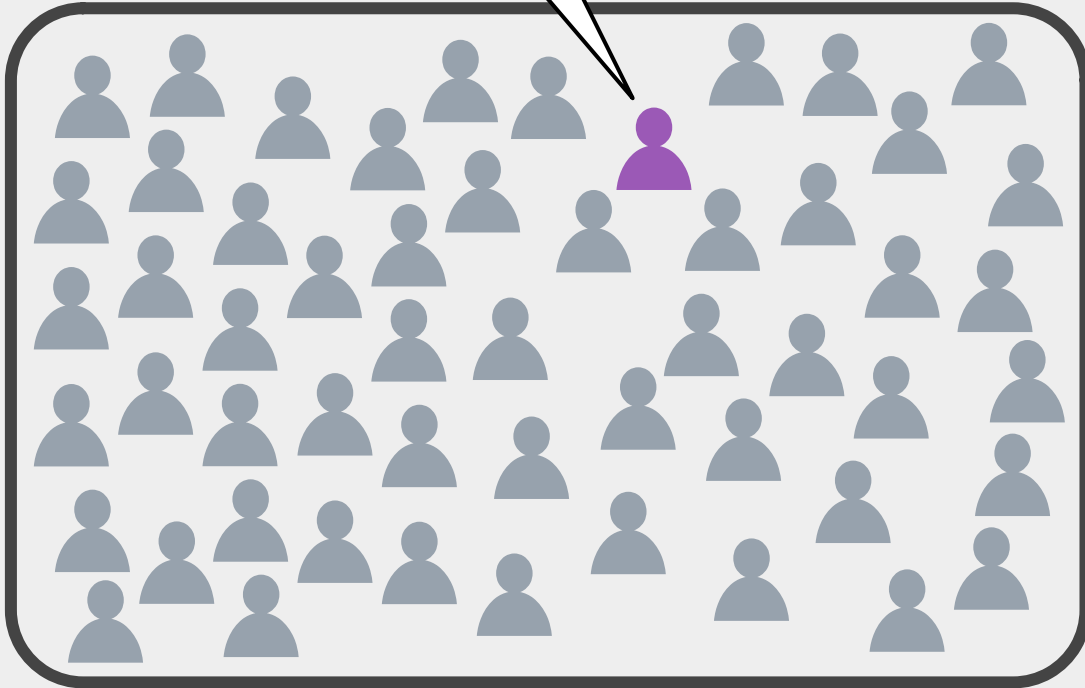
You've finished the project for making the city center bicycle-friendly. Think of a few ad hoc post-project tasks that can improve its benefits.



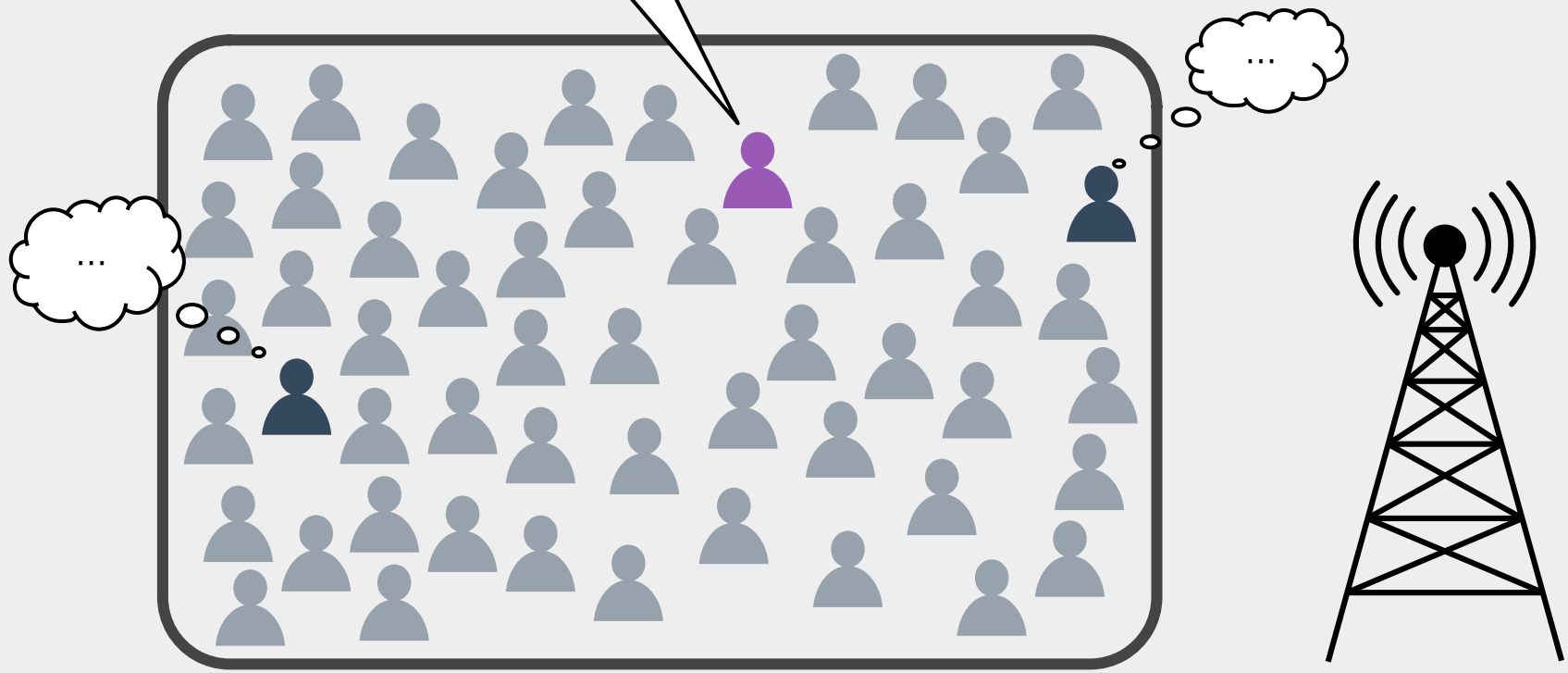




Hey, everyone!  
Here's a summary  
of the benefits...



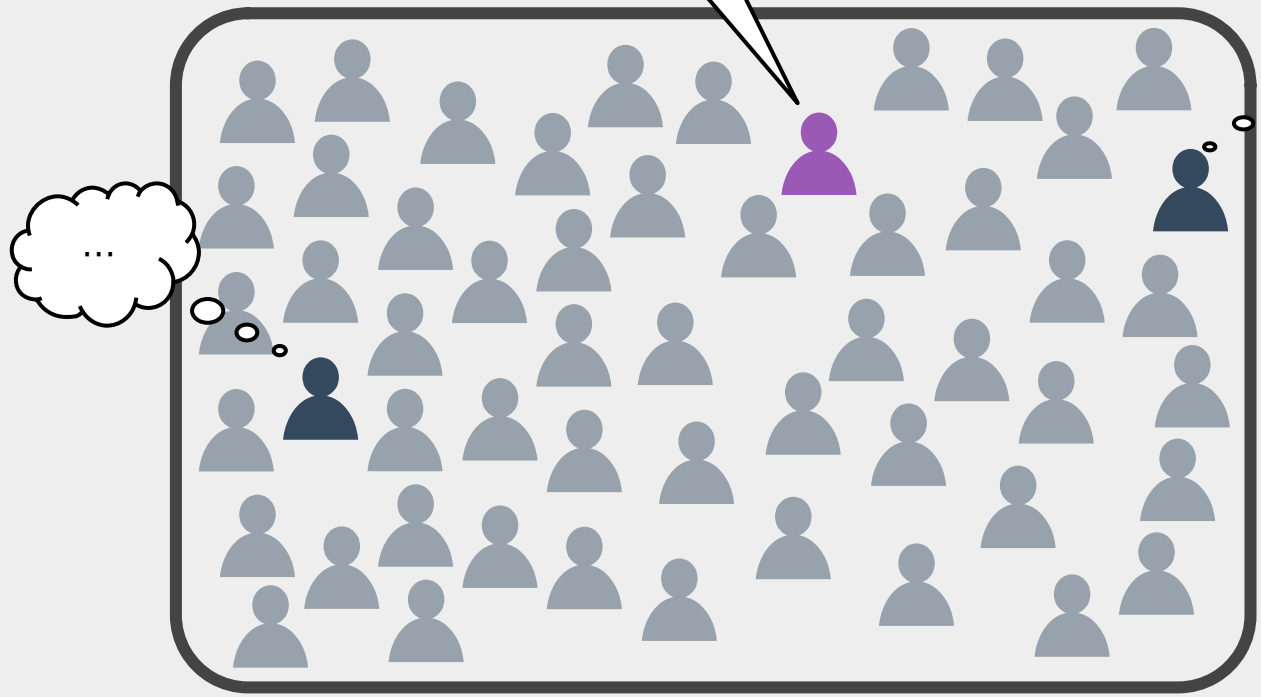
Hey, everyone!  
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of the benefits...



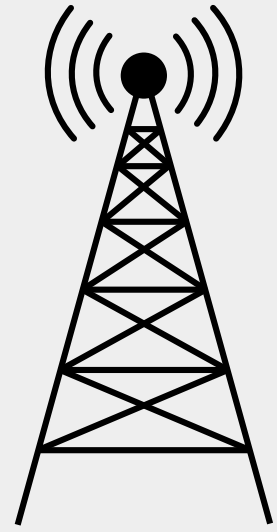


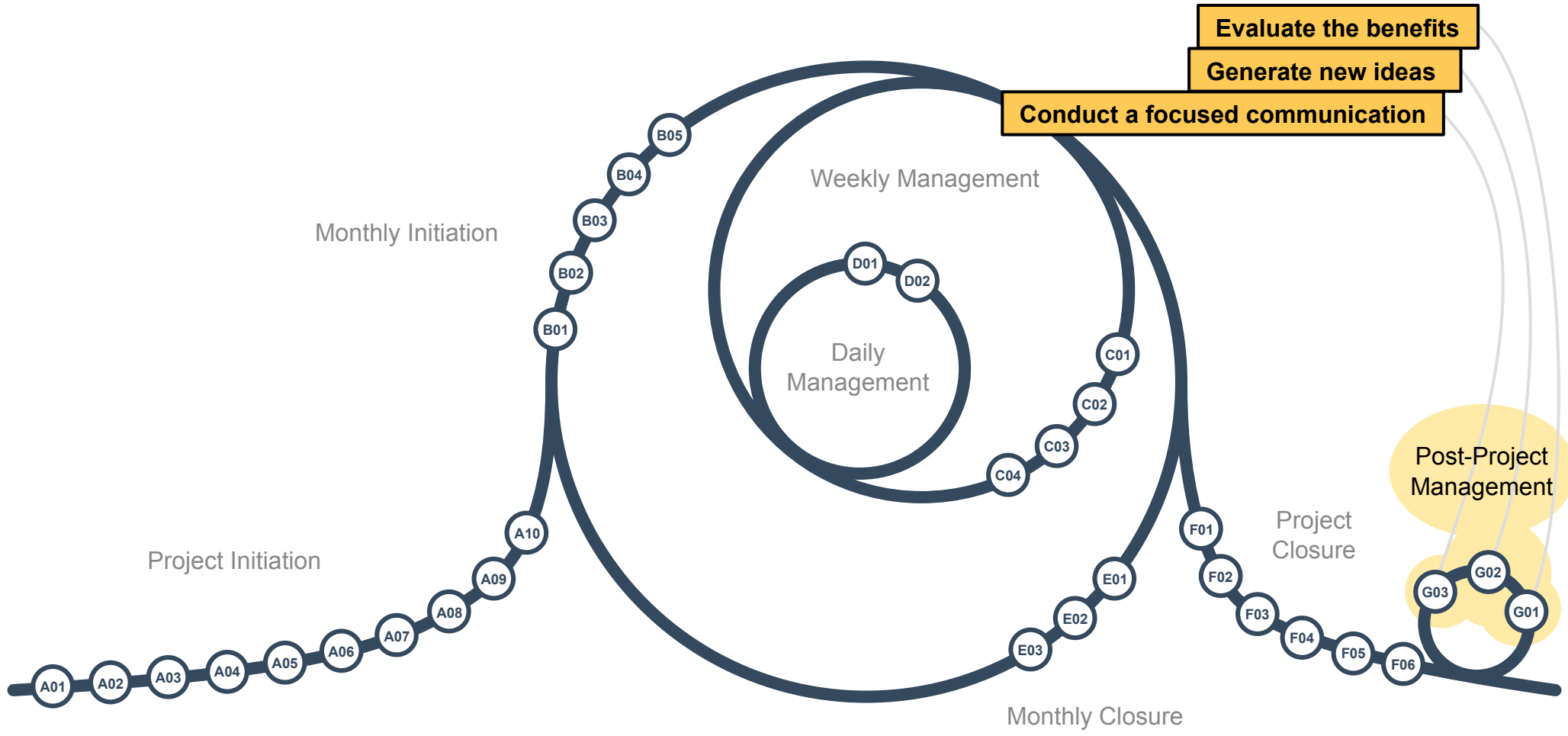
Hey, everyone!  
Here's a summary  
of the benefits...

Reminds everyone that  
we're undertaking projects  
for their benefits.



...





**Evaluate the benefits**

**Generate new ideas**

**Conduct a focused communication**

Monthly Initiation

Weekly Management

Daily Management

Project Initiation

Project Closure

Monthly Closure

Post-Project Management

① High-level overview

② Full review

Ⓐ Project Initiation

Ⓑ Monthly Initiation

Ⓒ Weekly Management

Ⓓ Daily Management

Ⓔ Monthly Closure

Ⓕ Project Closure

Ⓖ Post-Project Management



③ NUPP

④ Tailoring

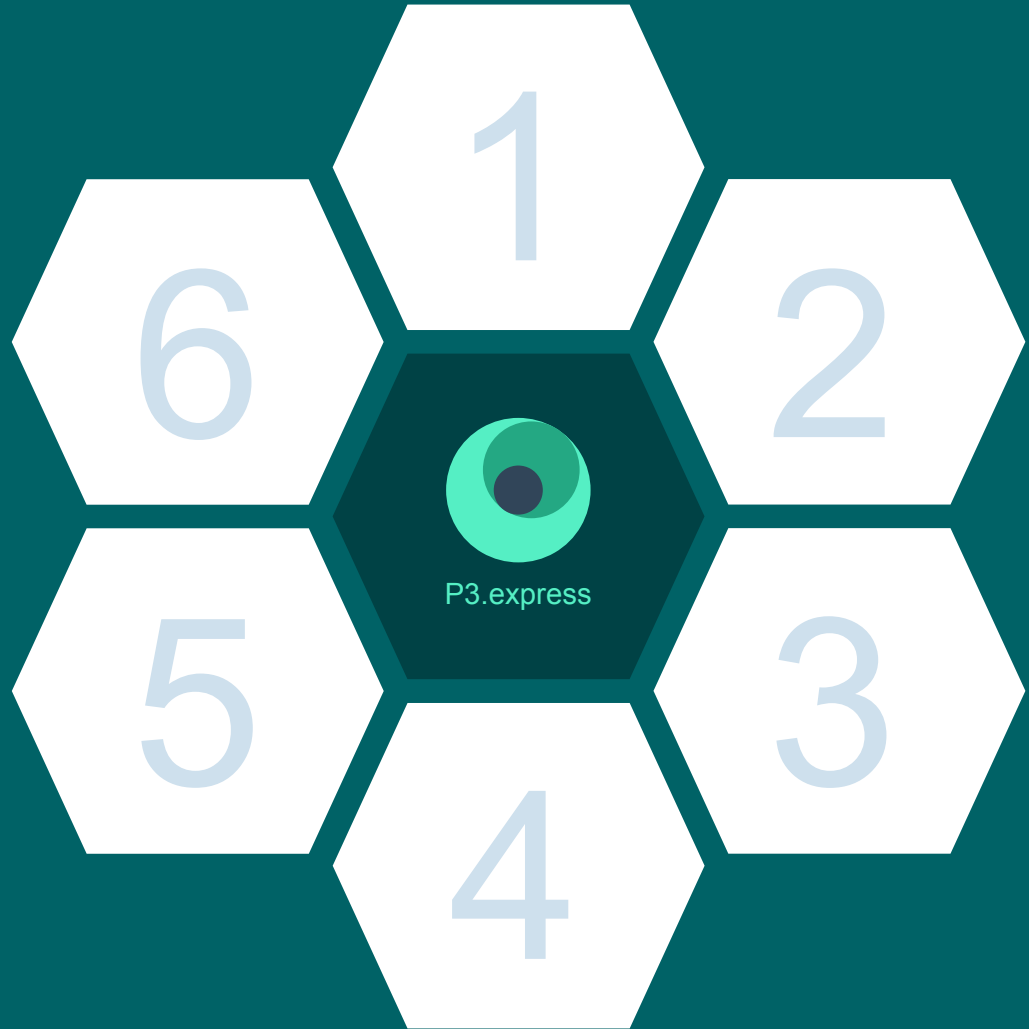
⑤ Development methods

⑥ Code of conduct

⑦ Certification program

# NUPP

Nearly Universal Principles of Projects



# NUPP

Nearly Universal Principles of Projects

P3.express should  
be interpreted and  
implemented using  
NUPP



# NUPP

Nearly Universal Principles of Projects

Applicable to

- P3.express
- micro.P3.express
- PRINCE2
- DSDM
- Scrum
- XP
- PM<sup>2</sup>
- PMBOK Guide
- Etc.



# NUPP

Nearly Universal Principles of Projects

Examples:

- “Agile vs. waterfall”
- Continuous learning
- Openness

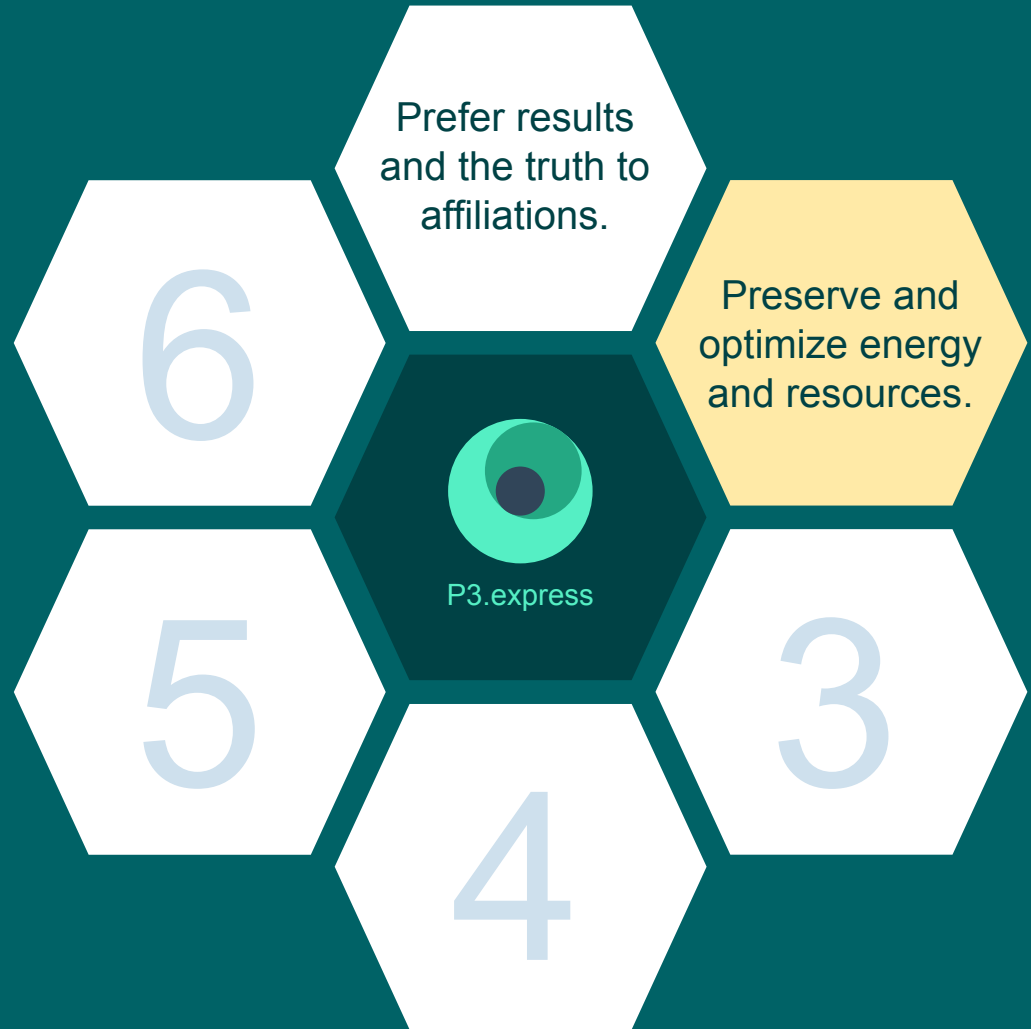


# NUPP

Nearly Universal Principles of Projects

Examples:

- The 80/20 rule
- Decision fatigue
- Etc.





# NUPP

Nearly Universal Principles of Projects

Examples:

- Risk management
- Critical thinking
- Etc.



# NUPP

Nearly Universal Principles of Projects

Examples:

- Deadlines
- Cherry picking
- Etc.



# NUPP

Nearly Universal Principles of Projects

Examples:

- “Business case”
- Simplicity
- Tailoring
- Etc.

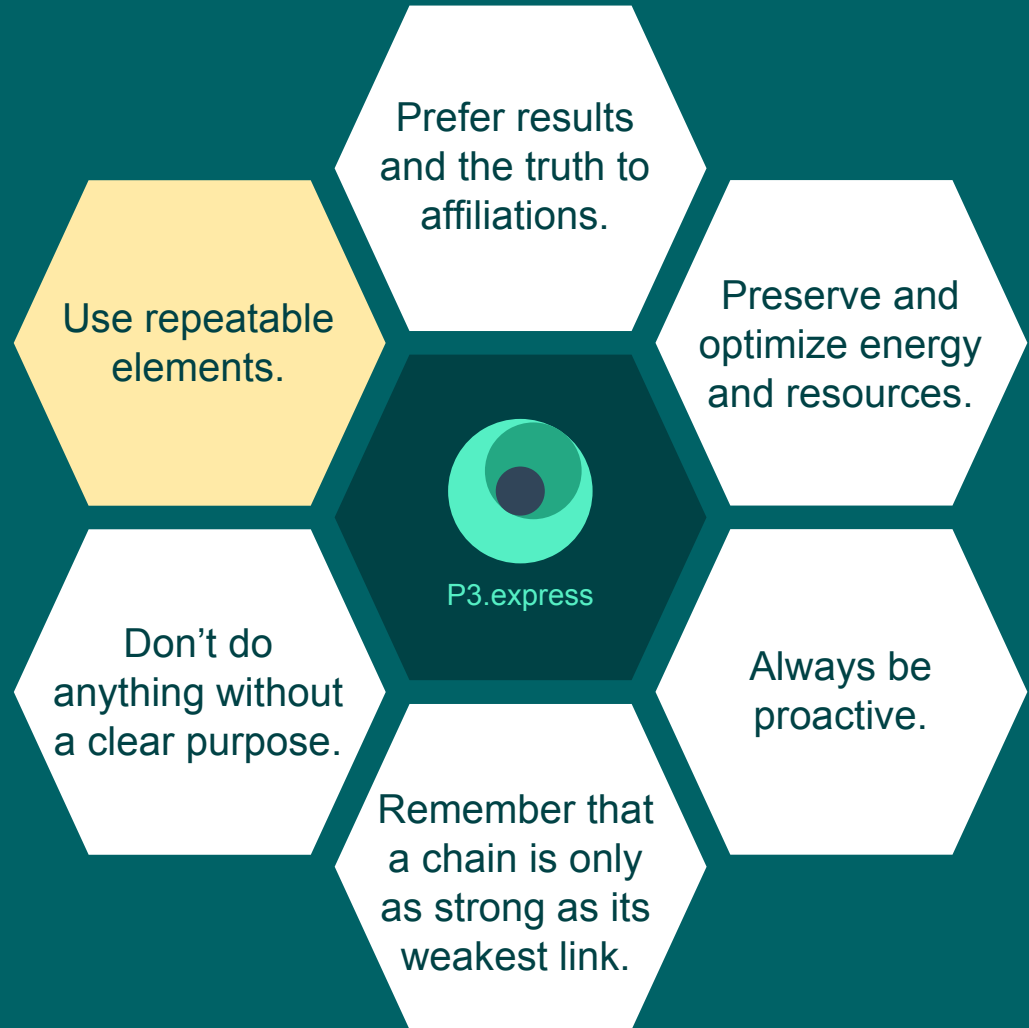


# NUPP

Nearly Universal Principles of Projects

Examples:

- Checklists
- Cycles
- Methods
- Etc.



# NUPP

Nearly Universal Principles of Projects



① High-level overview

② Full review

- Ⓐ Project Initiation
- Ⓑ Monthly Initiation
- Ⓒ Weekly Management
- Ⓓ Daily Management
- Ⓔ Monthly Closure
- Ⓕ Project Closure
- Ⓖ Post-Project Management

③ NUPP

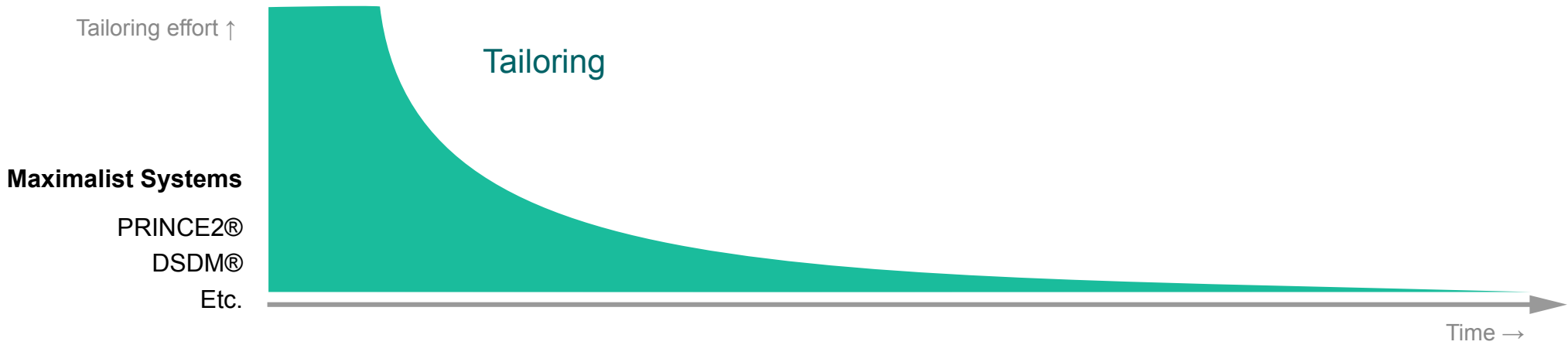


④ Tailoring

⑤ Development methods

⑥ Code of conduct

⑦ Certification program



Upfront  
Tailoring

Continuous  
Tailoring

**Minimalist Systems**

P3.express  
micro.P3.express  
Etc.



Tailoring effort ↑

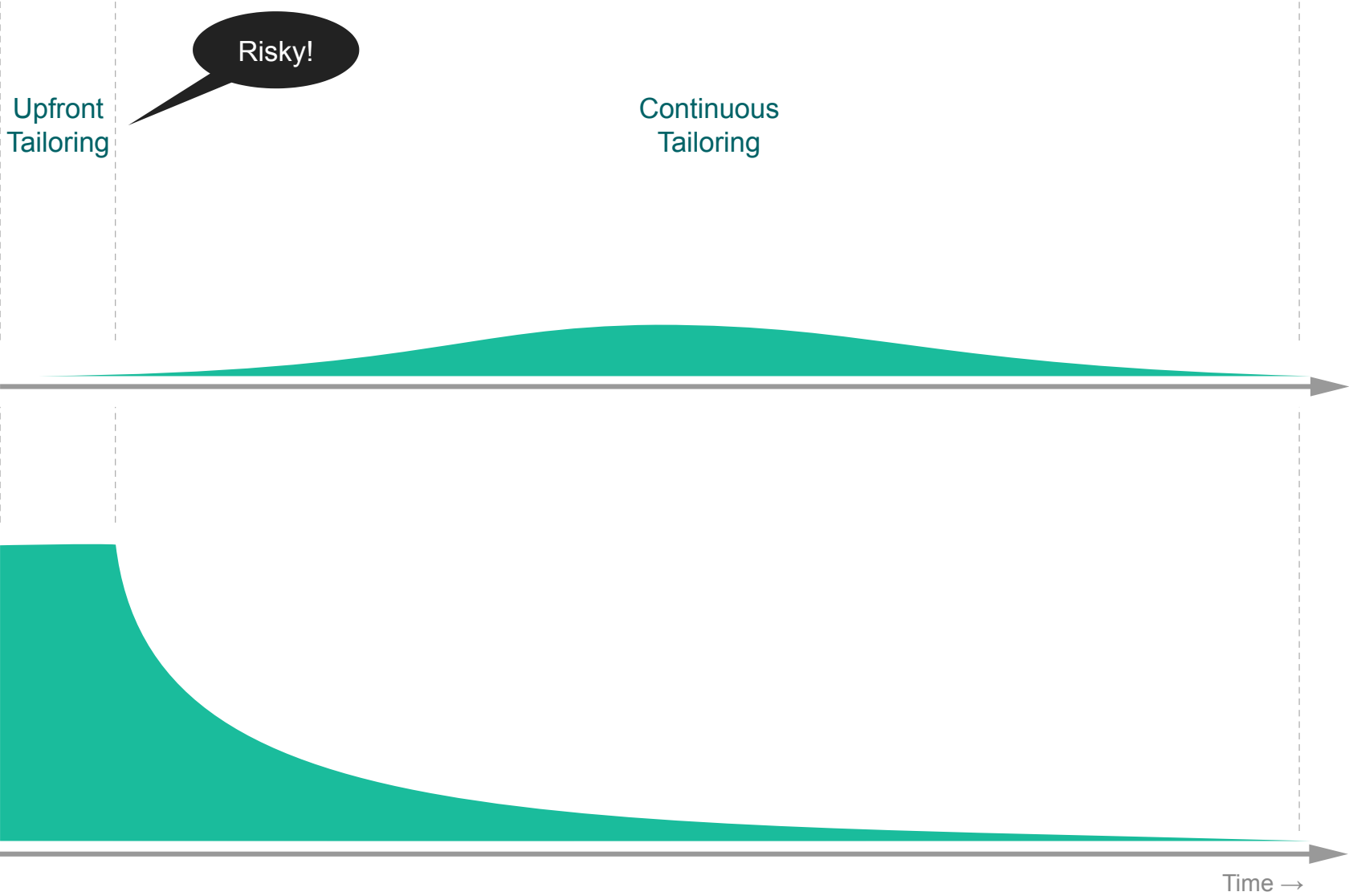
**Maximalist Systems**

PRINCE2®  
DSDM®  
Etc.



Time →





Upfront Tailoring

Risky!

Continuous Tailoring

Always necessary

**Minimalist Systems**

P3.express  
micro.P3.express  
Etc.



Tailoring effort ↑

**Maximalist Systems**

PRINCE2®  
DSDM®  
Etc.



Time →

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Etc.

Upfront  
Tailoring

Risky!

Continuous  
Tailoring

Always  
necessary

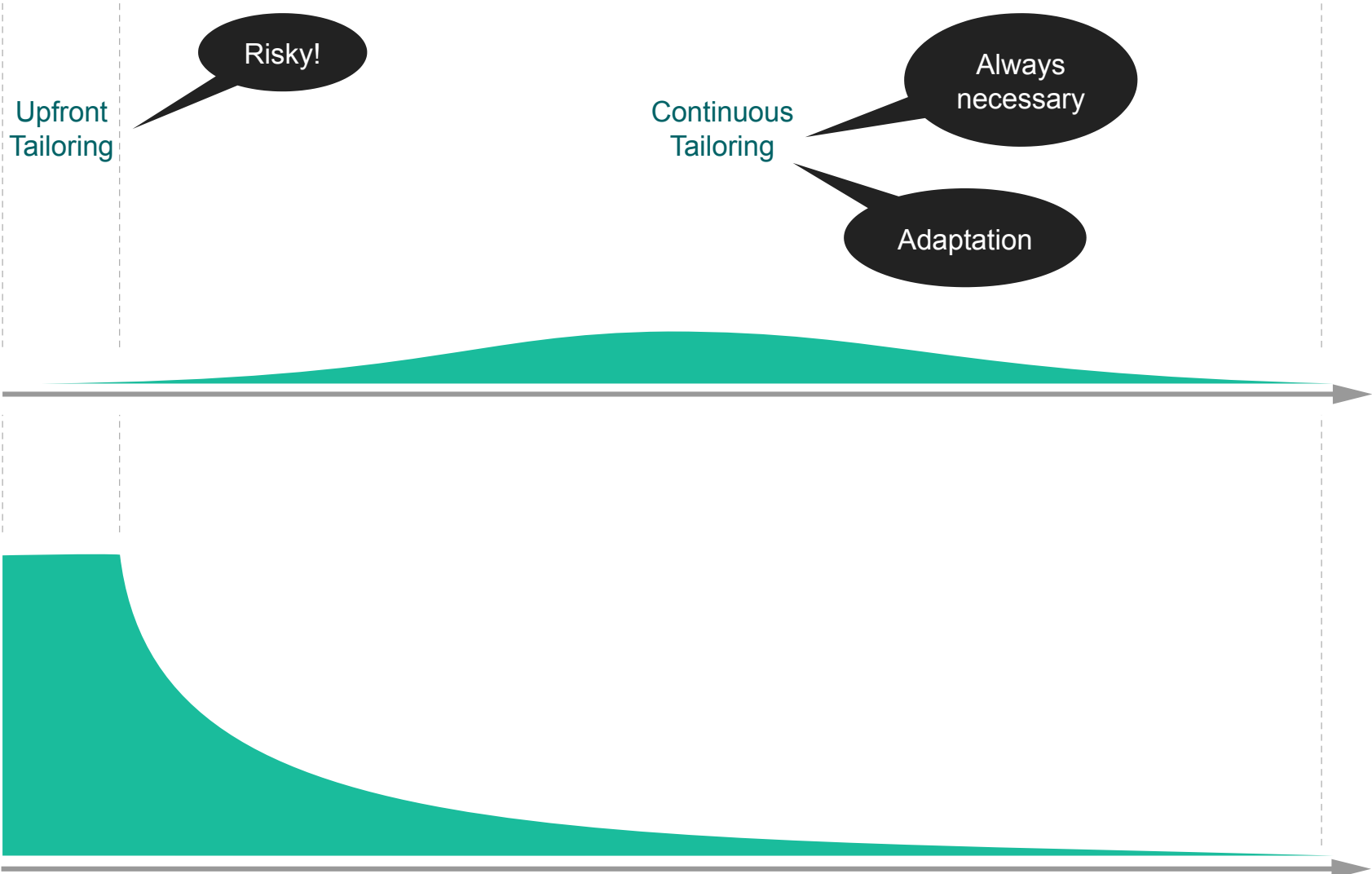
Adaptation

**Maximalist Systems**

PRINCE2®  
DSDM®  
Etc.

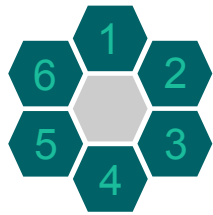
Tailoring effort ↑

Time →



Upfront Tailoring

Risky!



Continuous Tailoring

Always necessary

Adaptation

**Minimalist Systems**

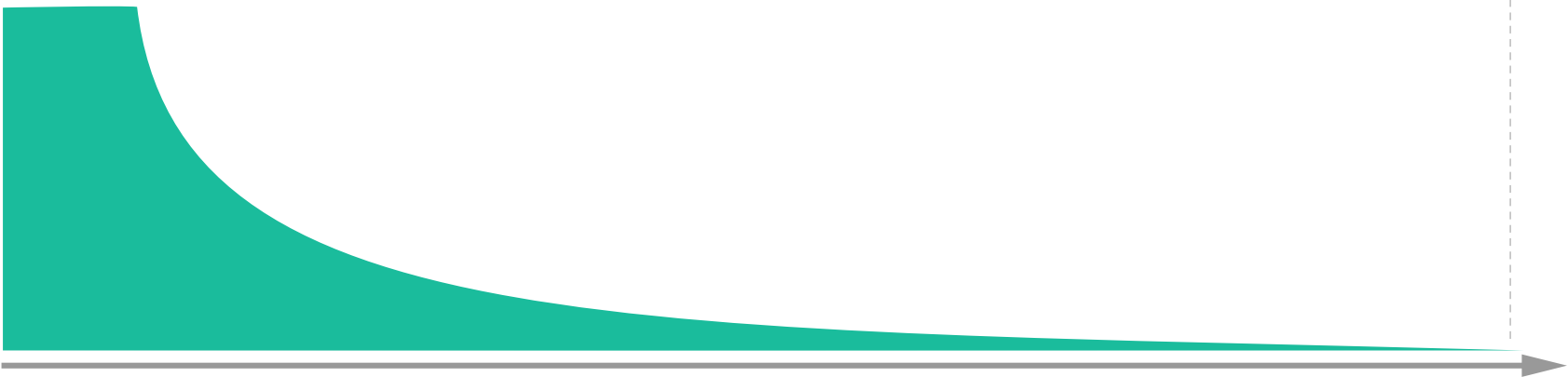
- P3.express
- micro.P3.express
- Etc.



Tailoring effort ↑

**Maximalist Systems**

- PRINCE2®
- DSDM®
- Etc.



Time →

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- Ⓑ Monthly Initiation
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- Ⓖ Post-Project Management

③ NUPP

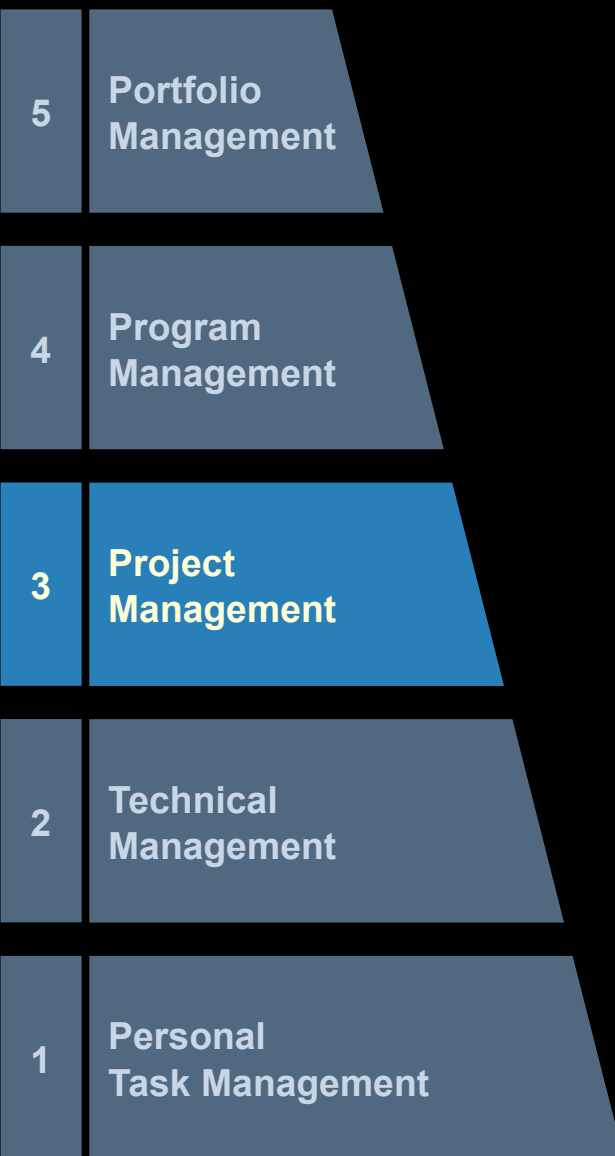
④ Tailoring



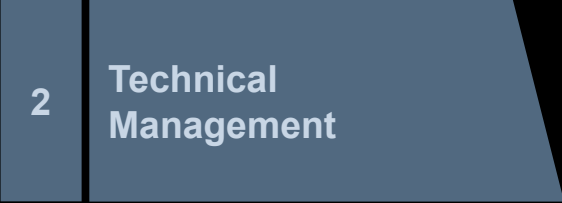
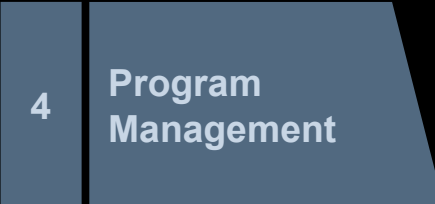
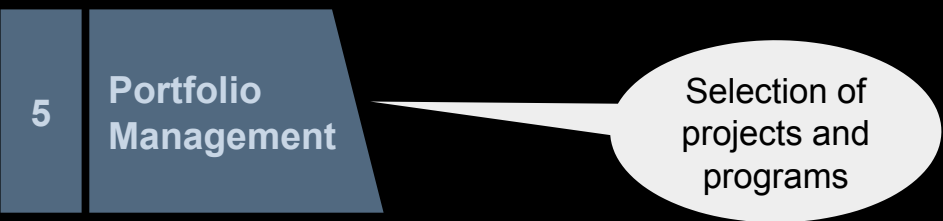
⑤ Development methods

⑥ Code of conduct

⑦ Certification program



The 5 levels of management  
that impact projects



5

**Portfolio  
Management**

Selection of  
projects and  
programs

4

**Program  
Management**

High-level  
management of  
projects that have  
the same goal

3

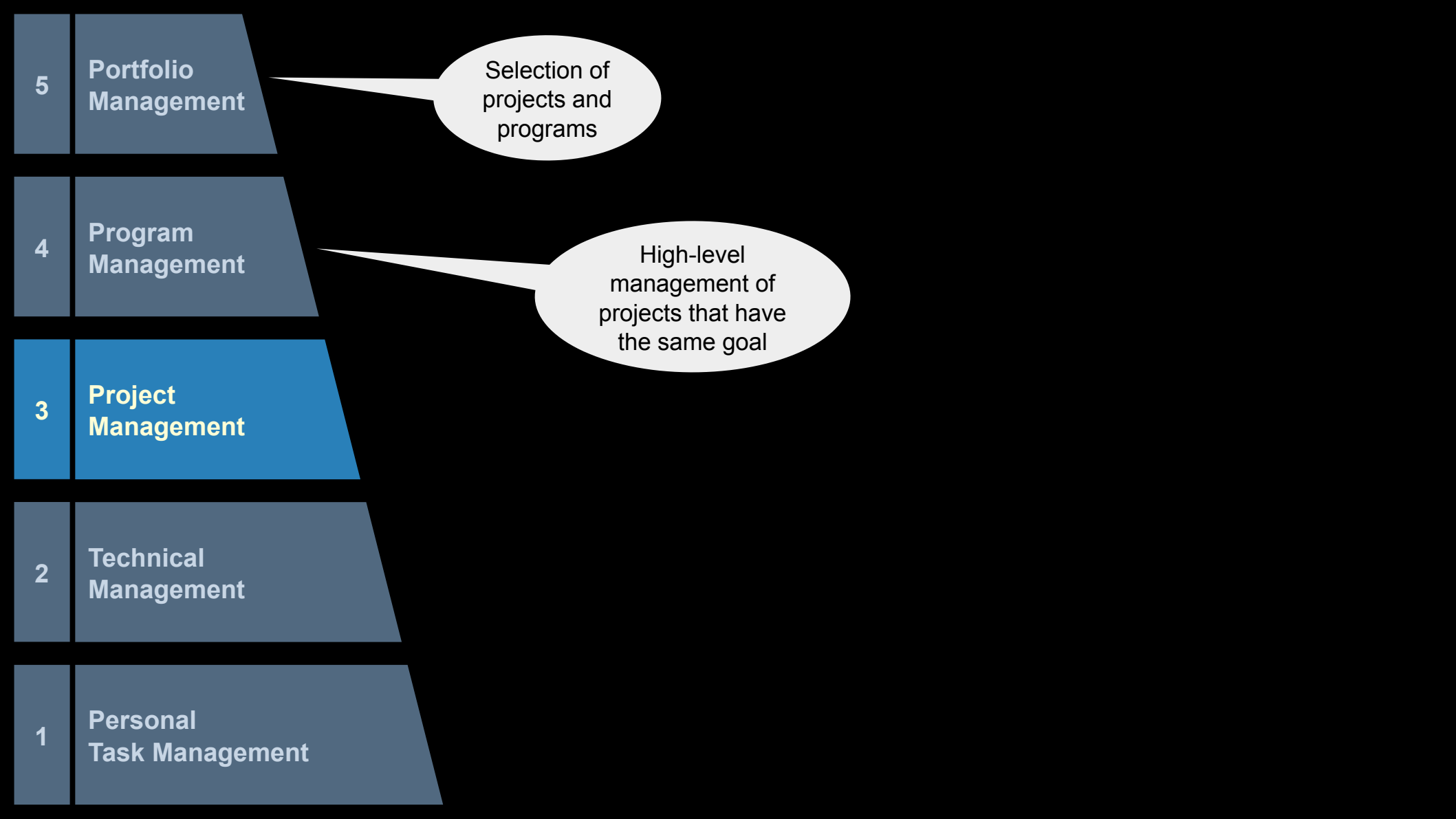
**Project  
Management**

2

**Technical  
Management**

1

**Personal  
Task Management**





5

**Portfolio  
Management**

Selection of  
projects and  
programs

4

**Program  
Management**

High-level  
management of  
projects that have  
the same goal

3

**Project  
Management**

Management of the  
technical aspects of  
projects

2

**Technical  
Management**

1

**Personal  
Task Management**

5

**Portfolio  
Management**

Selection of  
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4

**Program  
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High-level  
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**Project  
Management**

Management of the  
technical aspects of  
projects

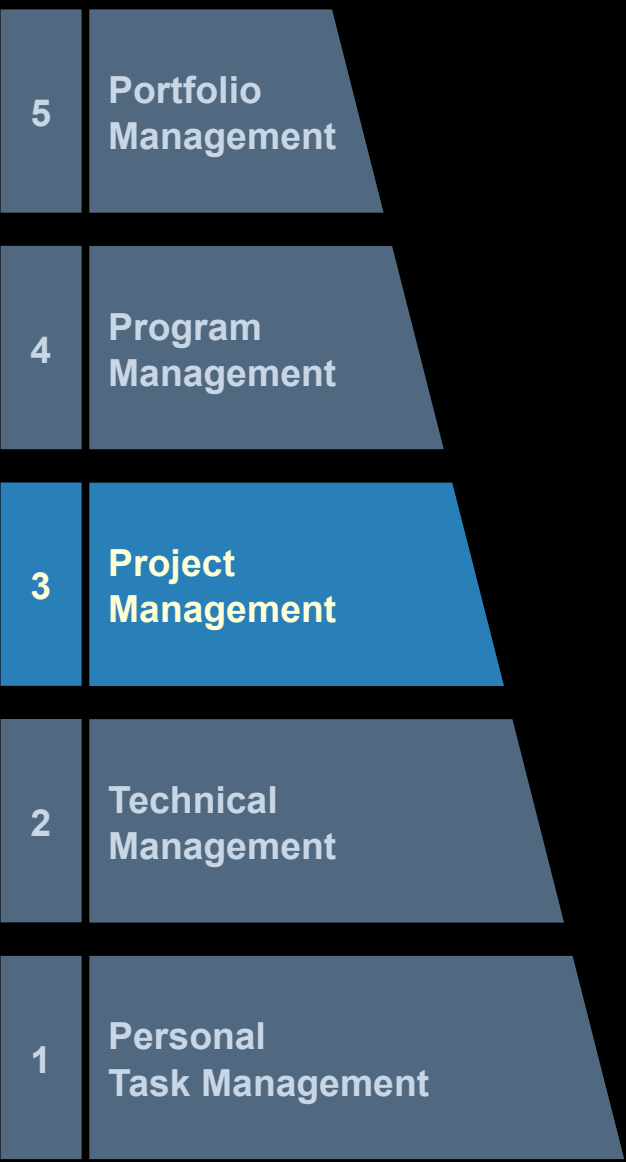
2

**Technical  
Management**

Individuals  
managing their  
own contributions  
to projects

1

**Personal  
Task Management**



5

Portfolio Management

4

Program Management

3

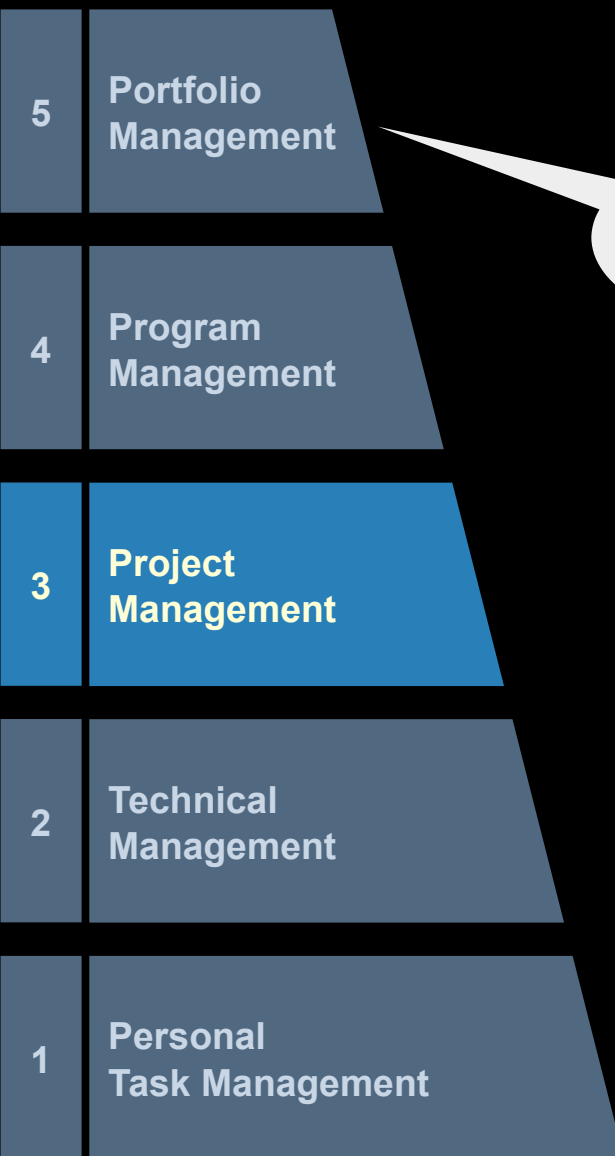
Project Management

2

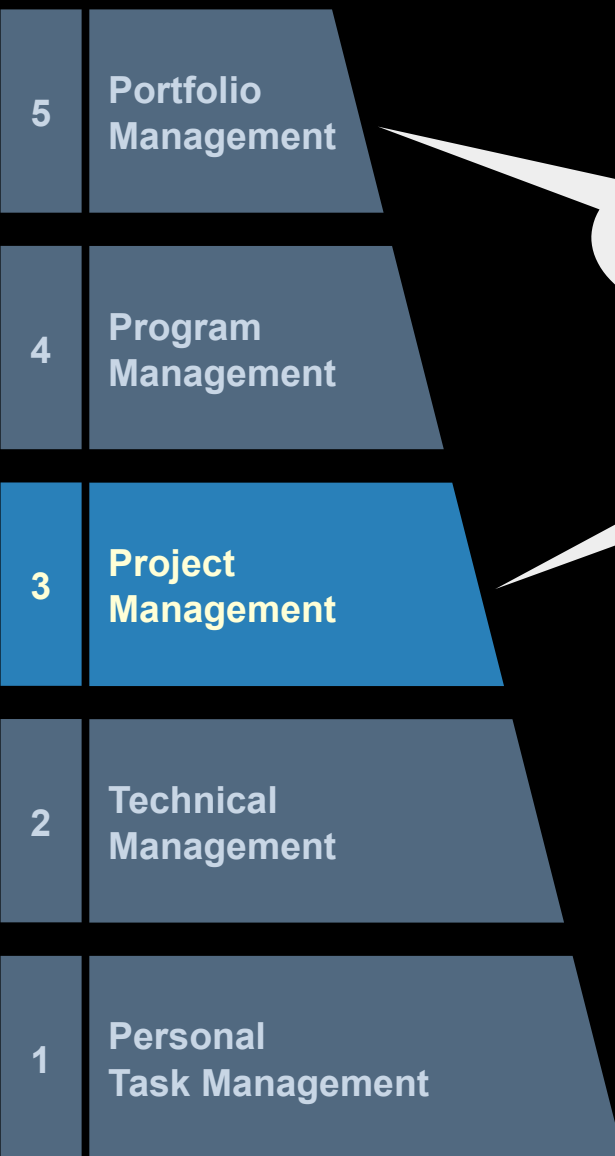
Technical Management

1

Personal Task Management

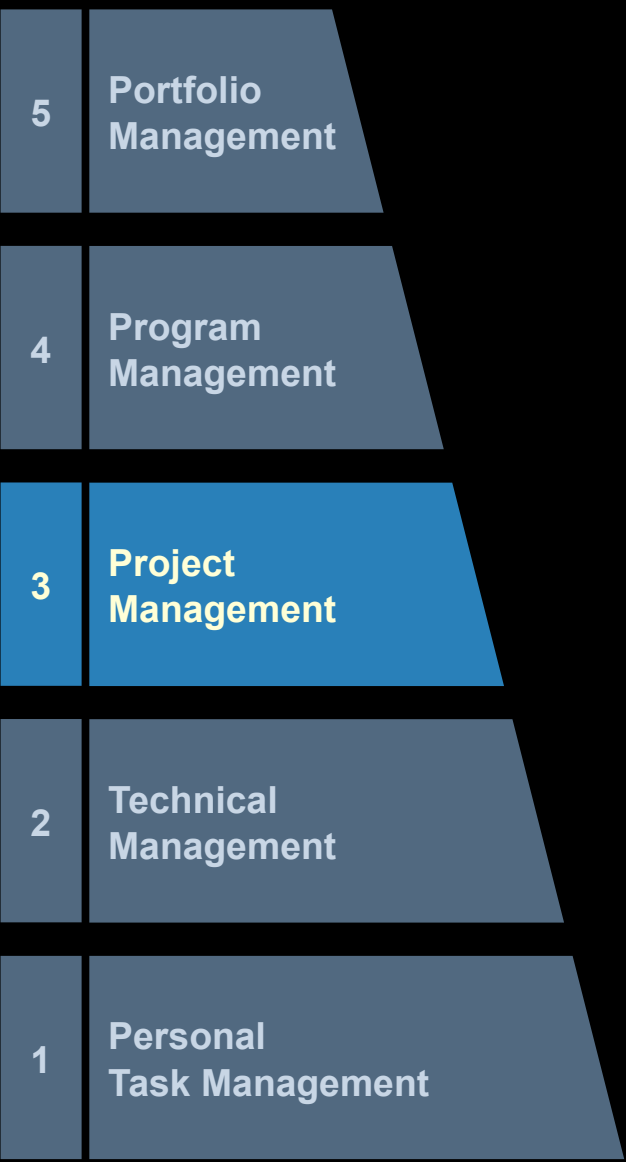


Doing the right things



Doing the right things

Doing the things right



5

Portfolio Management

4

Program Management

3

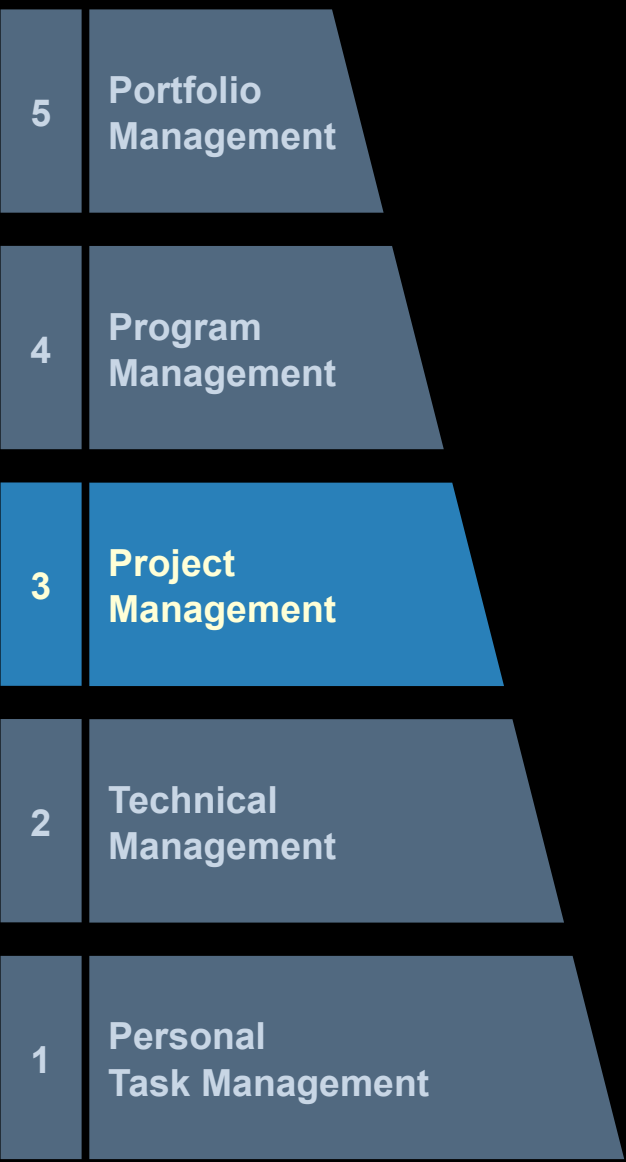
Project Management

2

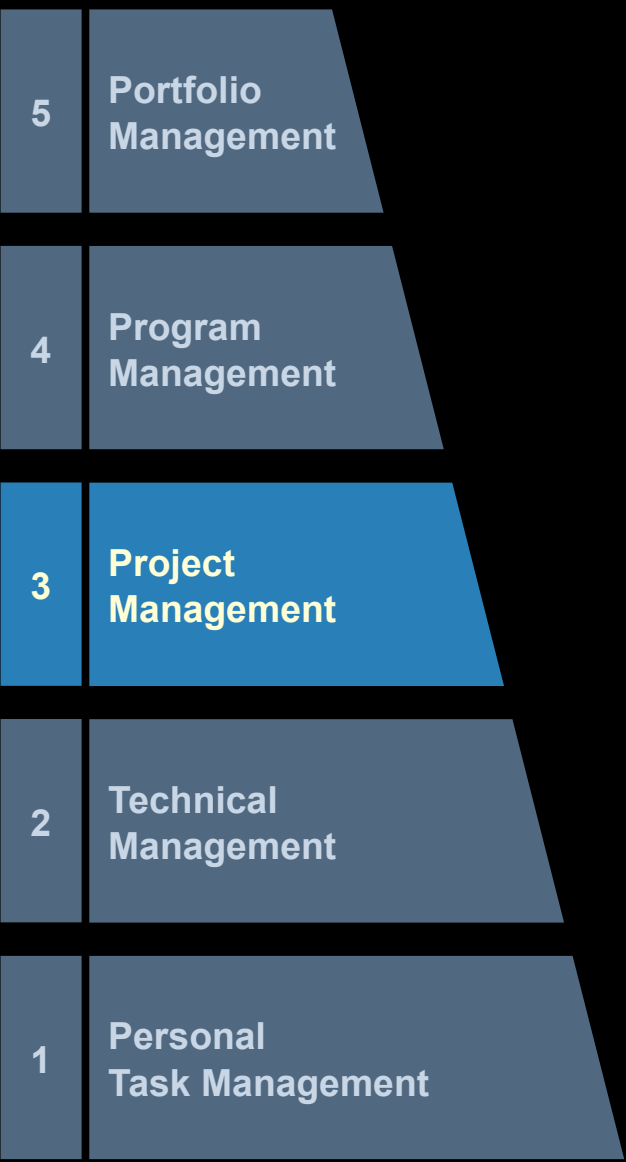
Technical Management

1

Personal Task Management



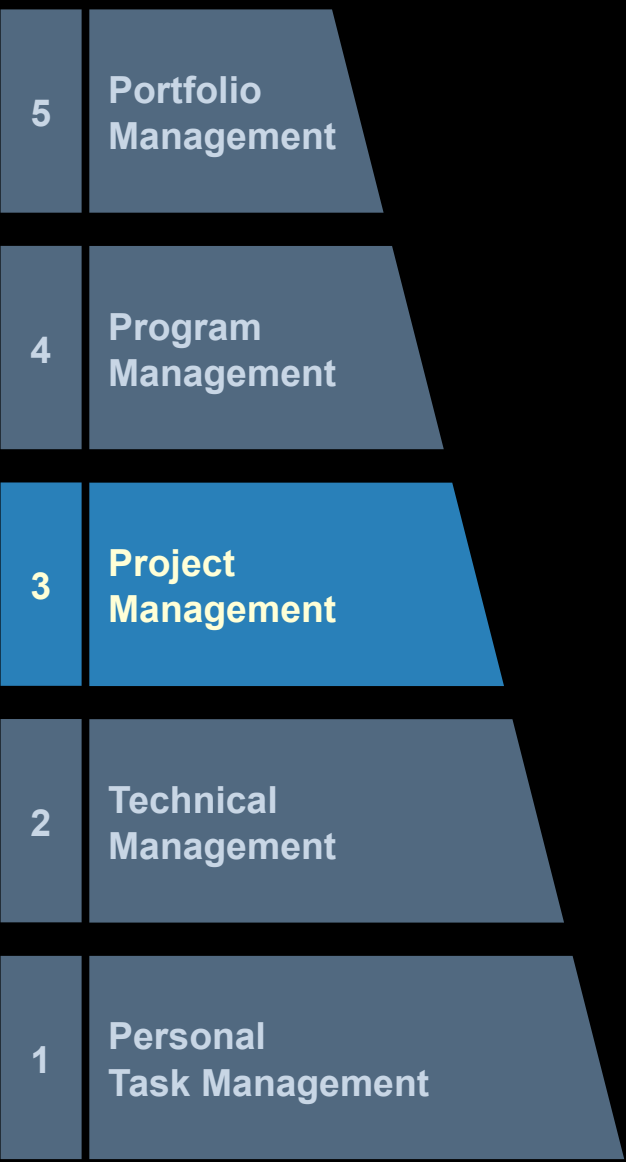
All layers are necessary



Each problem should be solved in the correct layer.

All layers are necessary

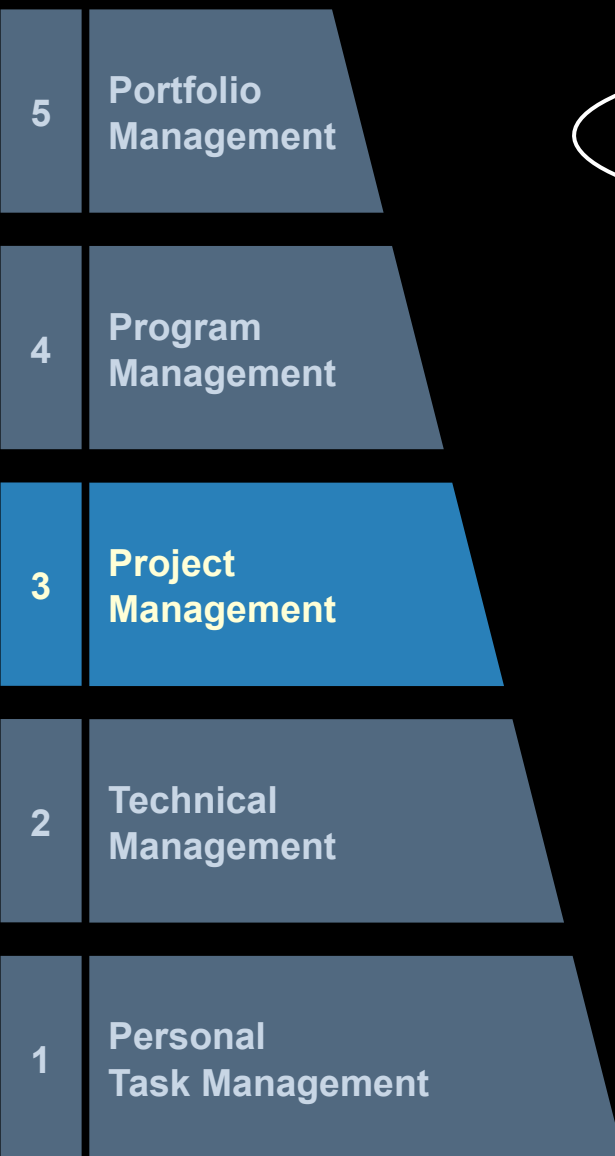




All layers are necessary

Each problem should be solved in the correct layer.

Trying to solve a problem in the wrong layer wouldn't work, and it will also make the system more complicated.



We need your help improving resource management in our projects.

What's the setup in your organization?

We have 80 developers and 20 project managers, and they are working on 135 projects right now.

It doesn't matter what you do in your project management layer, it will never work fine!

It's a portfolio management problem and should be fixed in that layer.





5

4

3

2

1

Technical  
Management

Basis for acceptance of the product of the project

Objective reality

Human perception



5

4

3

2

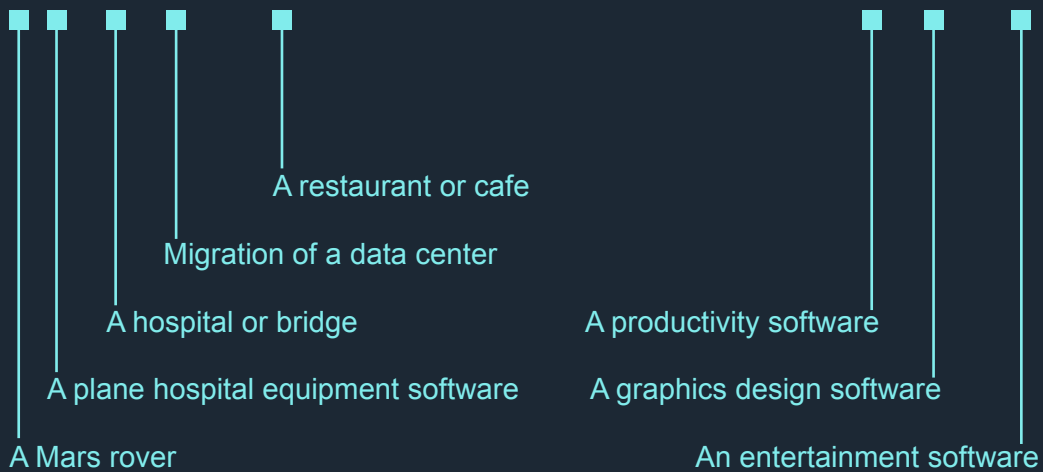
1

Technical Management

Basis for acceptance of the product of the project

Objective reality

Human perception



5

4

3

2

1

Technical  
Management

Basis for acceptance of the product of the project

Objective reality

Human perception



5

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3

2

1

Technical  
Management

Basis for acceptance of the product of the project

Objective reality

Human perception

Describe the project



5

4

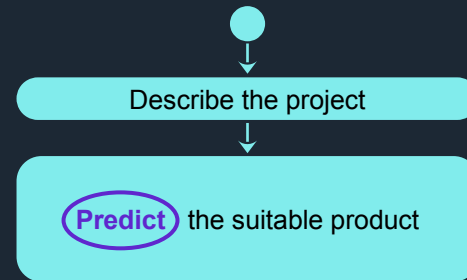
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2

1

Technical  
Management

Basis for acceptance of the product of the project





5

4

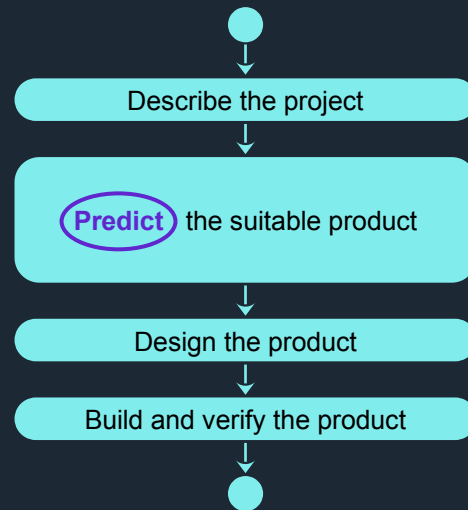
3

2

1

Technical Management

Basis for acceptance of the product of the project



5

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1

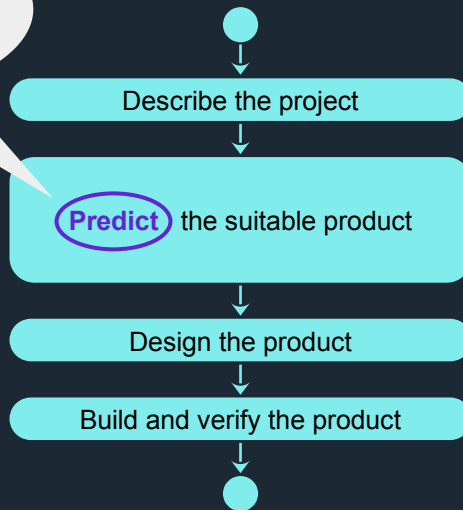
Technical Management

Basis for acceptance of the product of the project

Objective reality

Human perception

Effective and necessary for the objective reality



5

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2

1

Technical Management

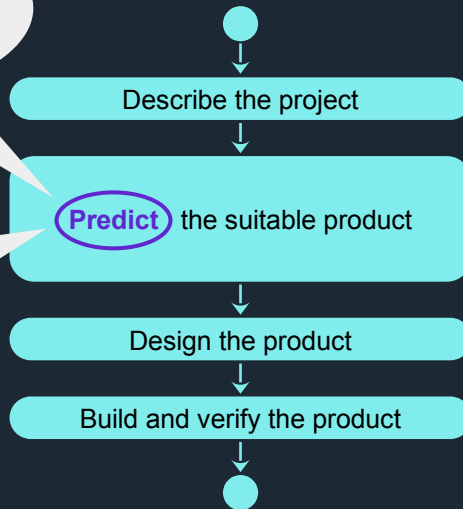
Basis for acceptance of the product of the project

Objective reality

Human perception

Effective and necessary for the objective reality

Sometimes ineffective and impractical for human perception



5

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3

2

1

Technical Management

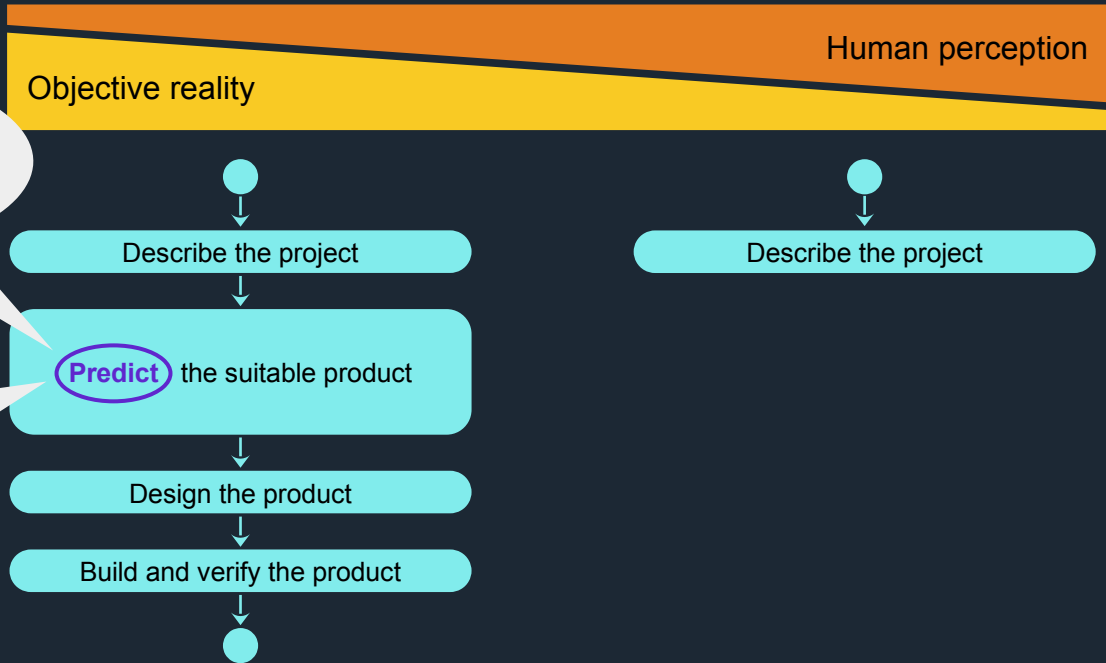
Basis for acceptance of the product of the project

Objective reality

Human perception

Effective and necessary for the objective reality

Sometimes ineffective and impractical for human perception



5

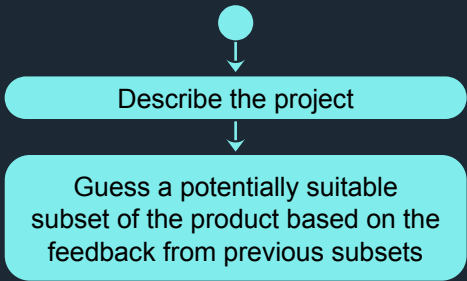
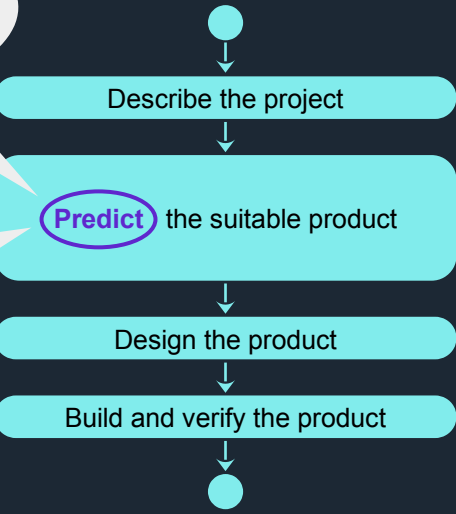
4

3

2

1

### Basis for acceptance of the product of the project



Technical Management

Effective and necessary for the objective reality

Sometimes ineffective and impractical for human perception

5

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2

1

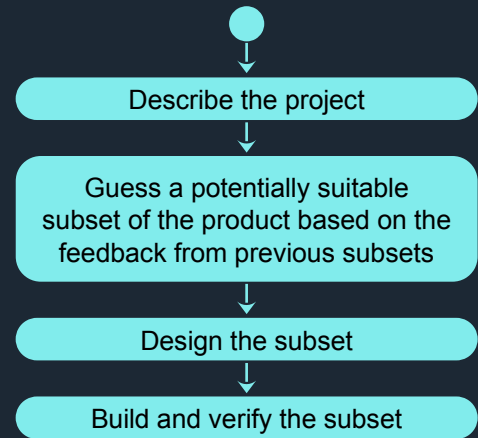
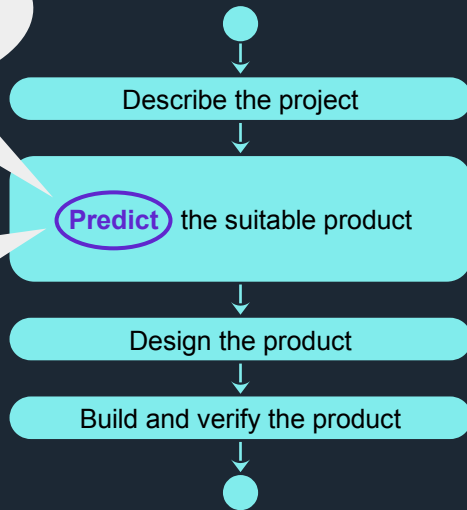
### Basis for acceptance of the product of the project



Technical Management

Effective and necessary for the objective reality

Sometimes ineffective and impractical for human perception



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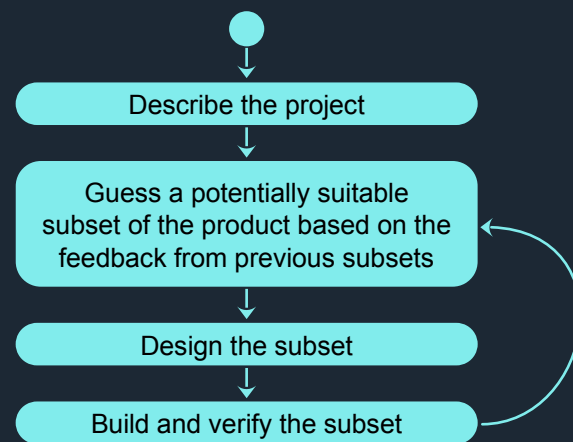
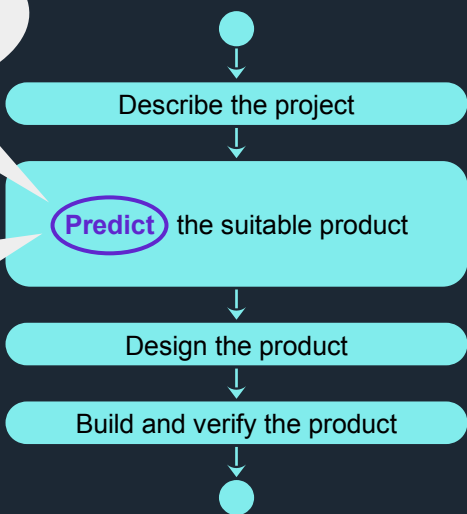
### Basis for acceptance of the product of the project



Technical Management

Effective and necessary for the objective reality

Sometimes ineffective and impractical for human perception



5

4

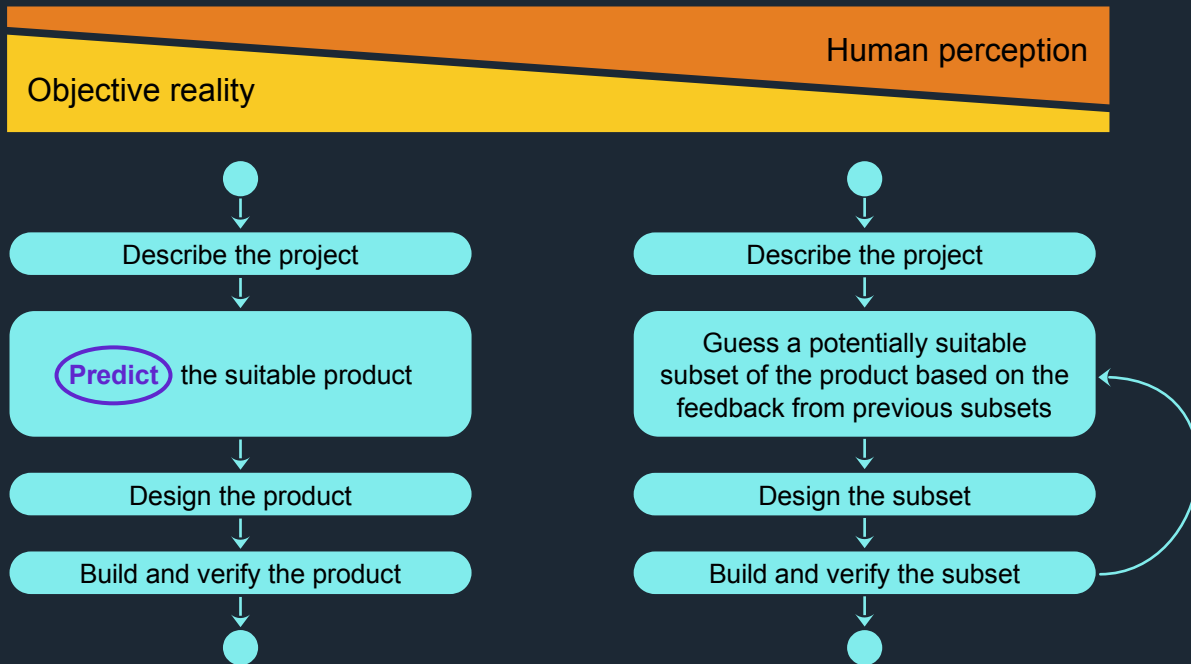
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1

Technical Management

### Basis for acceptance of the product of the project





5

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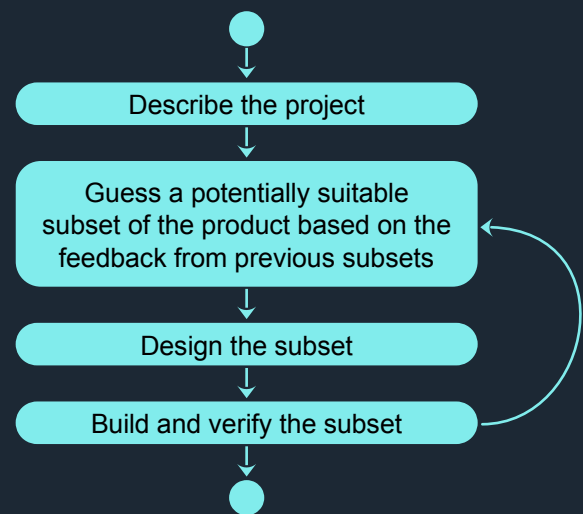
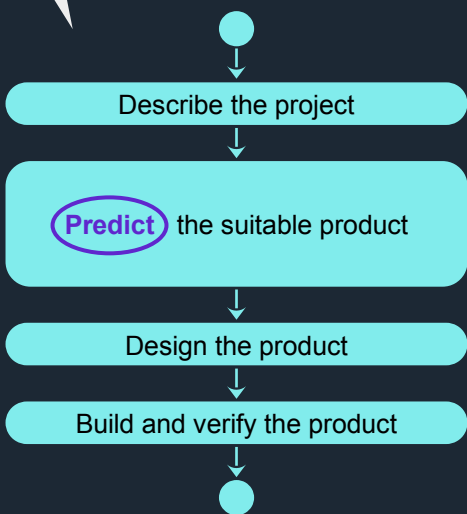
2

1

# Technical Management

Predictive development method (aka "waterfall")

Basis for acceptance of the product of the project



5

4

3

2

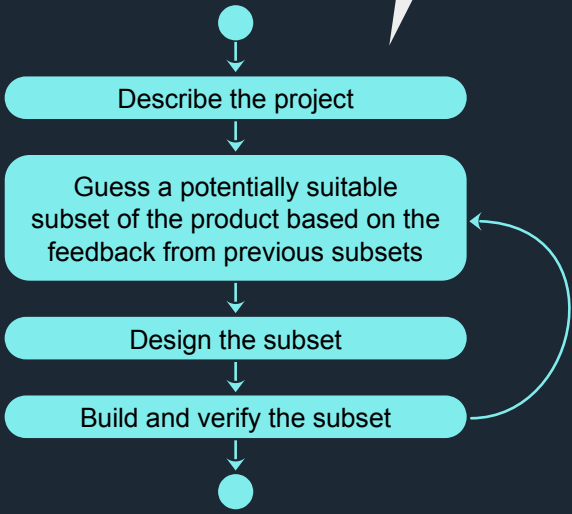
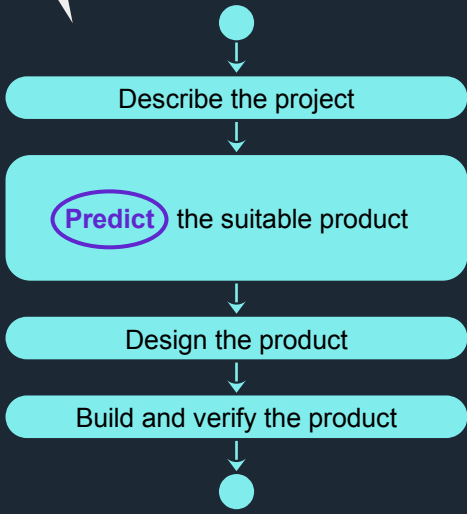
1

# Technical Management

Predictive development method (aka "waterfall")

Adaptive development method (aka Agile)

Basis for acceptance of the product of the project



5

4

3

Project Management

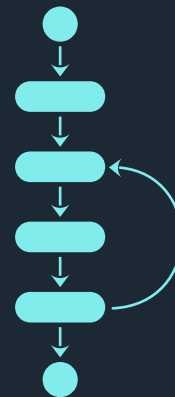
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Technical Management

1

Predictive

Adaptive



5

4

3

Project Management

P3.express



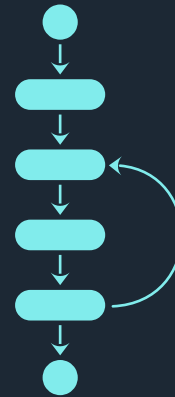
2

Technical Management

Predictive



Adaptive



1

5

4

3

Project Management

P3.express



2

Technical Management

Predictive



Adaptive



Cyclic development

iterative development  
incremental delivery

5

4

3

Project Management

P3.express



Cyclic project management

2

Technical Management

Predictive



Adaptive



Cyclic development

iterative development  
incremental delivery

1

5

4

3

**Project Management**

**P3.express**

Compatible with both delivery methods



Cyclic project management

2

**Technical Management**

**Predictive**



**Adaptive**



Cyclic development

iterative development  
incremental delivery

1

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③ NUPP

④ Tailoring

⑤ Development methods

⑥ Code of conduct

⑦ Certification program







# Code of Conduct

for P3.express Practitioners



# Code of Conduct

for P3.express Practitioners

1

2

3

4

5

6



# 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

3

4

5

6



# 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

4

5

6



# 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

5

6



# Code of Conduct

for P3.express Practitioners

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- 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
- 6



# 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;
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- 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



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





# Code of Conduct

for P3.express Practitioners

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- Ⓑ Monthly Initiation
- Ⓒ Weekly Management
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- Ⓔ Monthly Closure
- Ⓕ Project Closure
- Ⓖ Post-Project Management

③ NUPP

④ Tailoring

⑤ Development methods

⑥ Code of conduct

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.



# 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.



# P3.express Practitioner (P3P)

Certification Program

## Requirements:

- Accepting the code of conduct
- Passing the P3P exam



# P3.express Practitioner (P3P)

Certification Program

## Validity:

- Valid for life, but attributed to the year of issue
- Free re-certification



# P3.express Practitioner (P3P)

Certification Program

## Validity:

- Valid for life, but attributed to the year of issue
- Free re-certification

P3P-2023  
P3P-2024  
P3P-2025  
...



# P3.express Practitioner (P3P)

Certification Program

## Validity:

- Valid for life, but attributed to the year of issue
- Free re-certification

P3P-2023  
P3P-2024  
P3P-2025  
...

- One free attempt,
- during the first 3 months of each year,
- for practitioners who have the previous certificate.





# P3.express Practitioner (P3P)

Certification Program

## Exam format:

- Open book
- 70 questions
- 100 minutes
- 67% passing score
- No penalty for wrong answers



# P3.express Practitioner (P3P)

Certification Program

## Format of questions:

- **Multiple-choice**
  - with 2 or more choices
  - where only one choice should be selected
- **Multiple-answer**
  - with 3 or more choices
  - where more than one choice should be selected



# P3.express Practitioner (P3P)

Certification Program

## Format of questions:

- **Scenario-based** 80% of questions
- **Direct** 20% of questions



# P3.express Practitioner (P3P)

Certification Program

## Format of questions:

- |                            |                  |   |
|----------------------------|------------------|---|
| ● <b>Cognitive level 1</b> | 15% of questions | recalling                                   |
| ● <b>Cognitive level 2</b> | 55% of questions | recalling + basic analysis                  |
| ● <b>Cognitive level 3</b> | 30% of questions | recalling + advanced analysis and deduction |



**Number of questions**

**Topic**

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





## ① High-level overview

## ② Full review

- Ⓐ Project Initiation
- Ⓑ Monthly Initiation
- Ⓒ Weekly Management
- Ⓓ Daily Management
- Ⓔ Monthly Closure
- Ⓕ Project Closure
- Ⓖ Post-Project Management

## ③ NUPP

## ④ Tailoring

## ⑤ Development methods

## ⑥ Code of conduct

## ⑦ Certification program

