



P3.express

minimalist project management system



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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 Context

⑦ Certification program

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

Mega

Large

Medium

Small

Micro

Intended
target

P3.express

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Mega

Large

Medium

Small

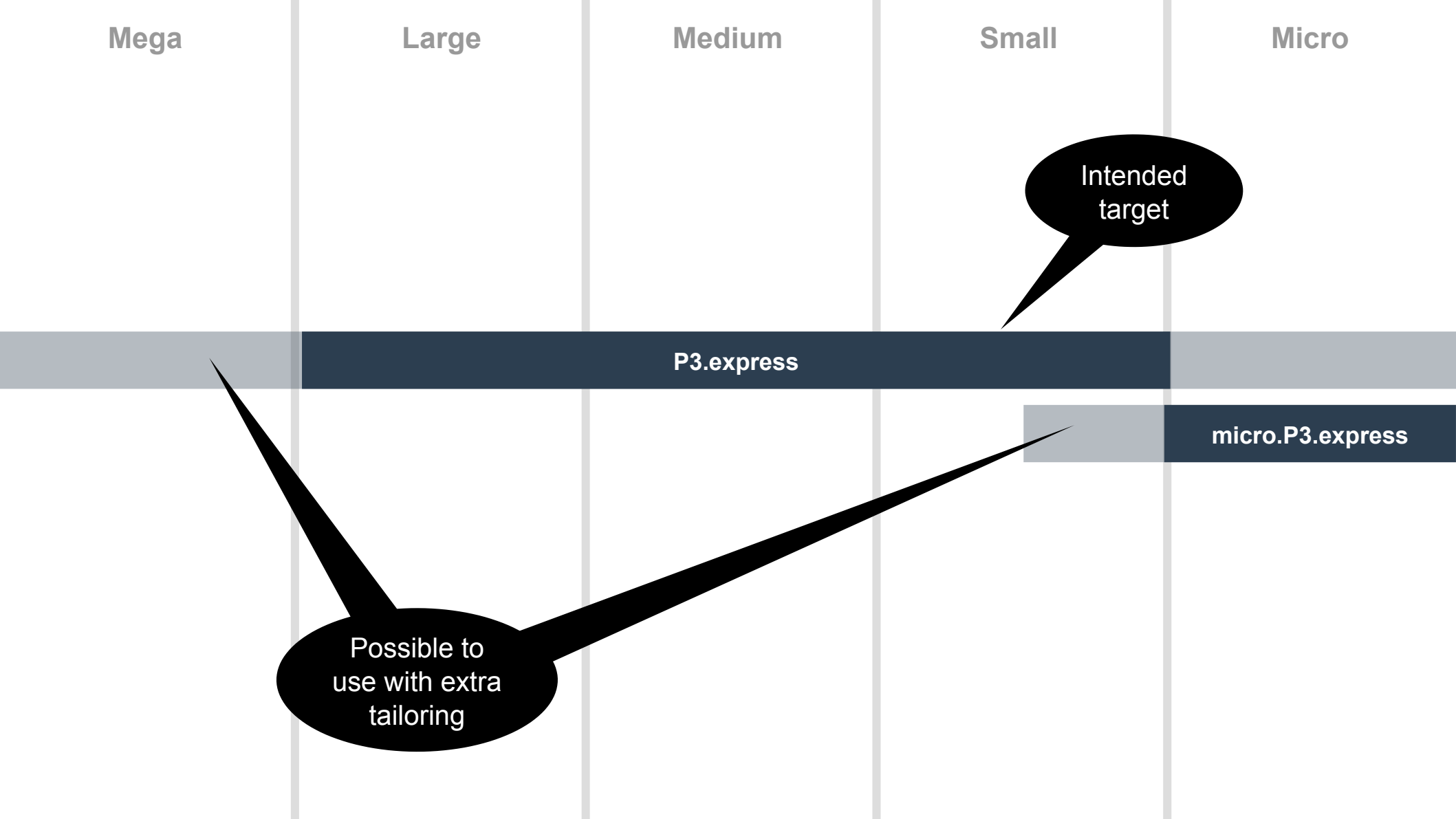
Micro

Intended
target

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Possible to
use with extra
tailoring



Mega

Large

Medium

Small

Micro

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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

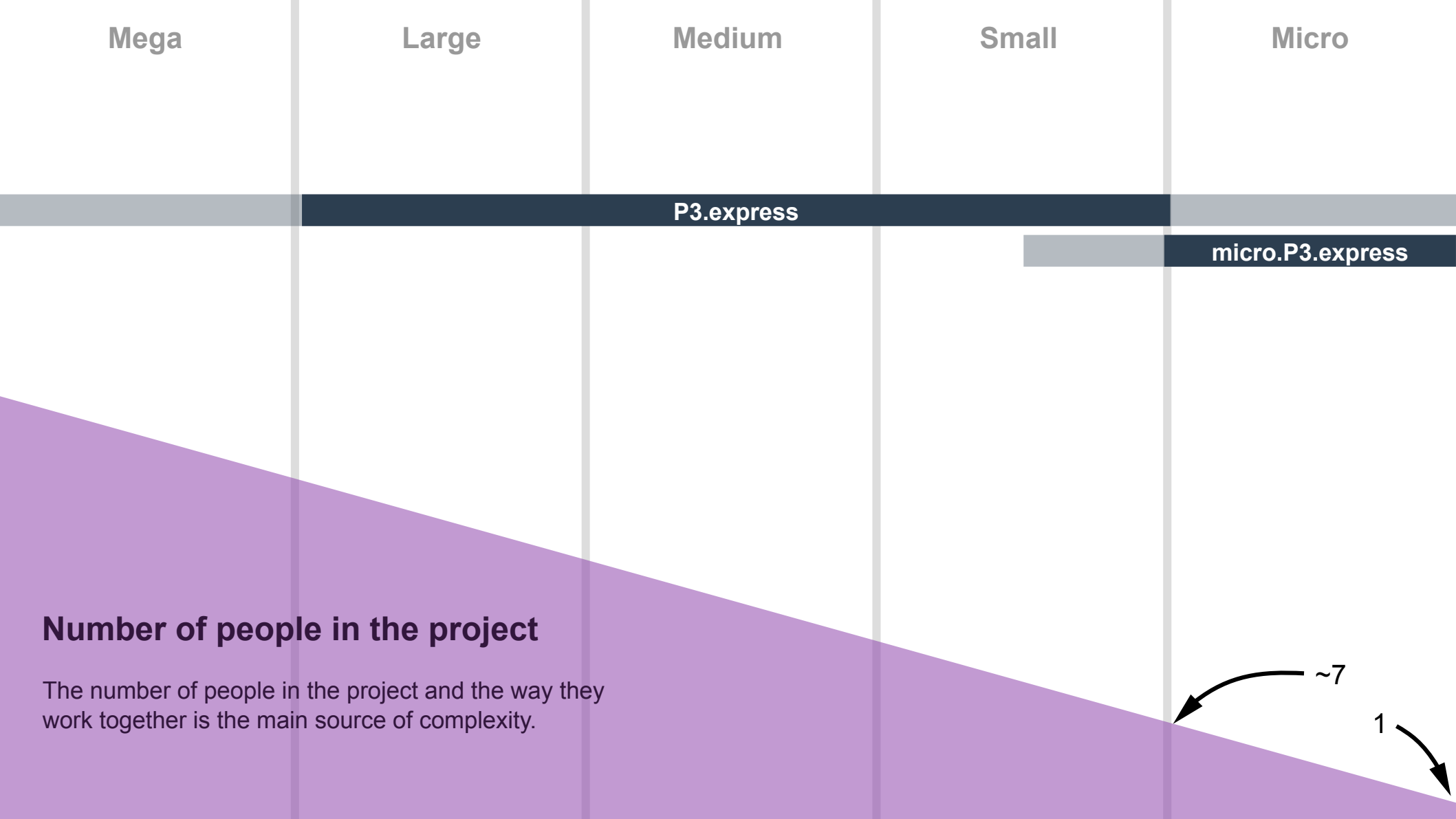
micro.P3.express

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.

~7

1



Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

Number of people in the project

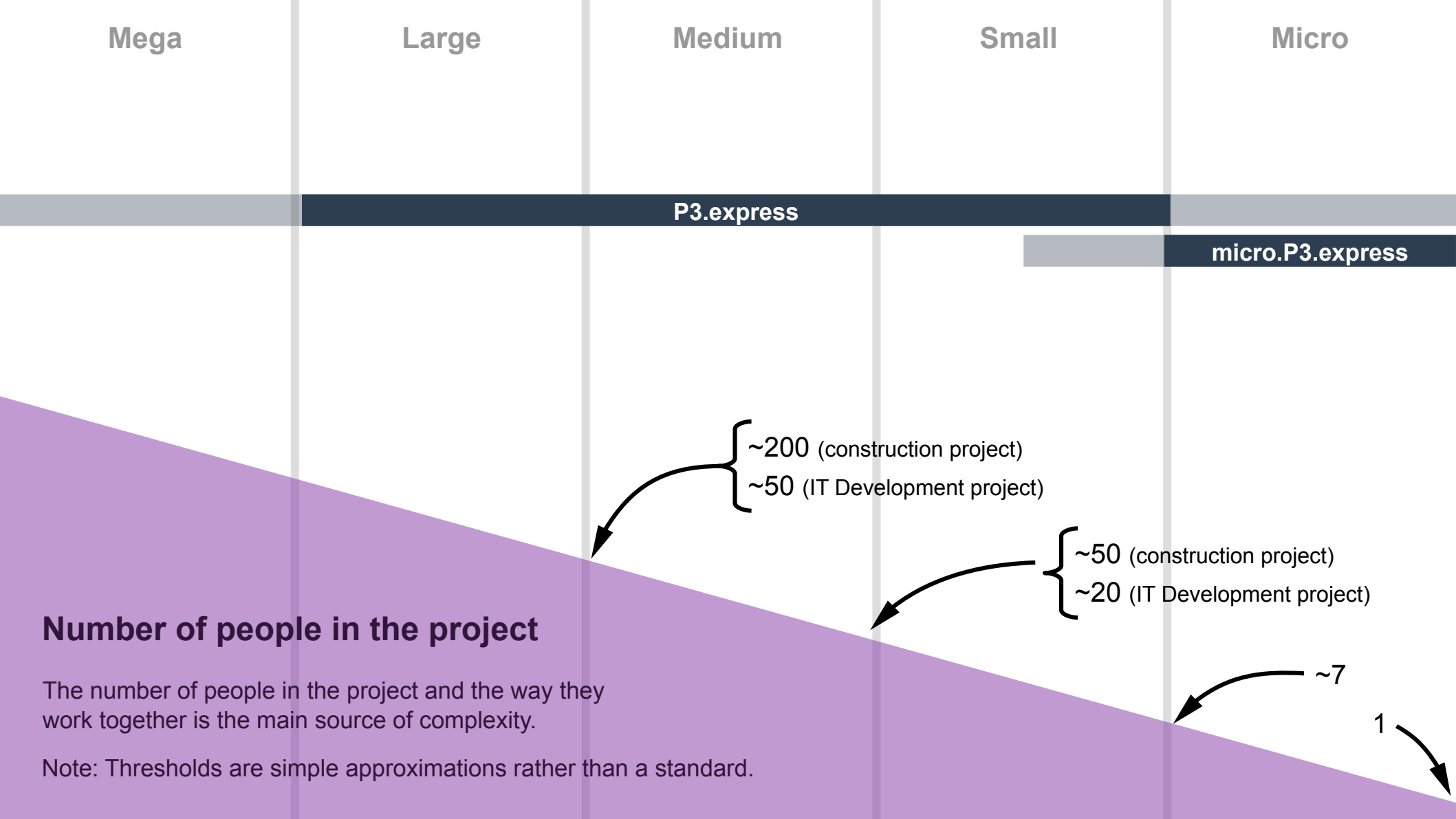
The number of people in the project and the way they work together is the main source of complexity.

Note: Thresholds are simple approximations rather than a standard.

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

~7

1



Mega

Large

Medium

Small

Micro

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{
~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

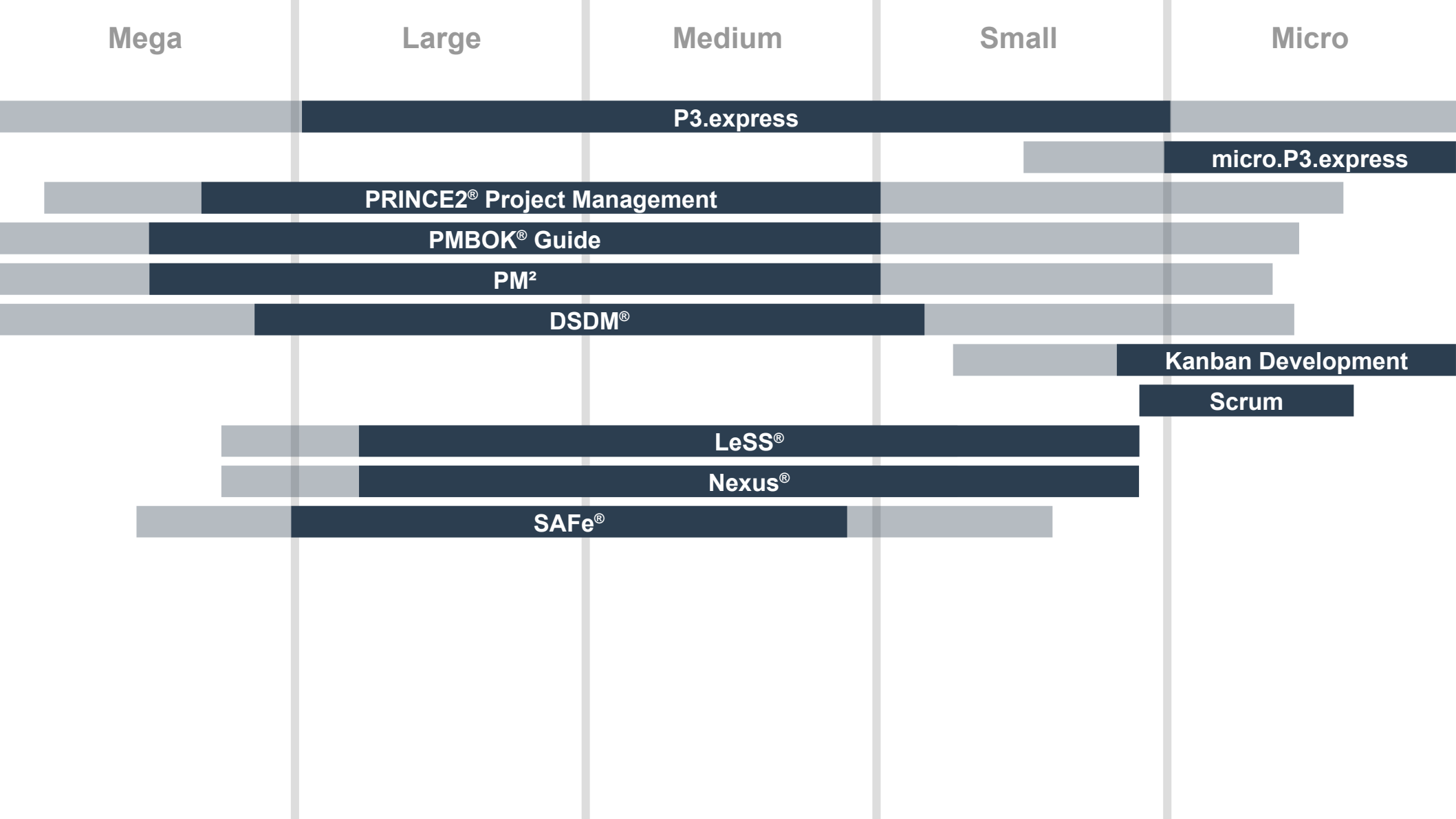
Medium

Small

Micro

P3.express

micro.P3.express



Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

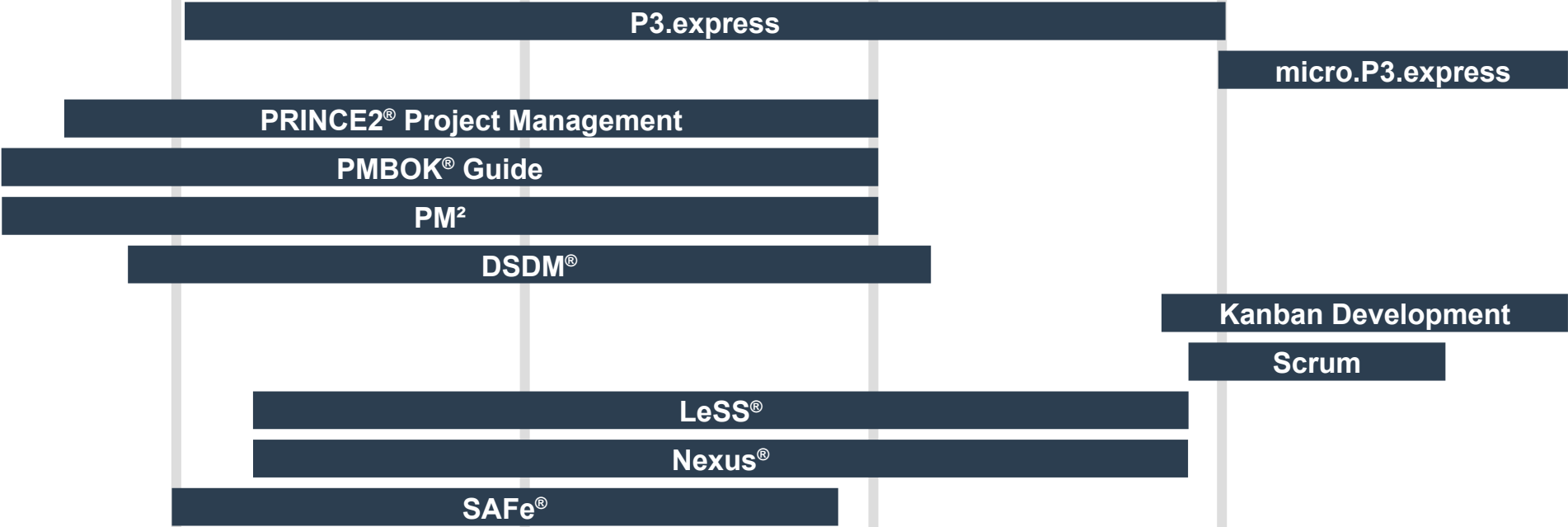
Mega

Large

Medium

Small

Micro



Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

PRINCE2® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

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® Project Management

PMBOK® Guide

PM²

DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

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

PRINCE2® Project Management

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DSM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

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® Project Management

PMBOK® Guide

PM²

DSM®

Kanban Development

Scrum

LeSS®

Nexus®

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

Micro

P3.express

micro.P3.express

PRINCE2® Project Management

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DSDM®

Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

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

P3.express

micro.P3.express

PRINCE2® Project Management

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Kanban Development

Scrum

LeSS®

Nexus®

SAFe®

Freedom!

Proprietary

Copyright restrictions

Risky future

Libre

No copyright restrictions

Safe investment

Mega

Large

Medium

Small

Micro

P3.express

micro.P3.express

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Mega

Large

Medium

Small

Micro

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PRINCE2® Project Management

PMBOK® Guide

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DSDM®

Kanban Development

Scrum

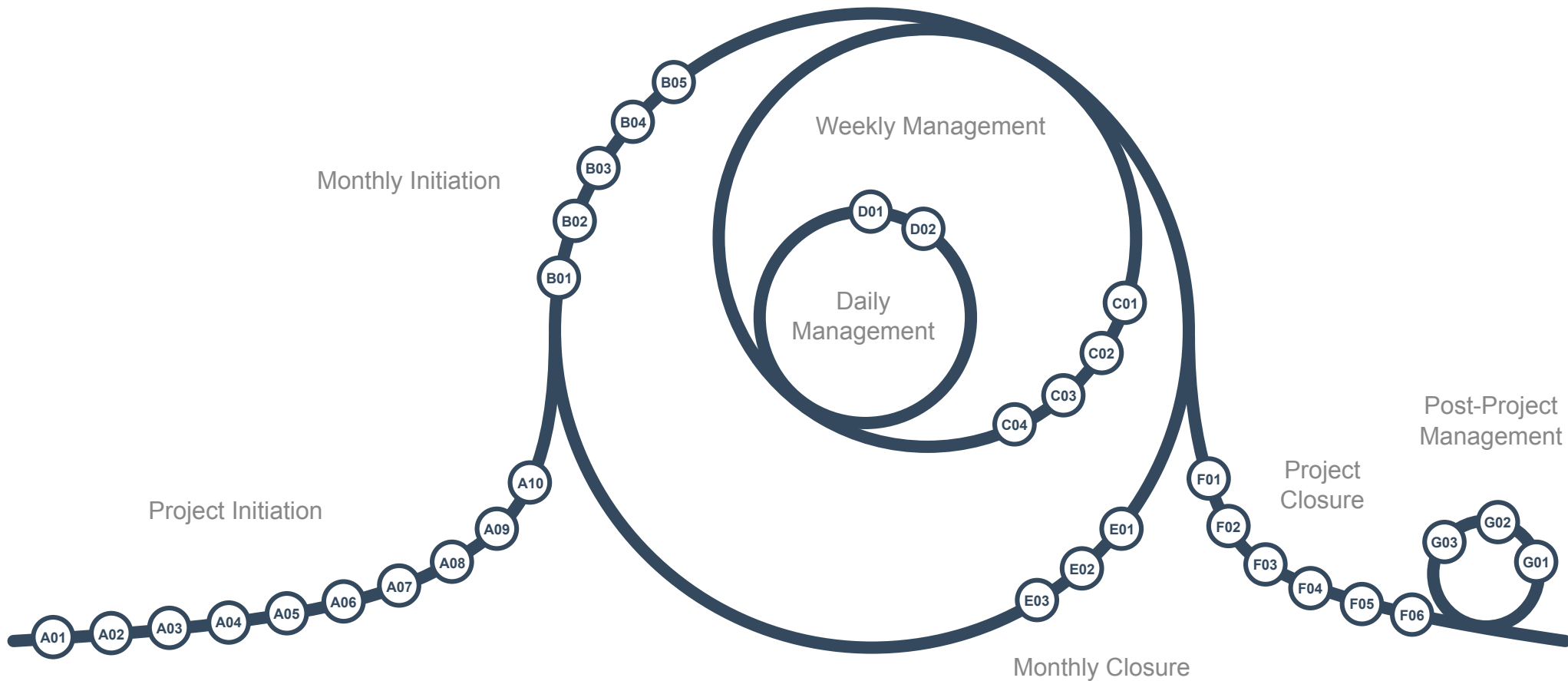
LeSS®

Nexus®

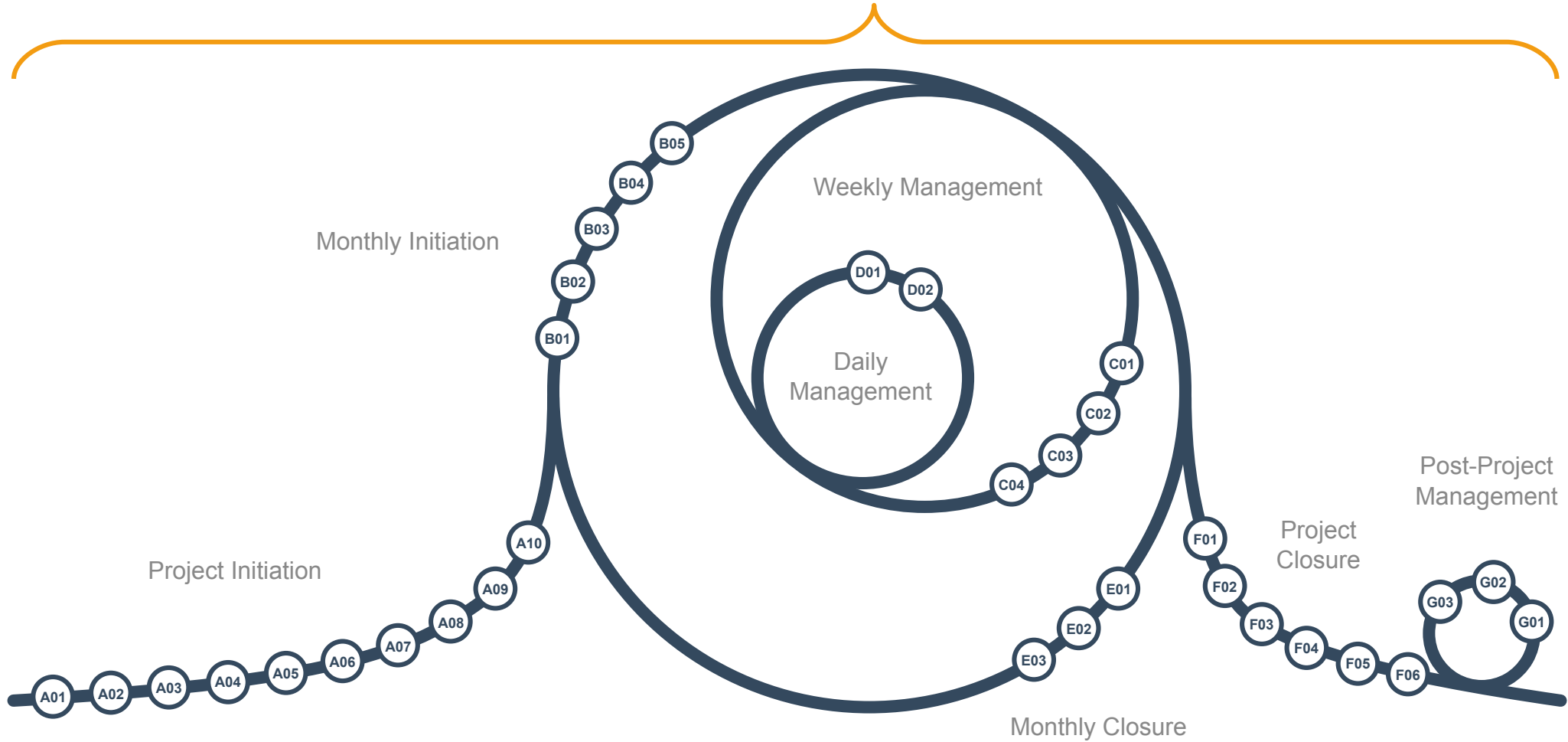
SAFe®

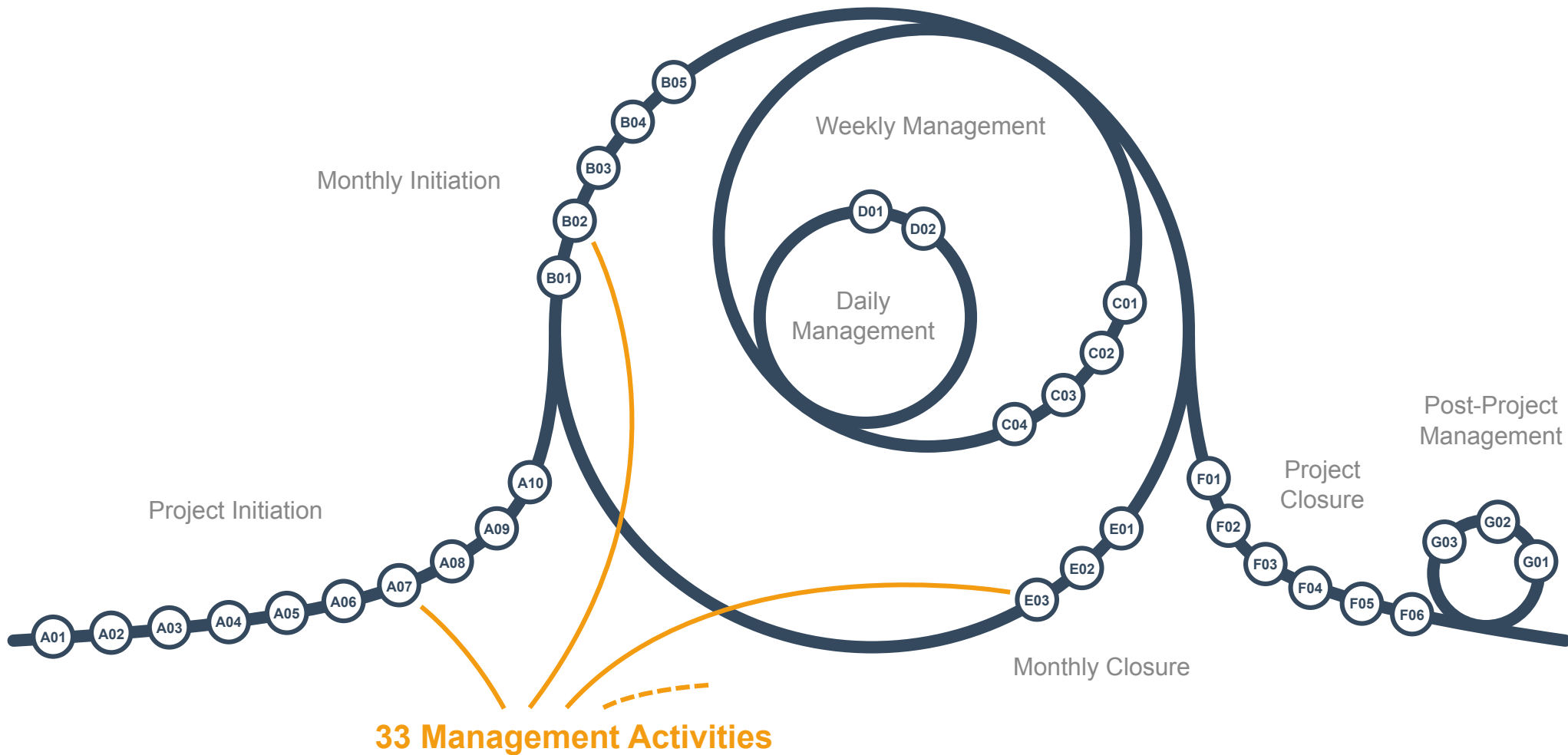
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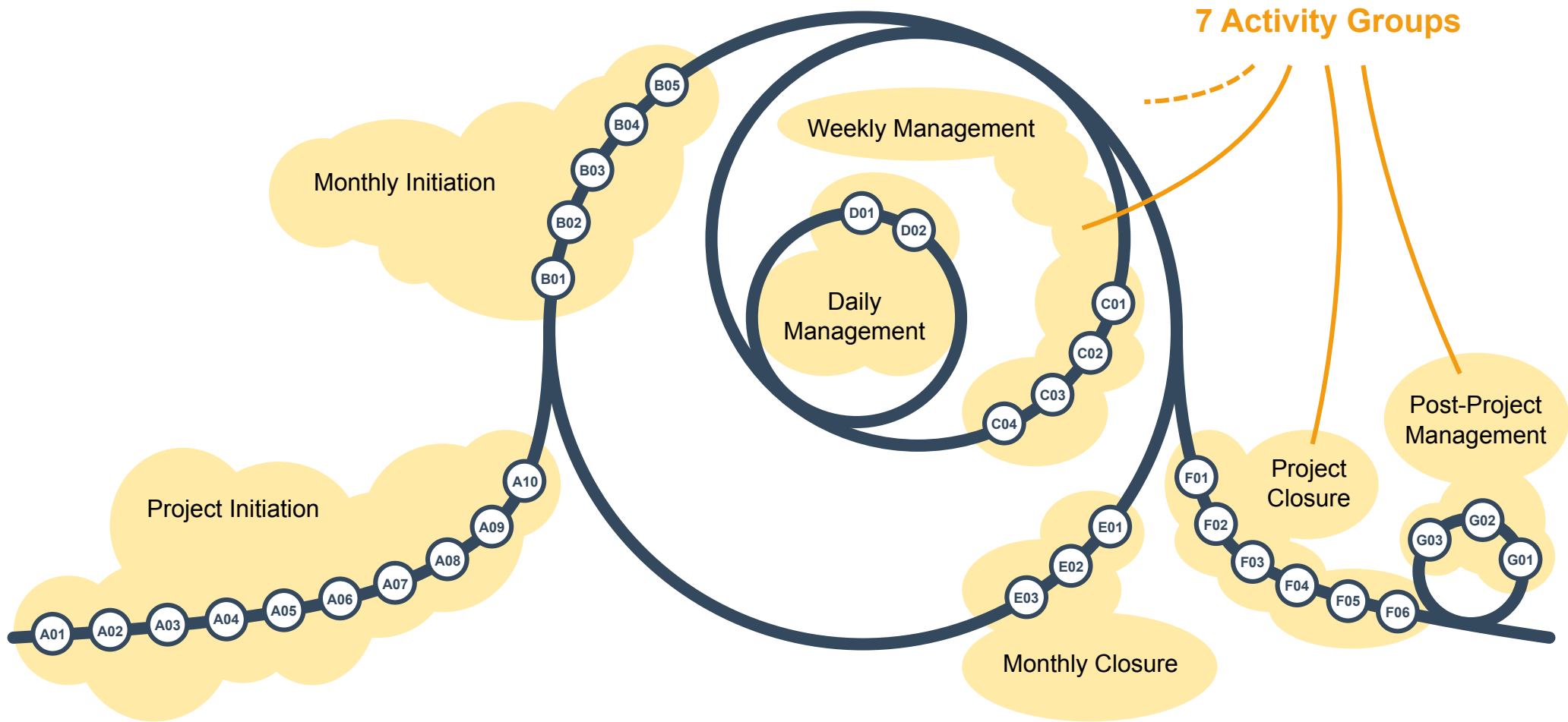
minimalist project management system

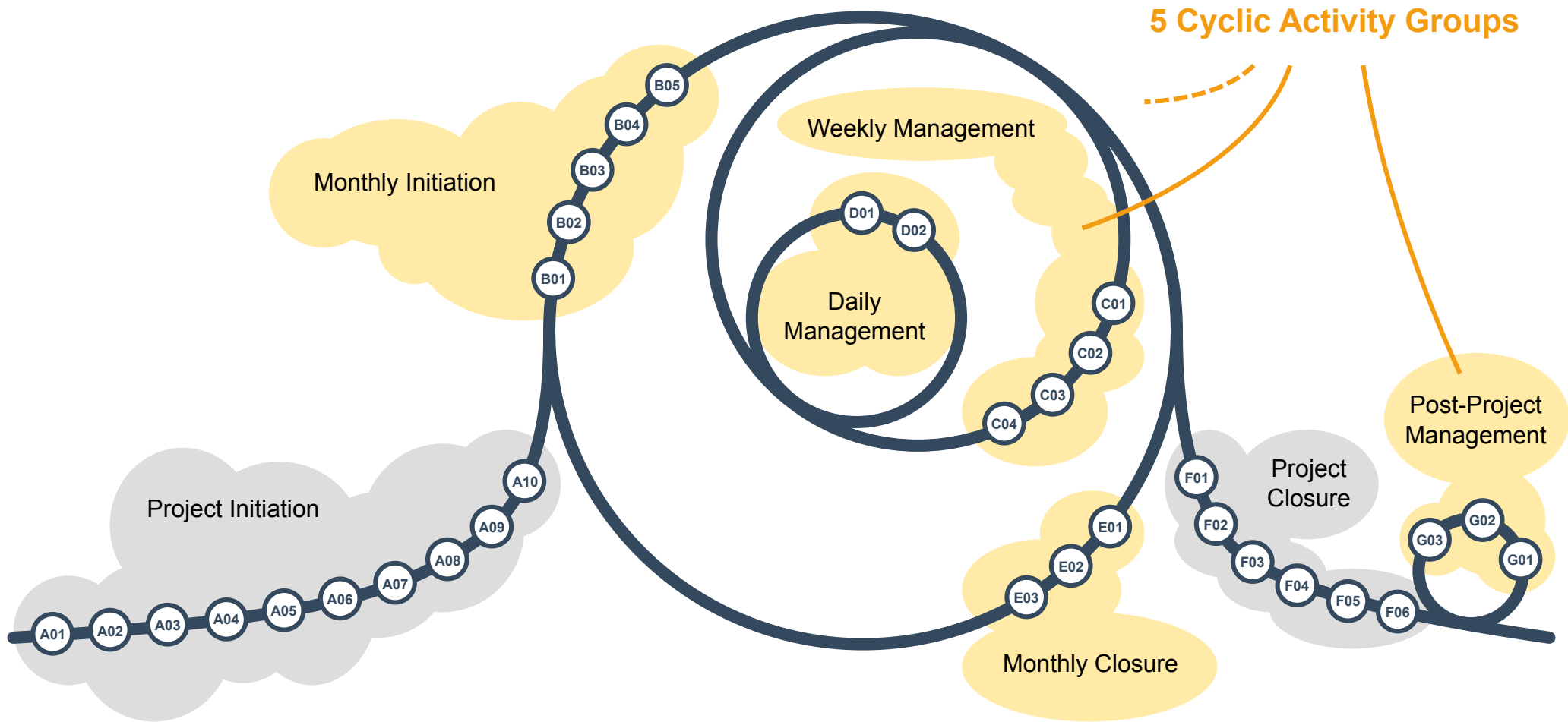


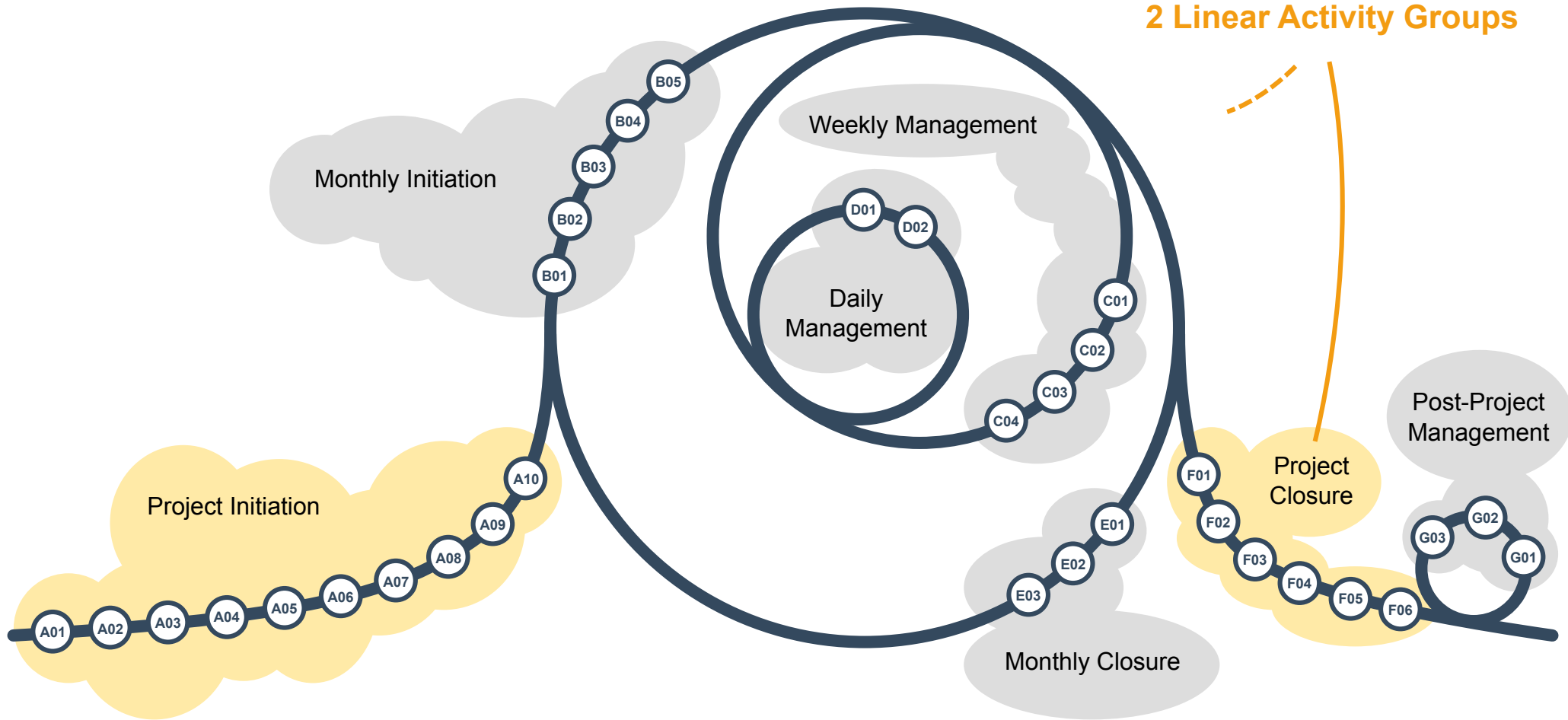
The Process

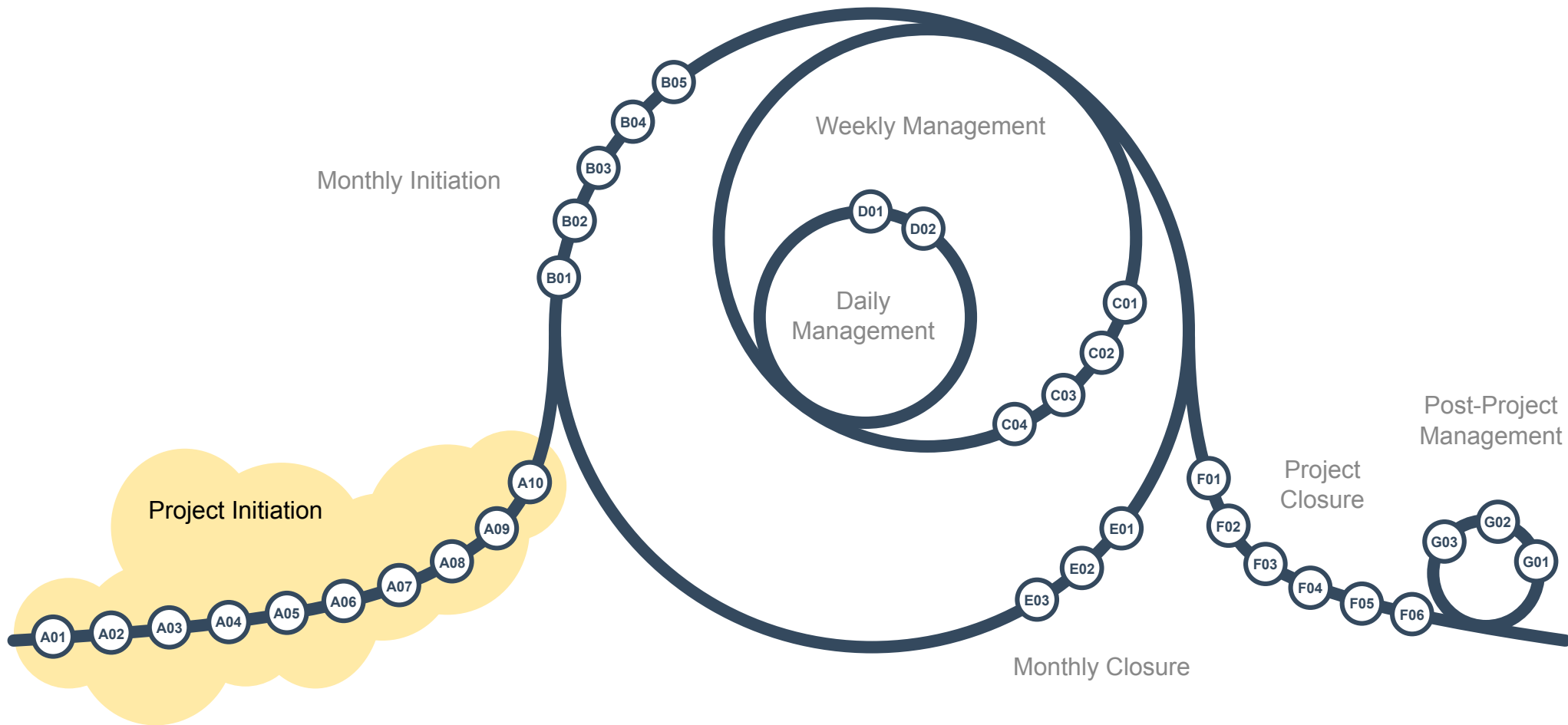


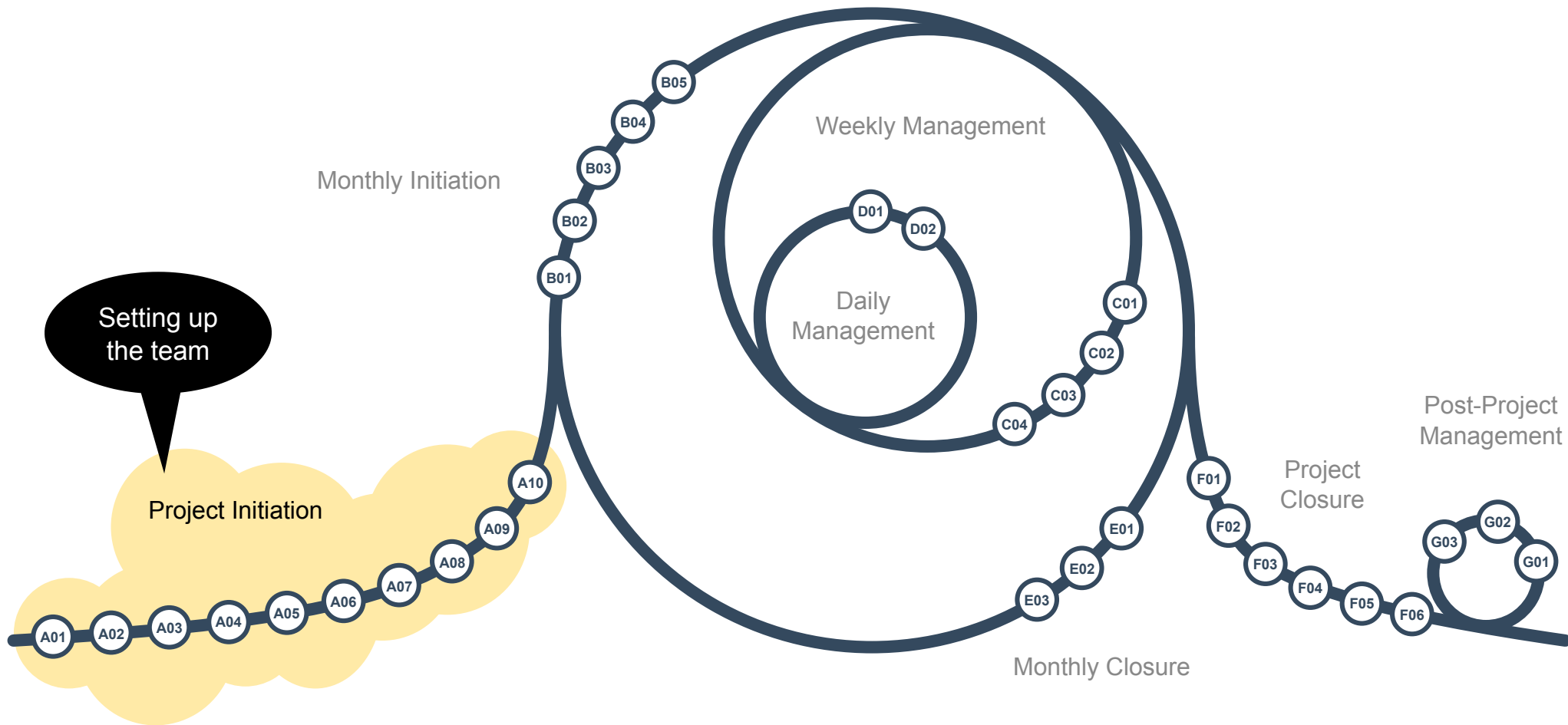


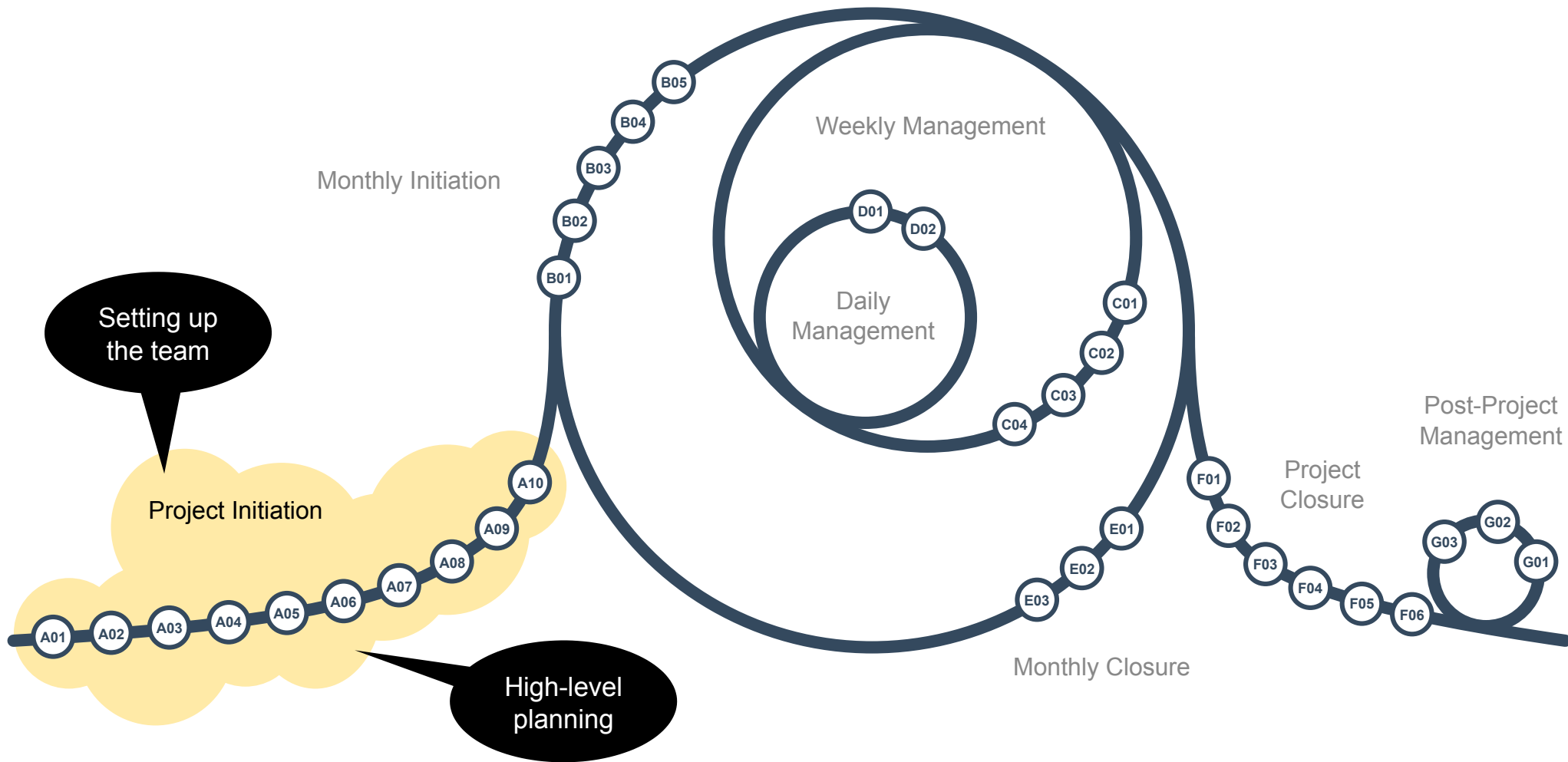


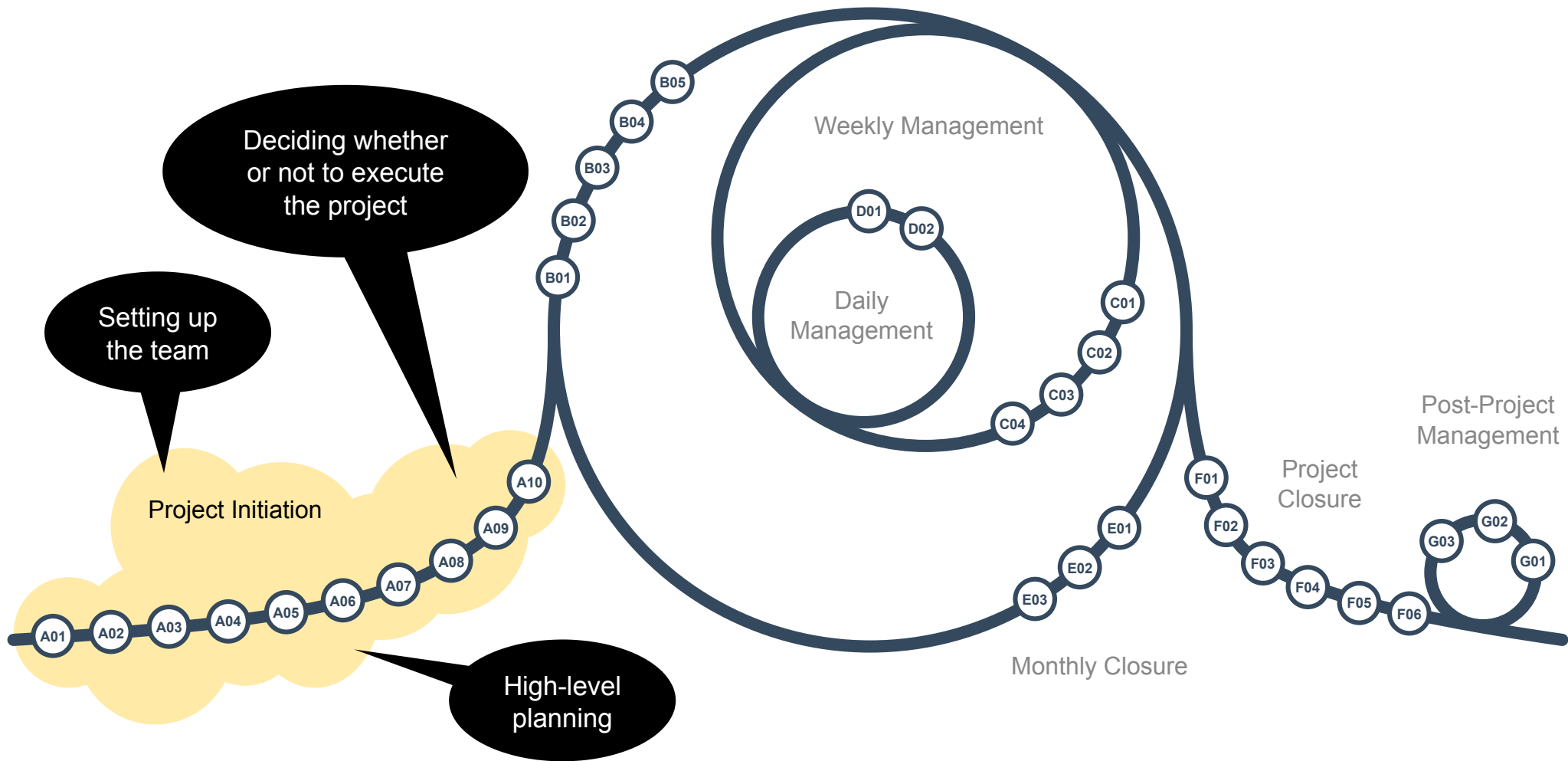


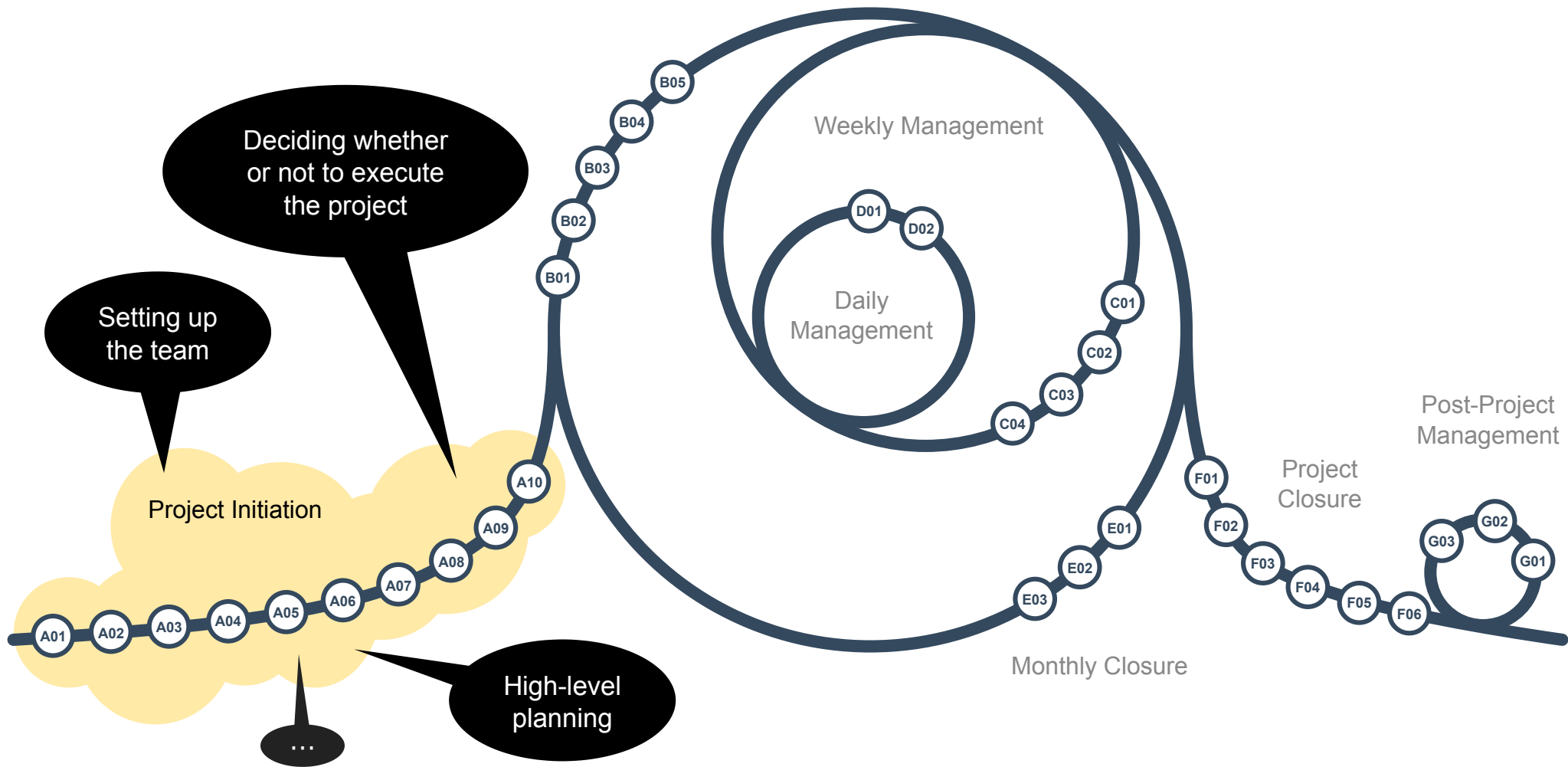


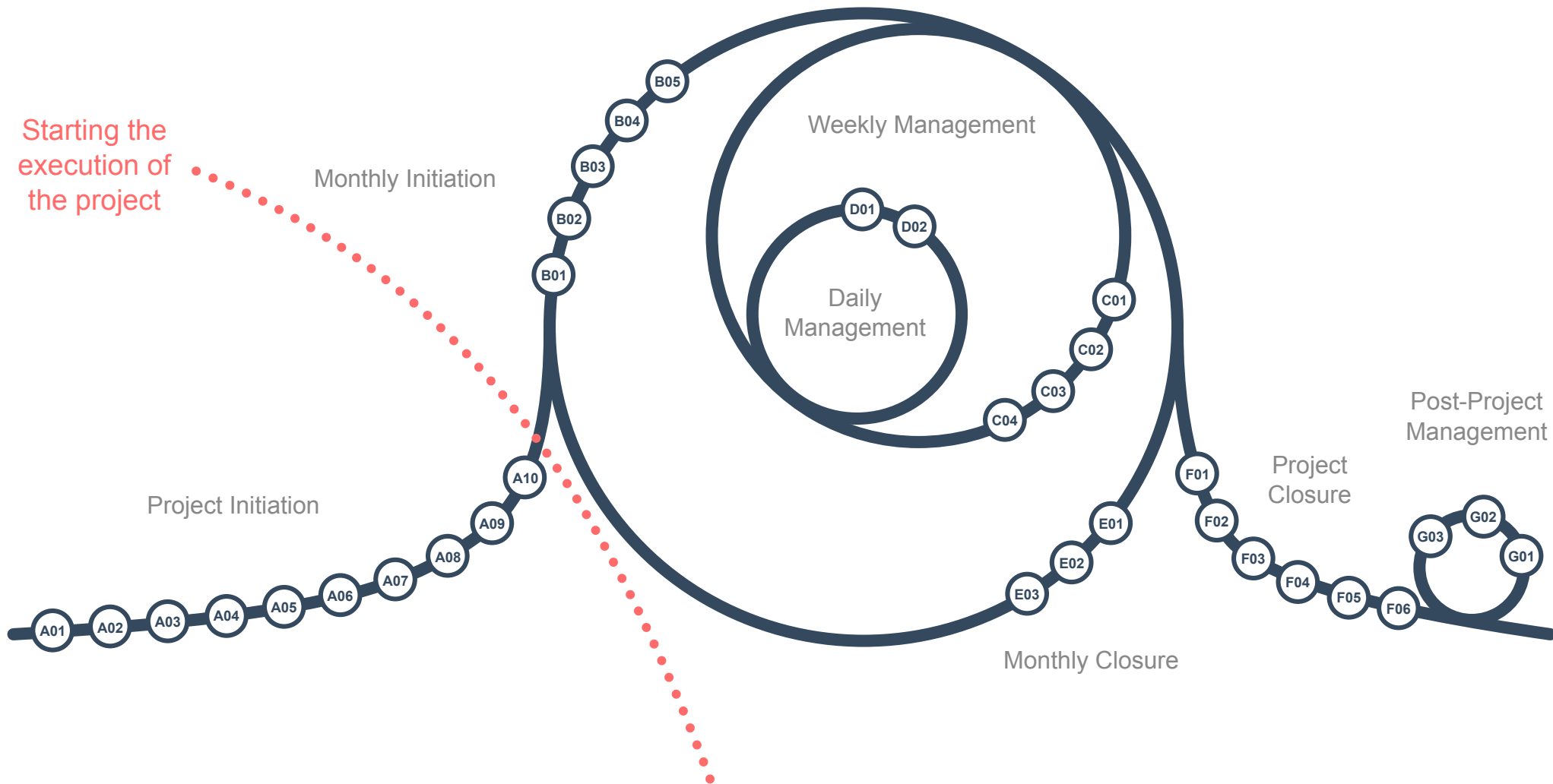


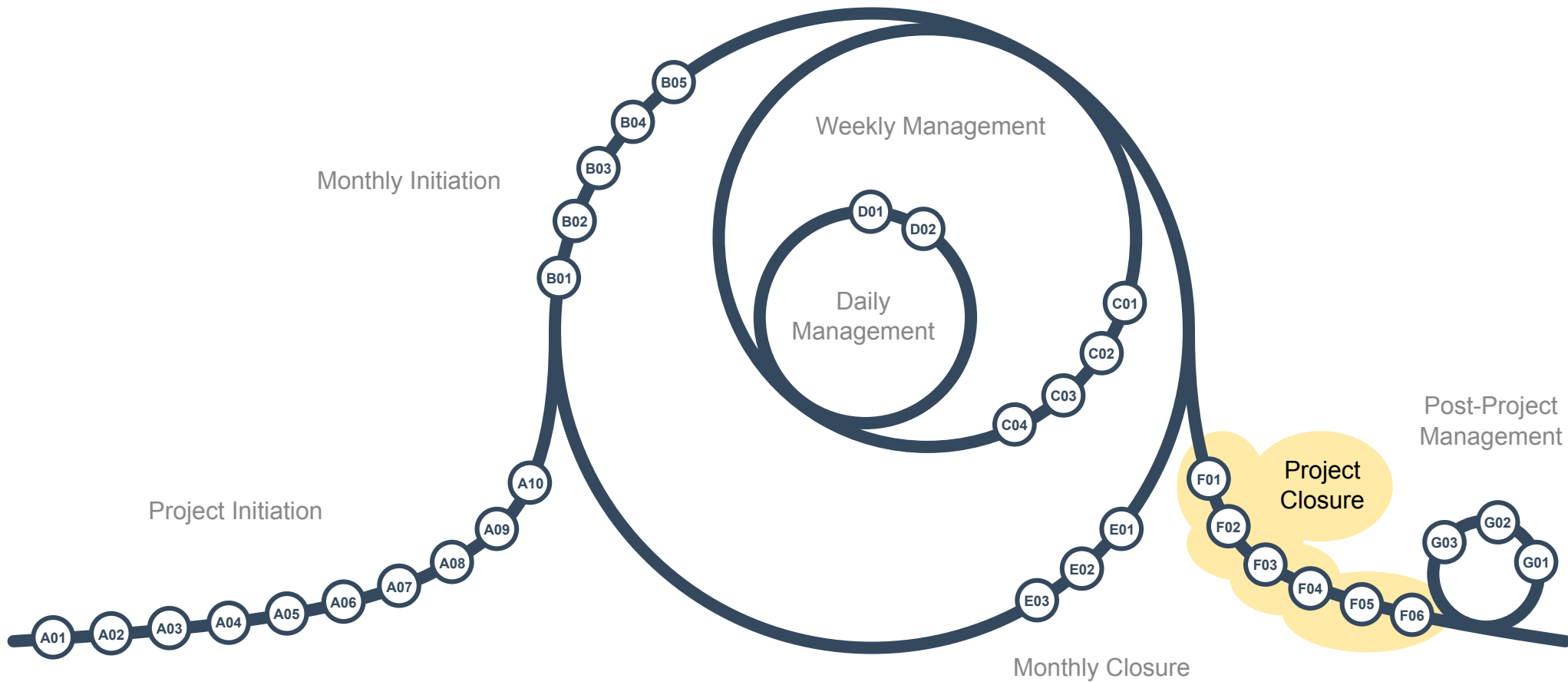


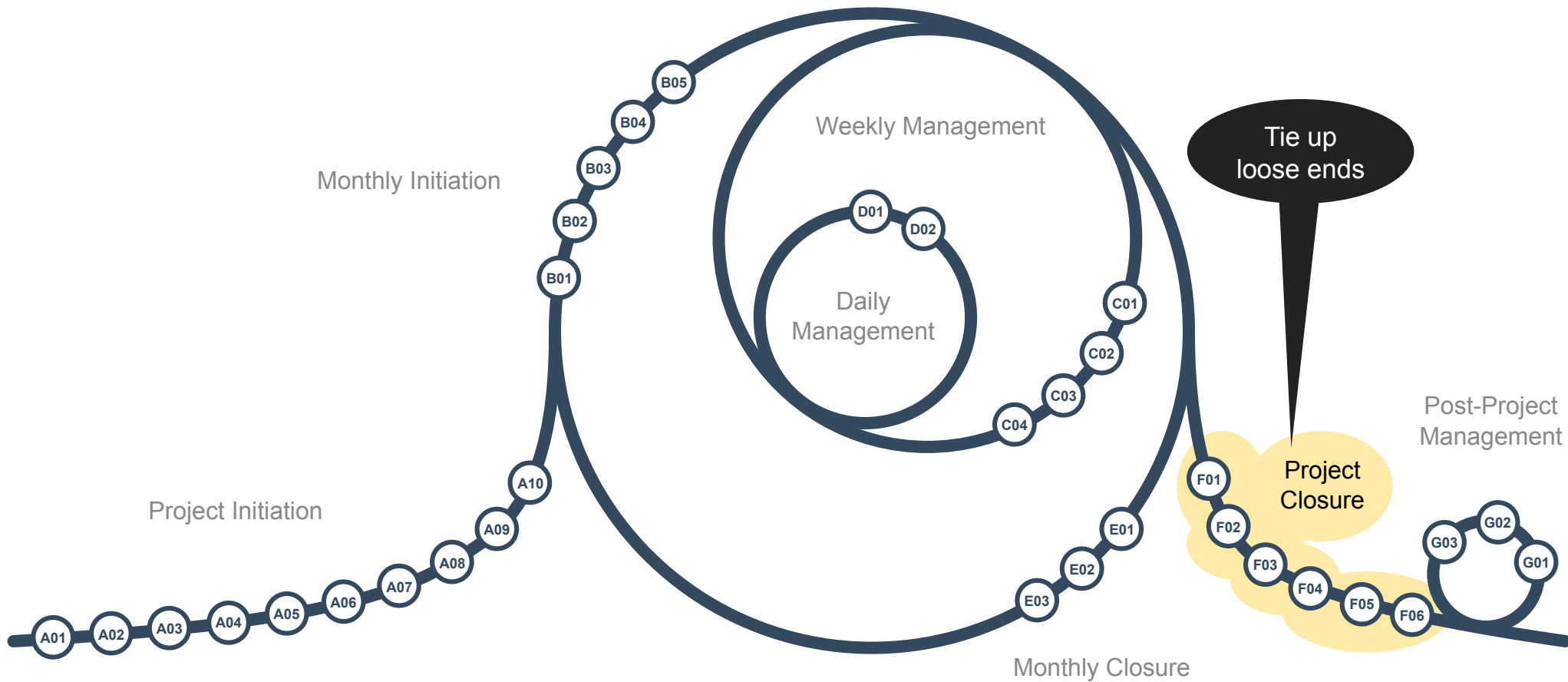


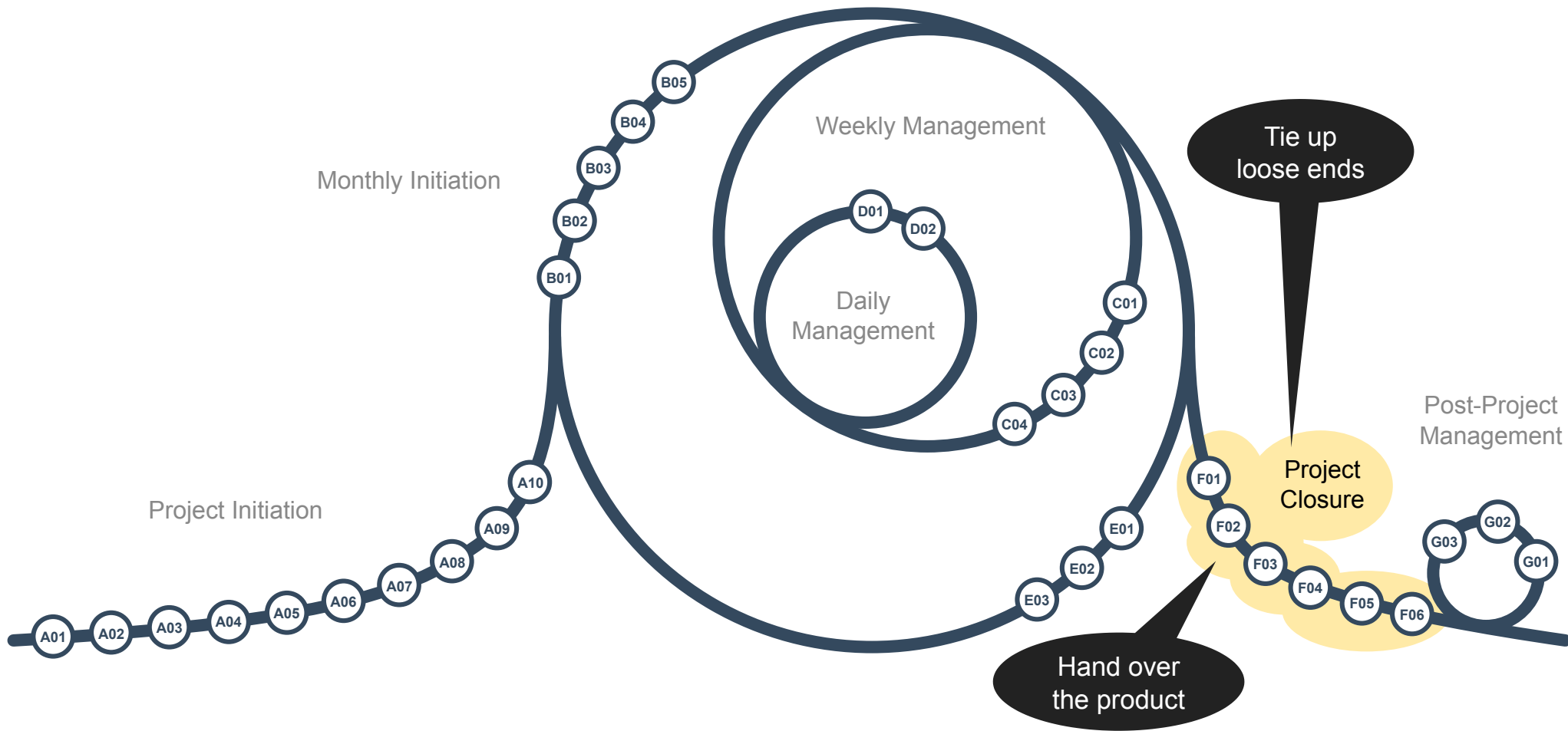


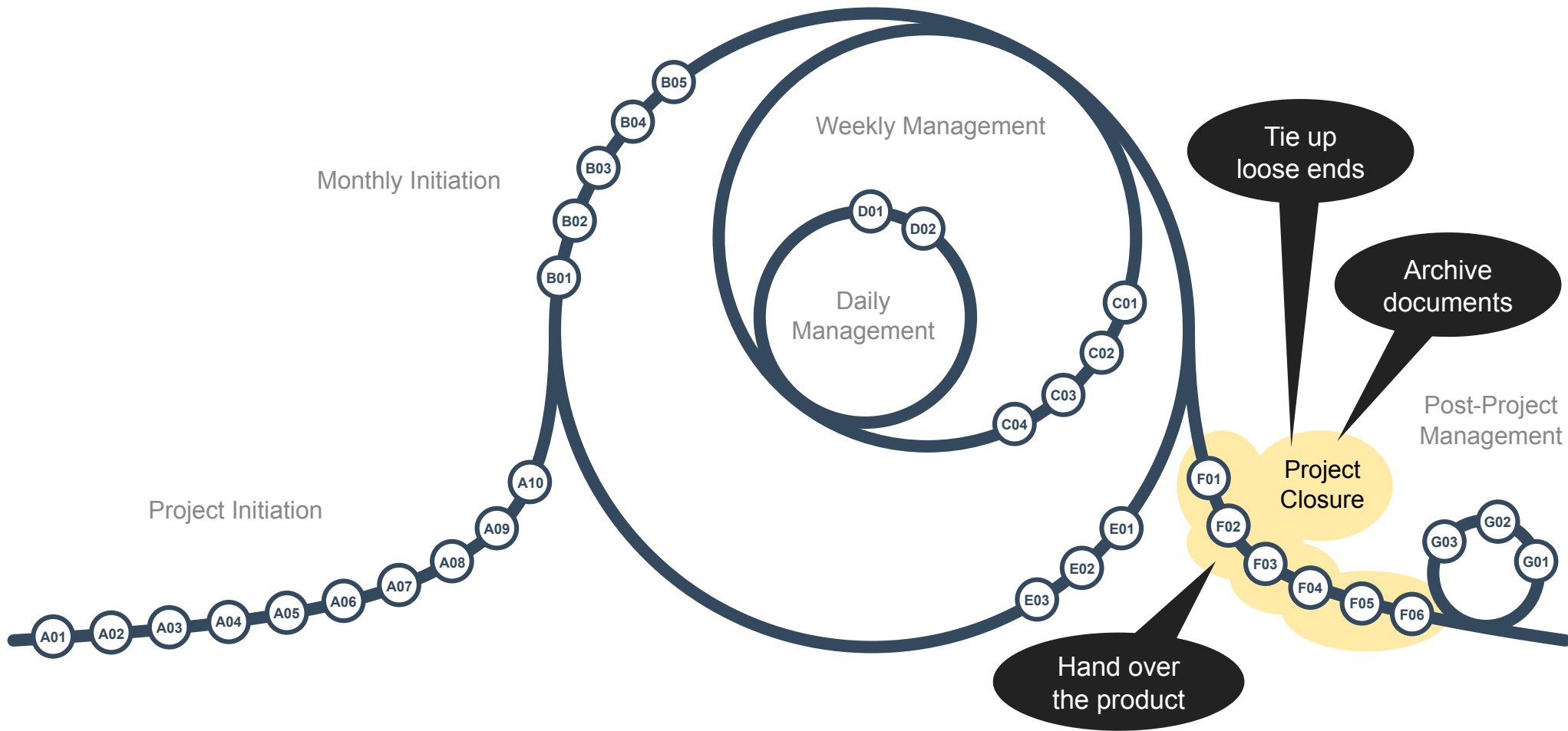


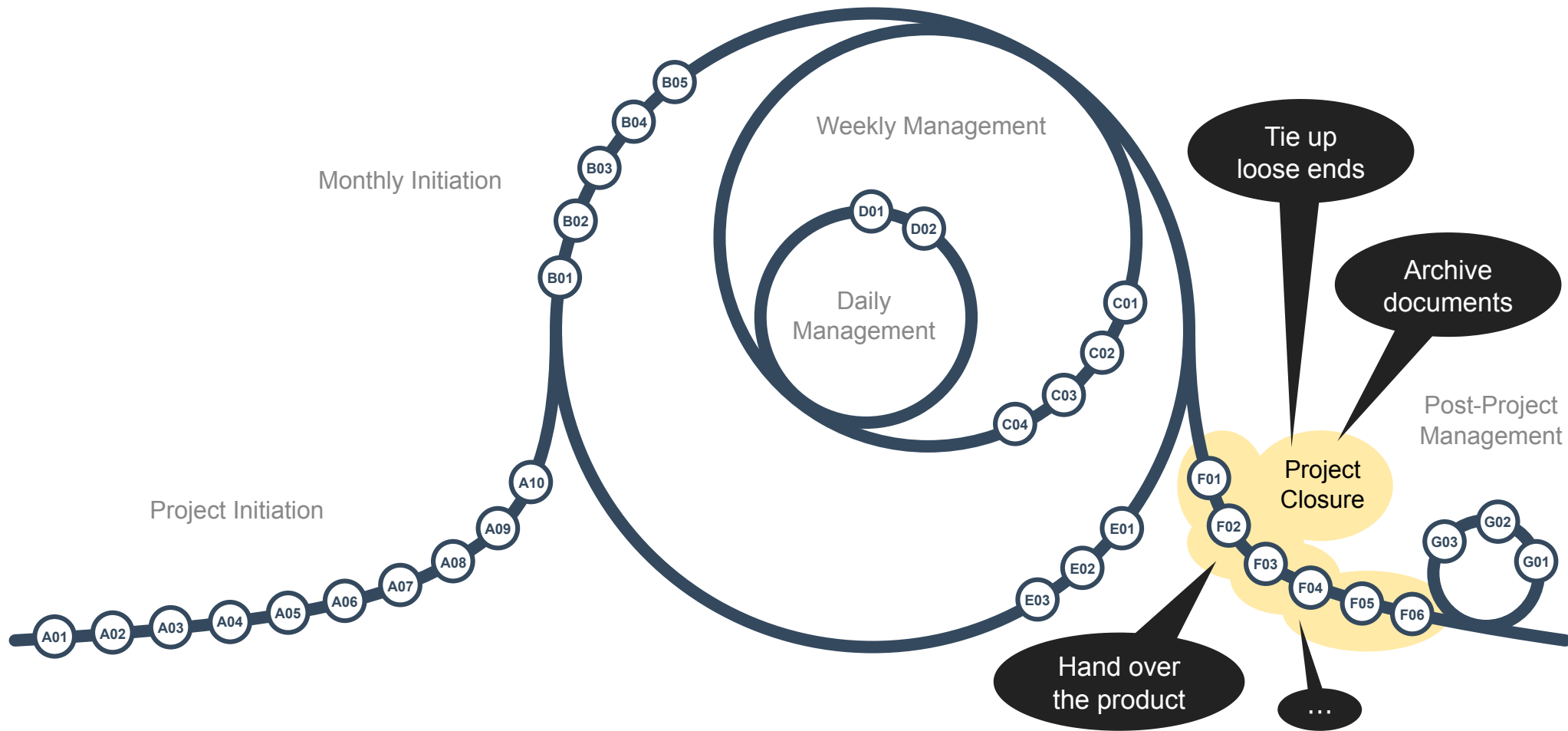


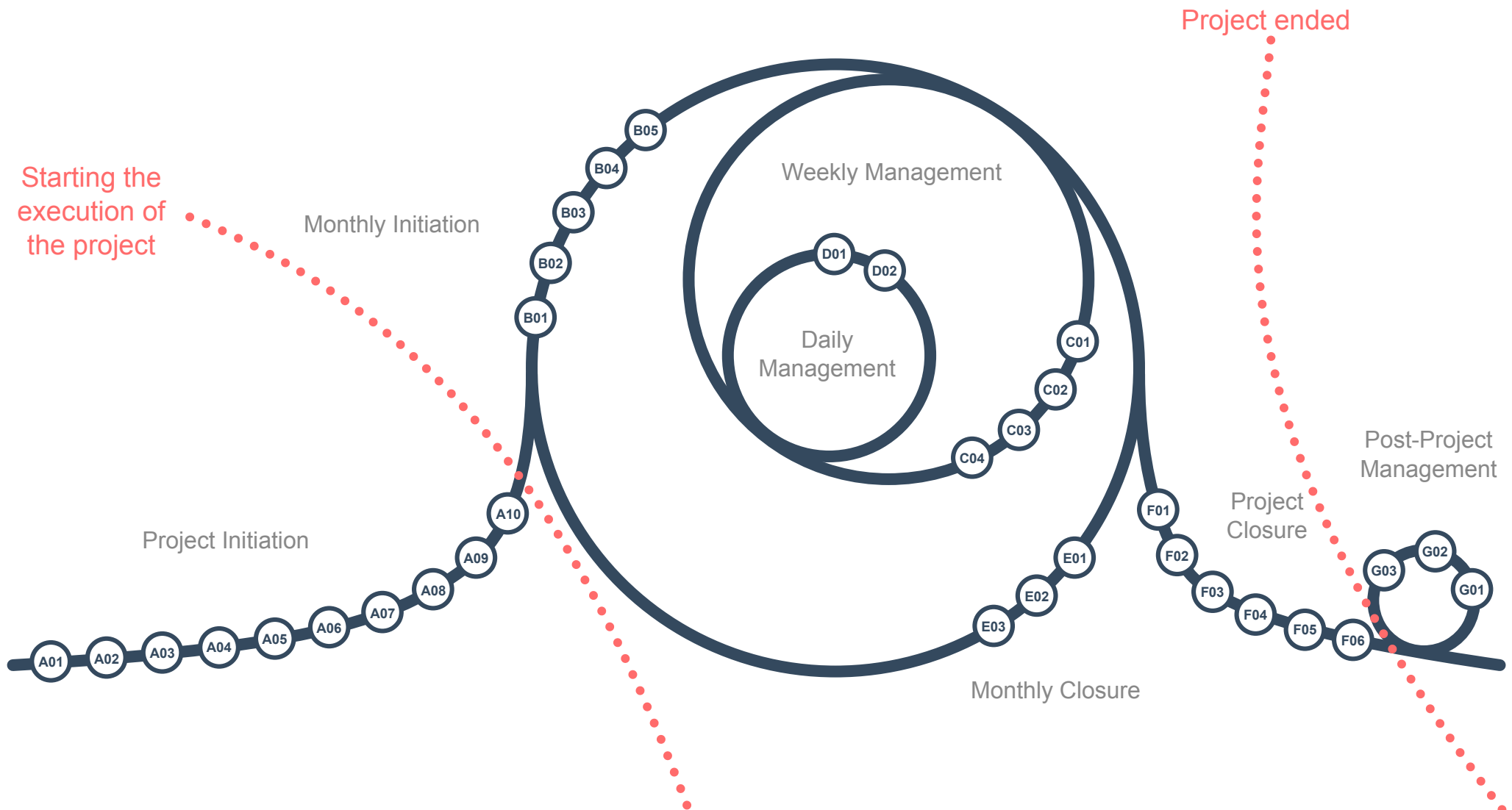


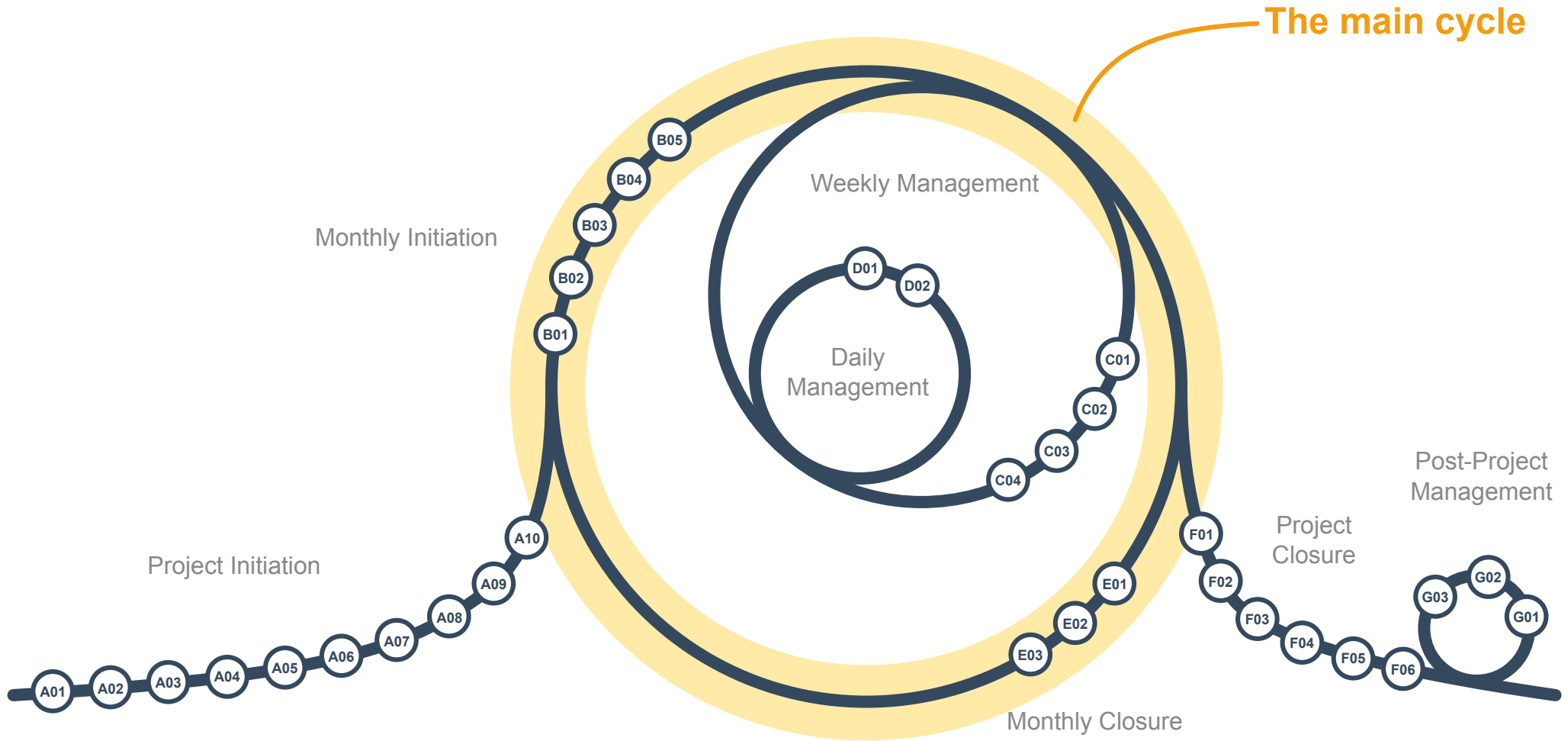


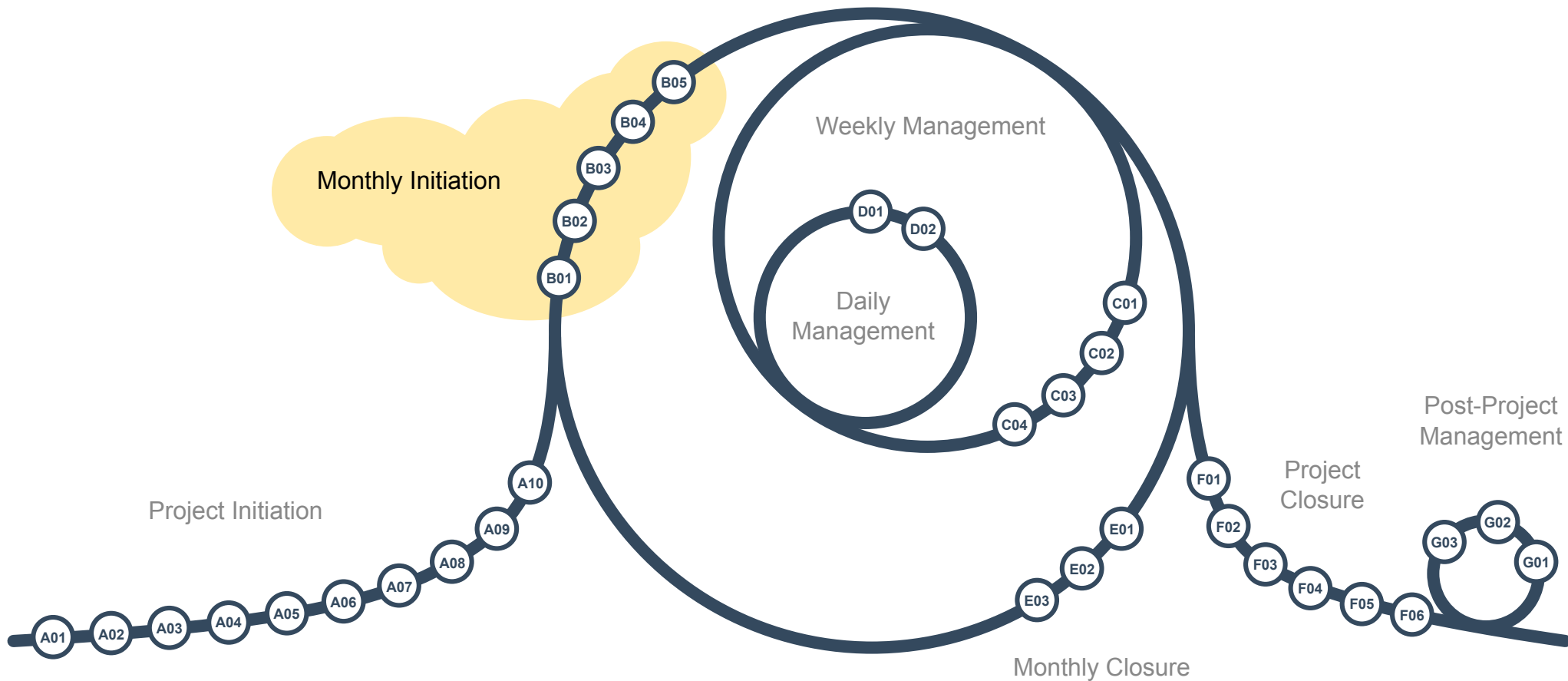


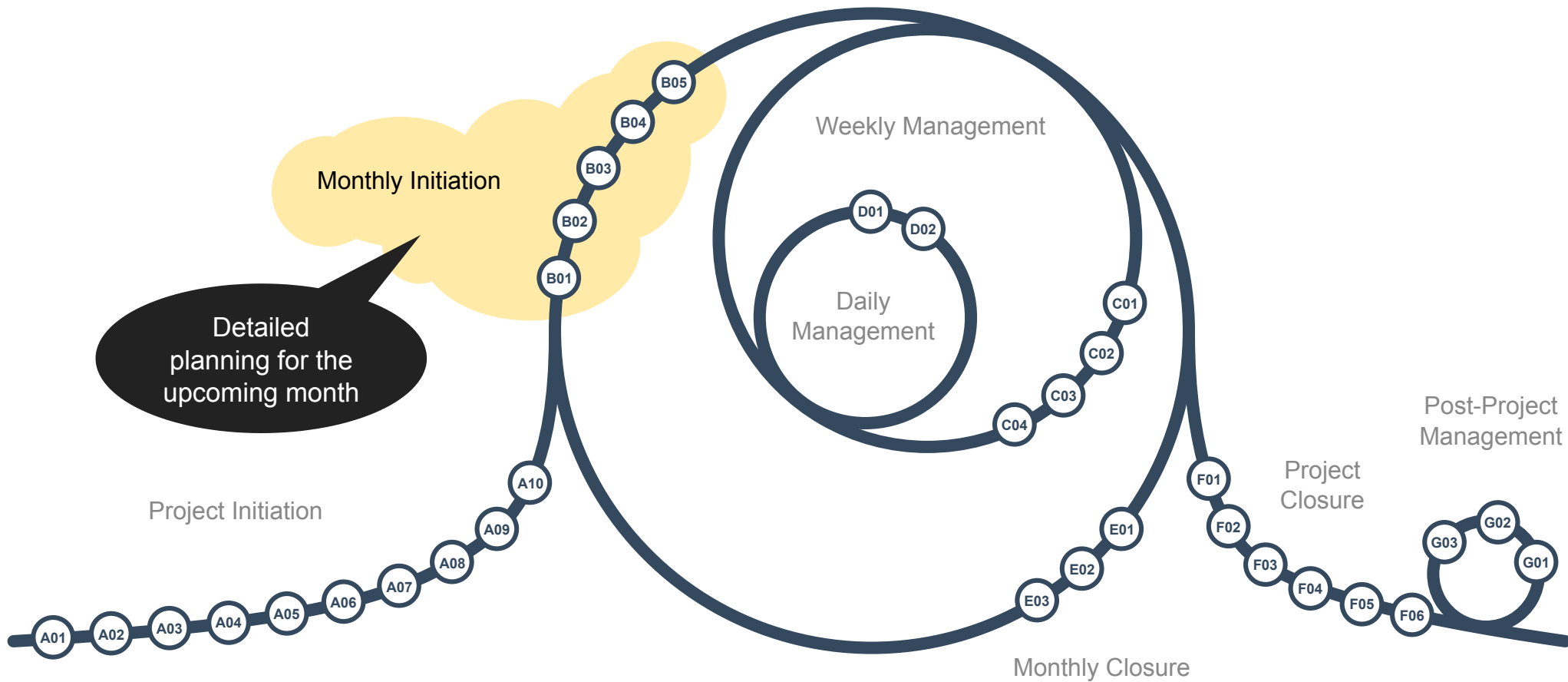


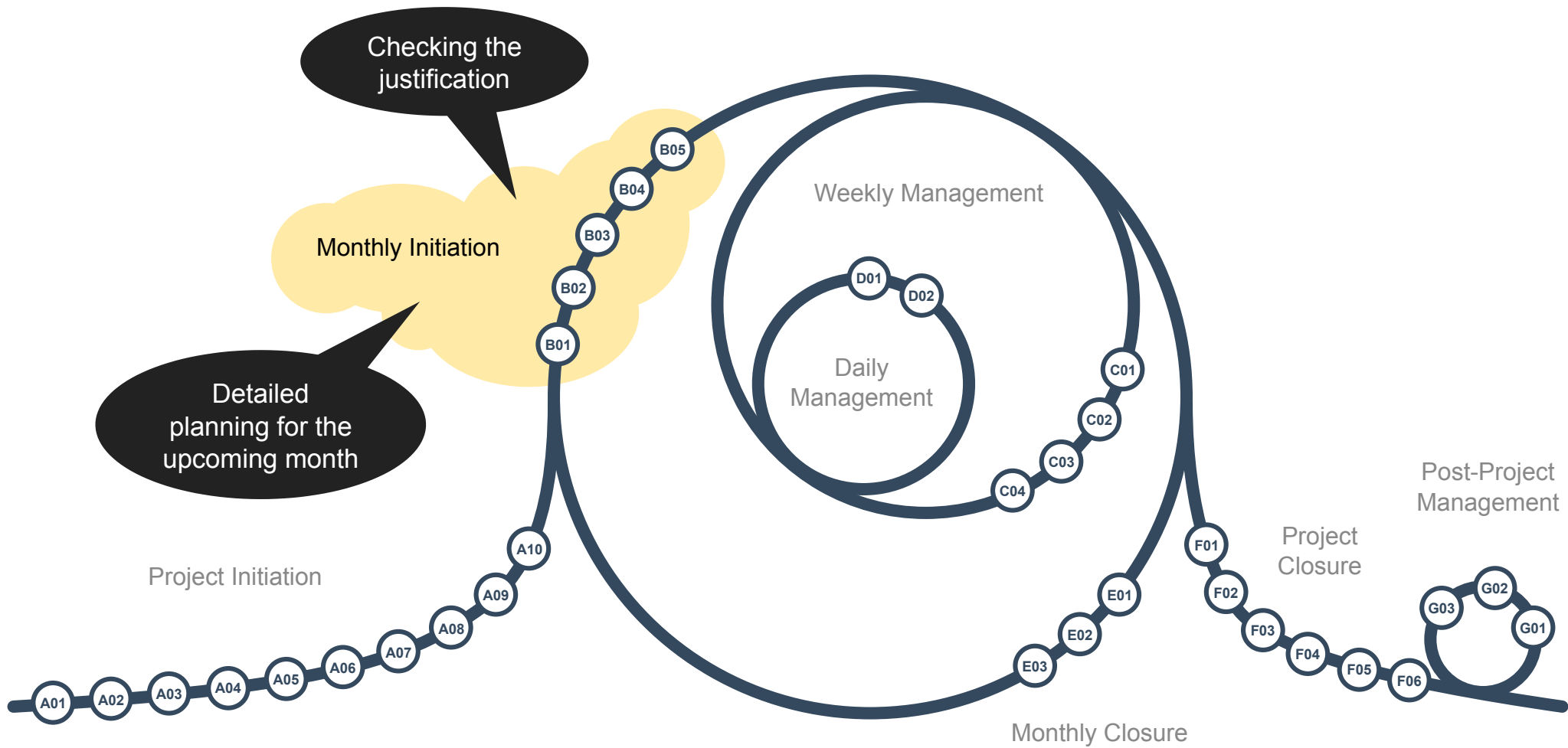


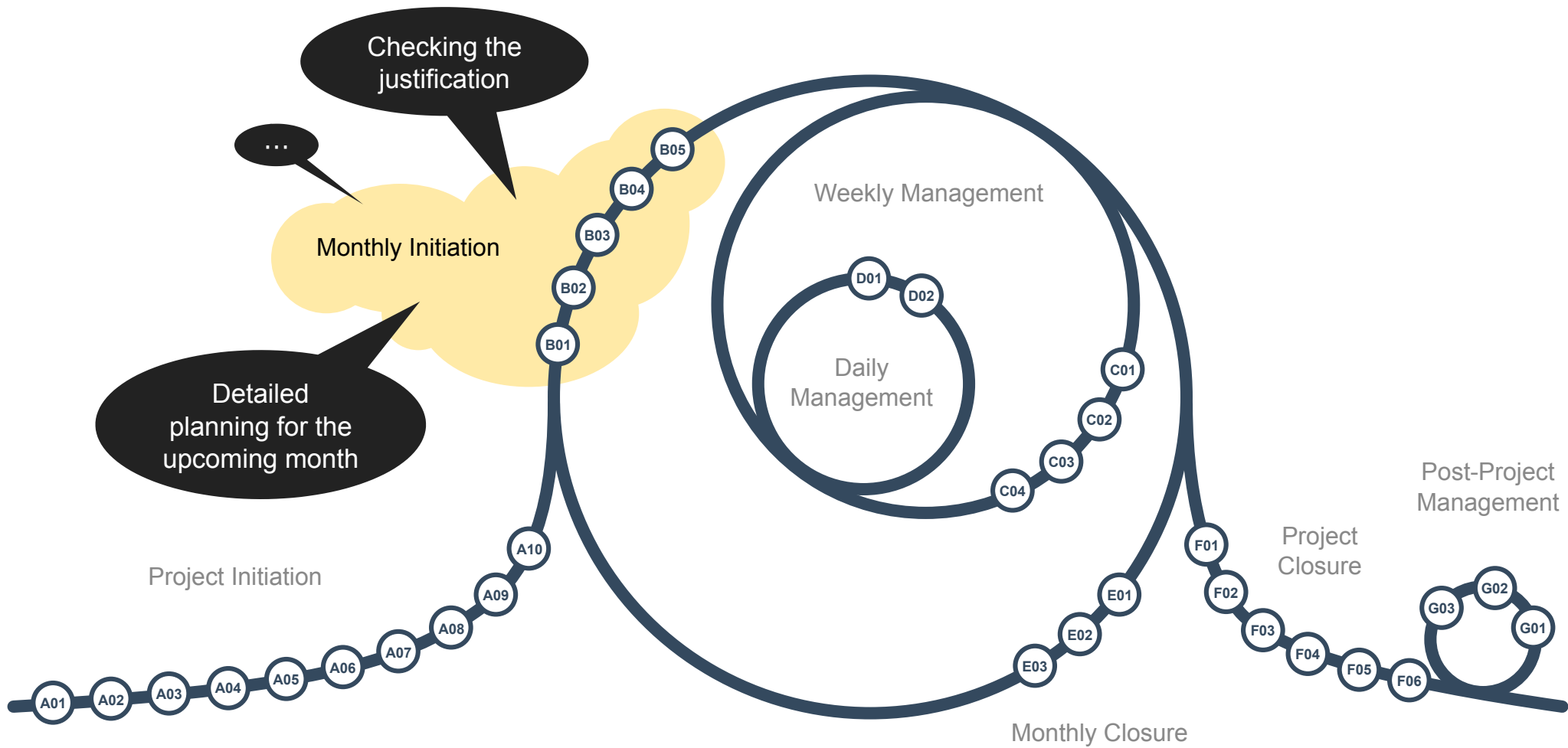


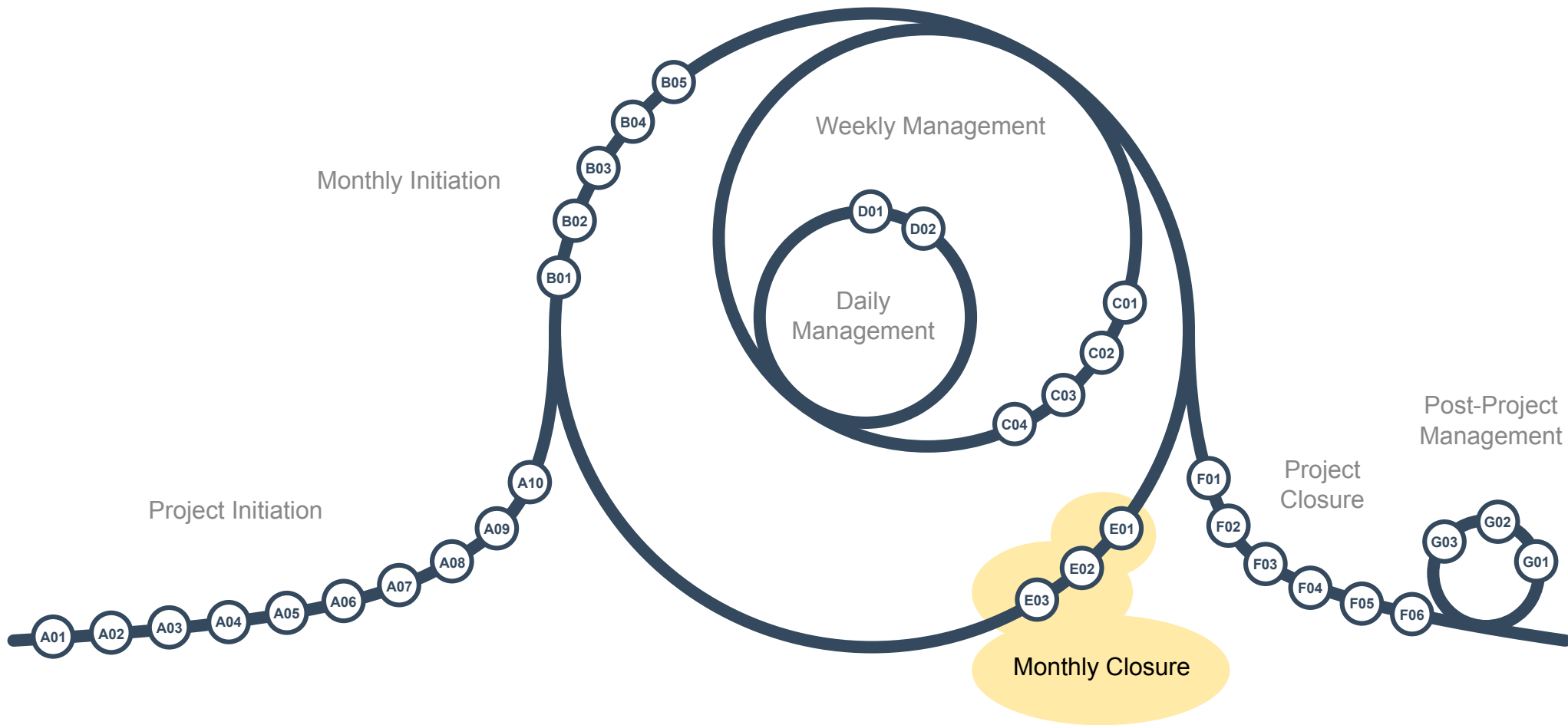


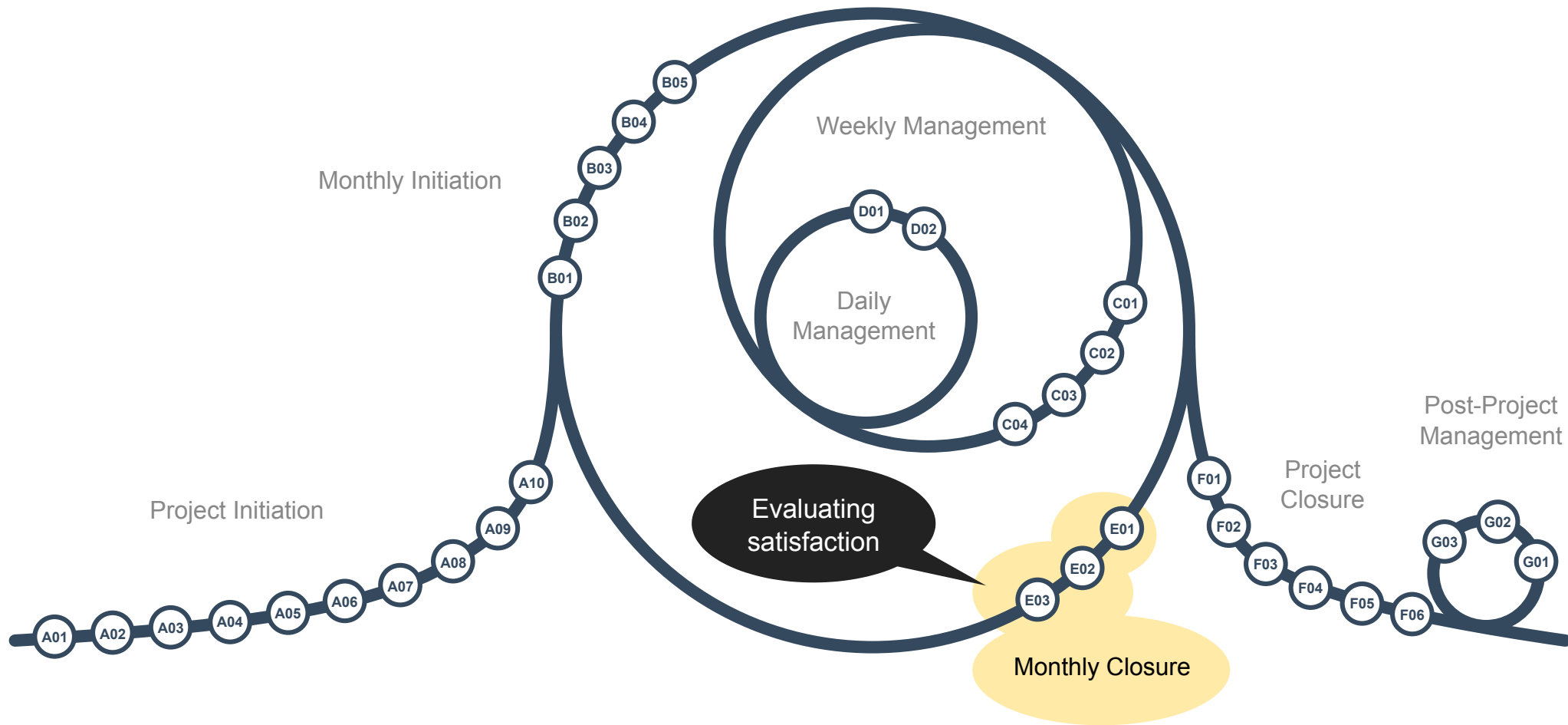


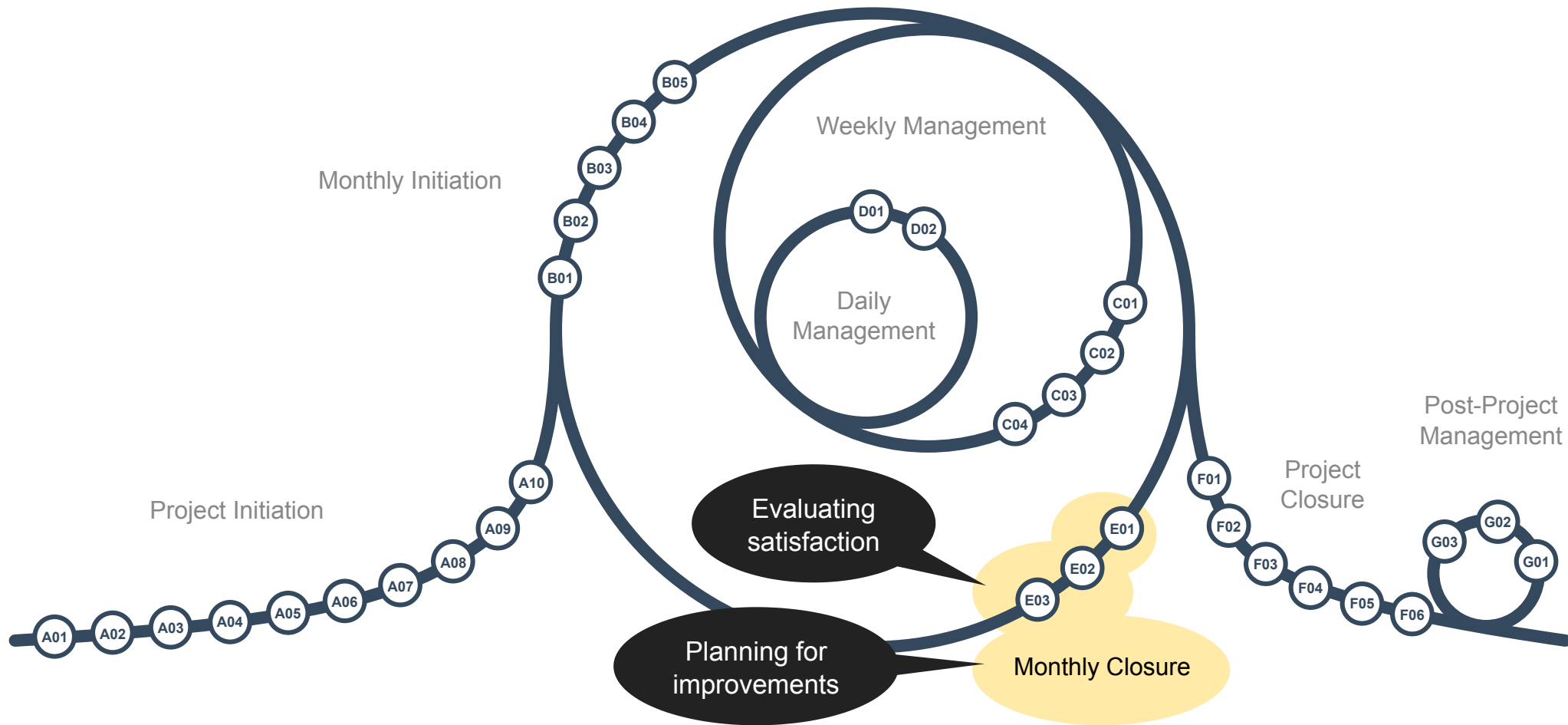


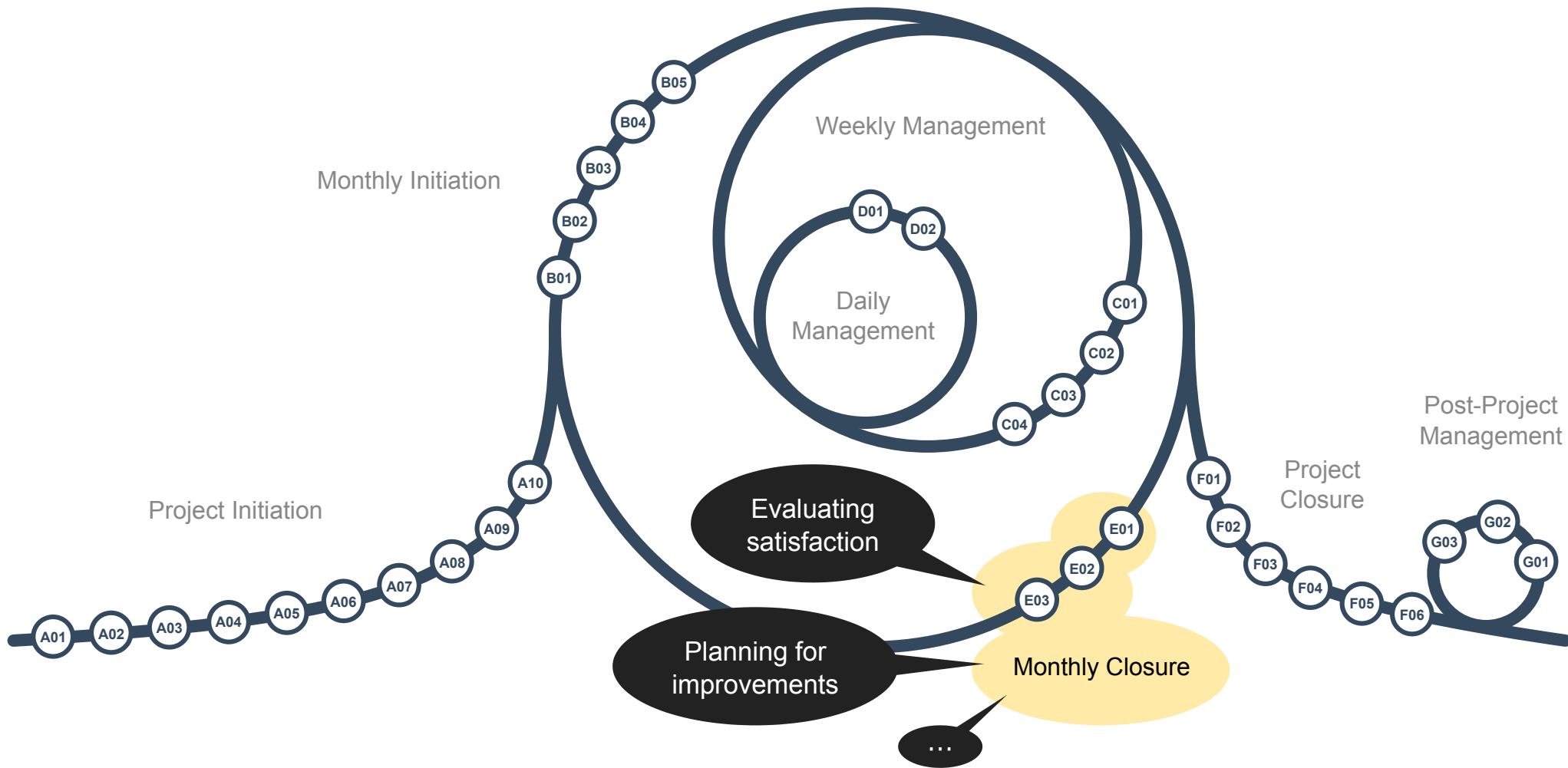


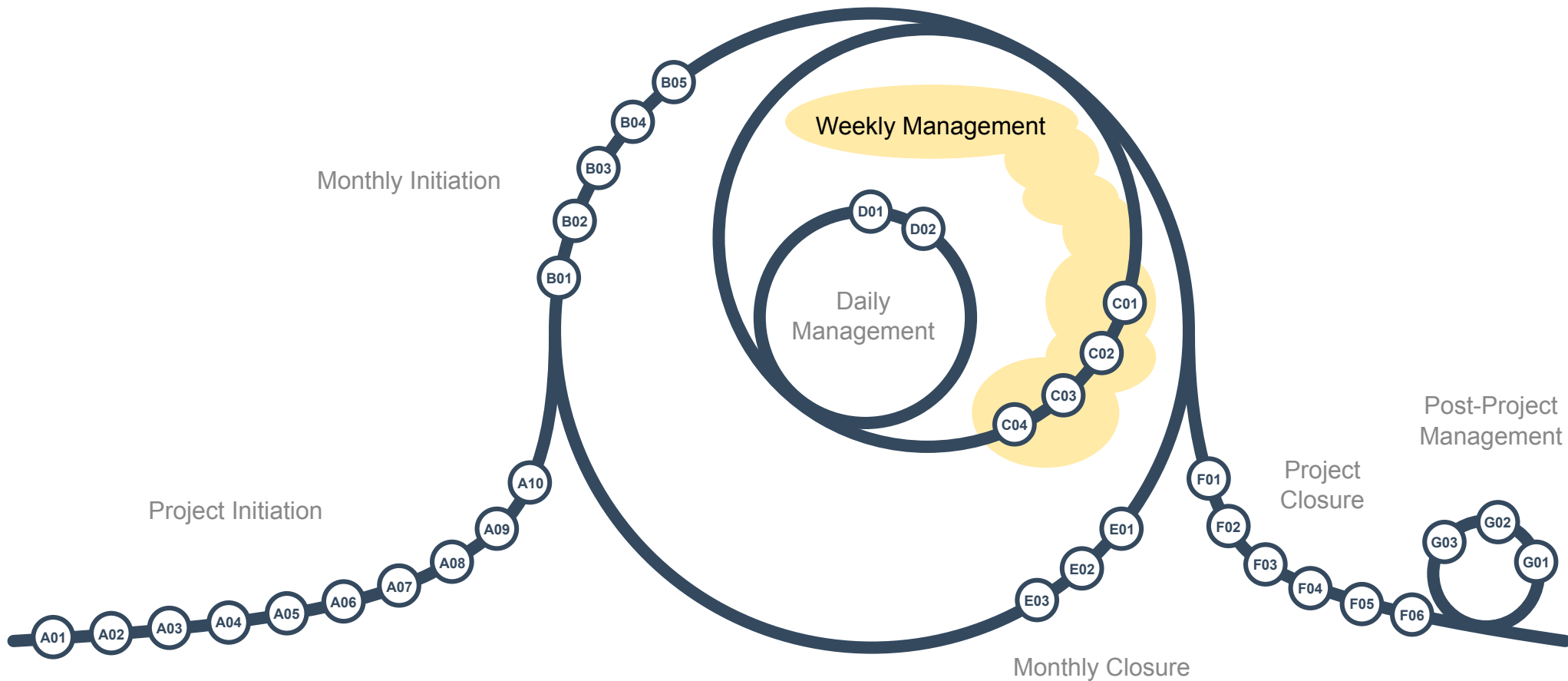


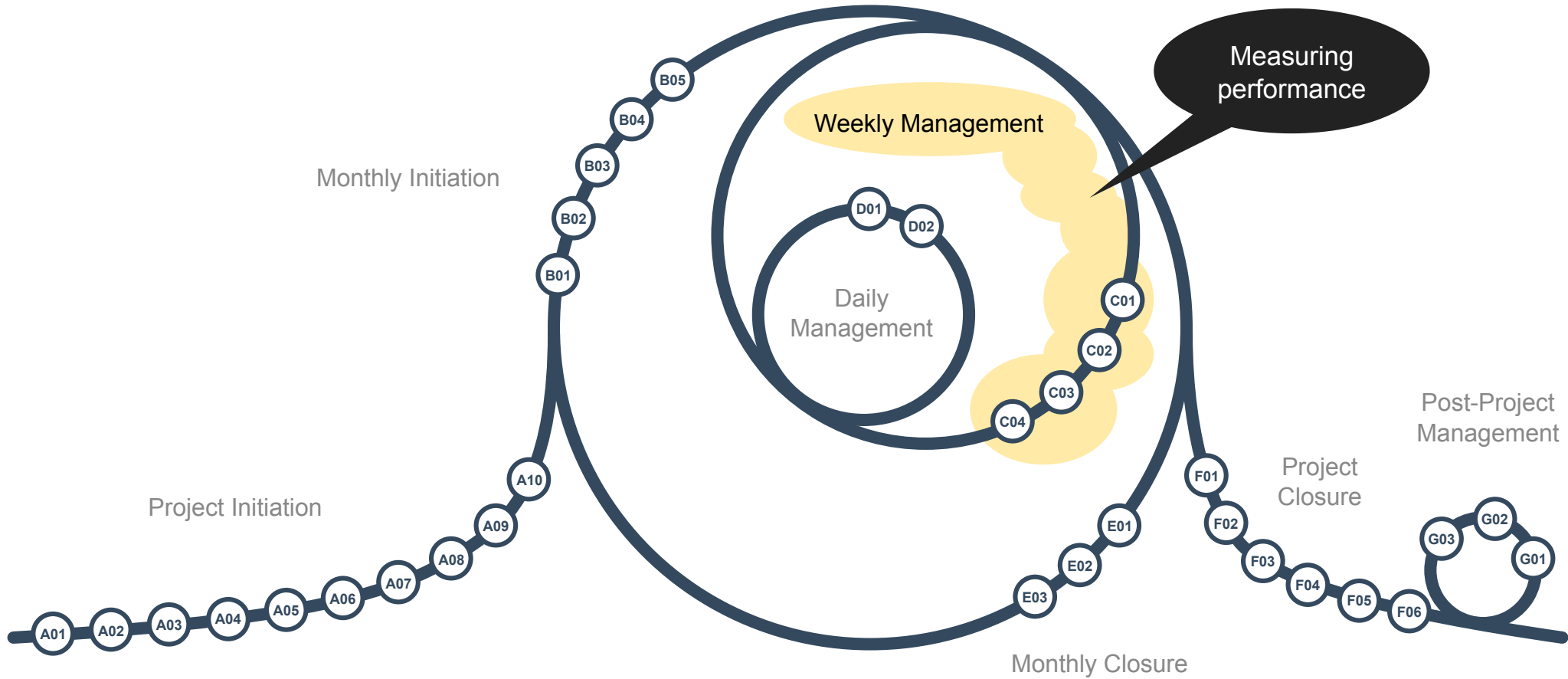


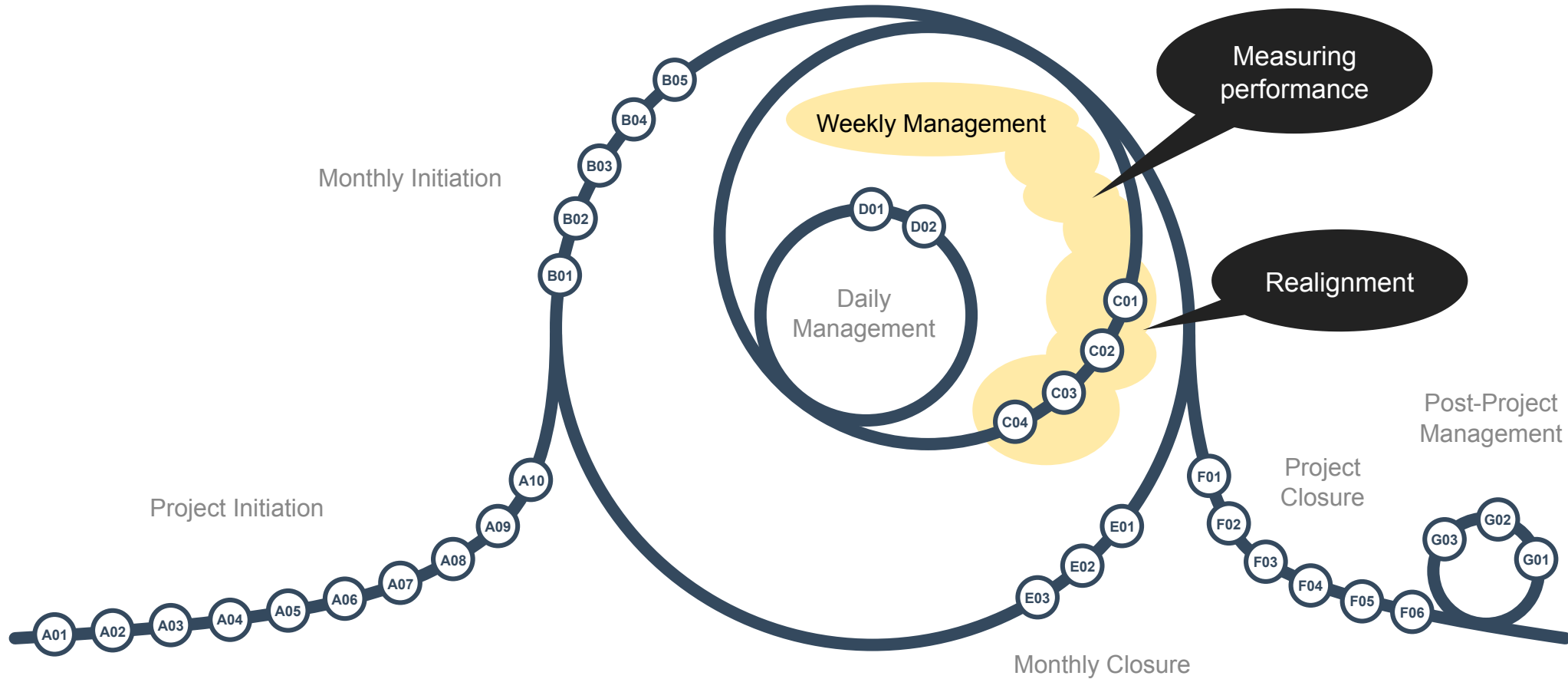


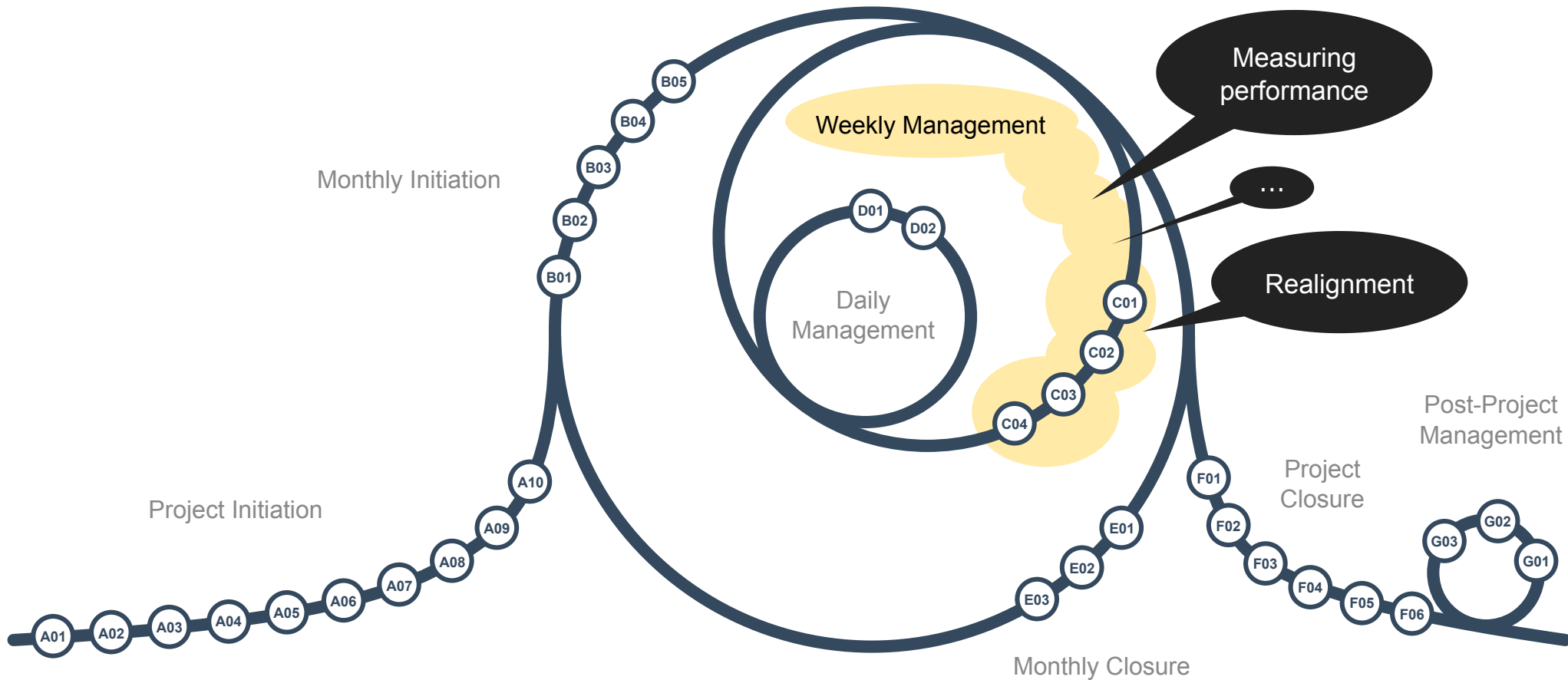


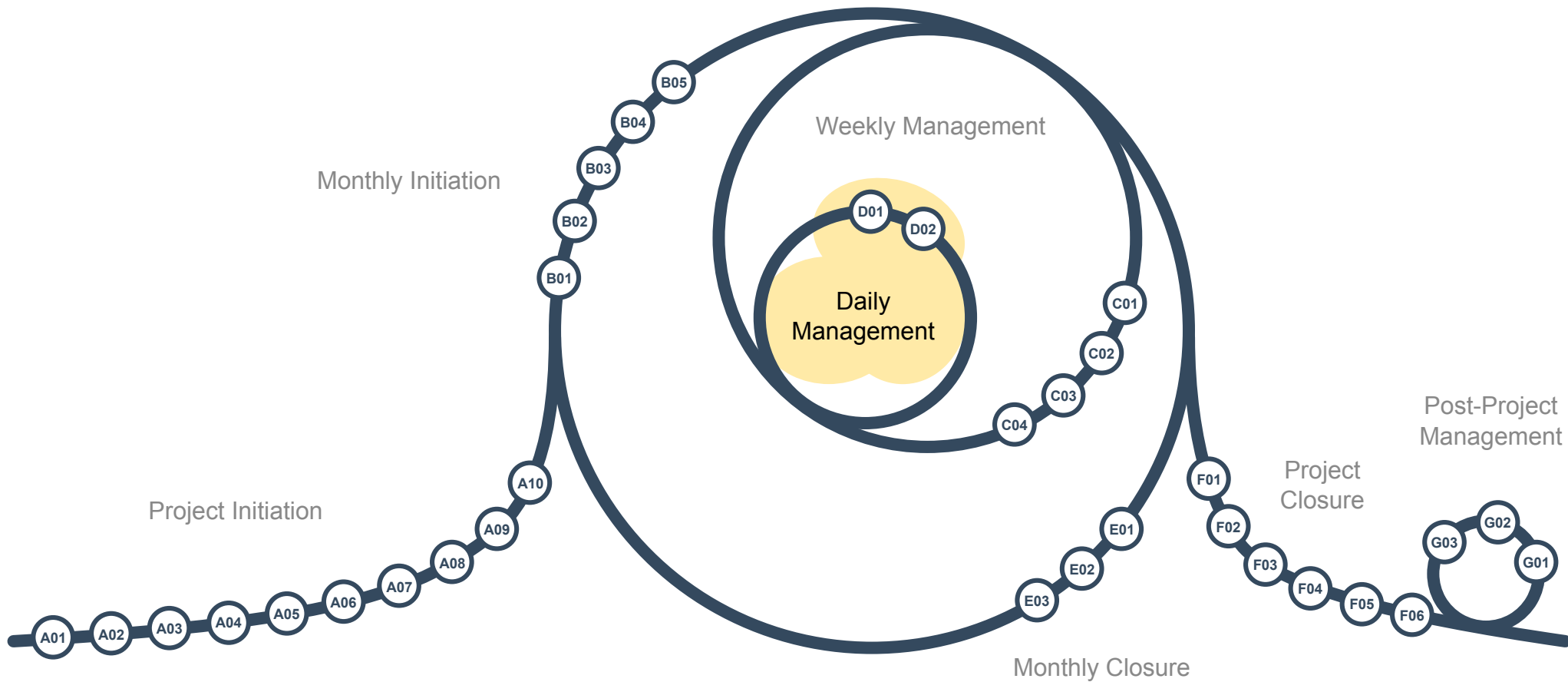


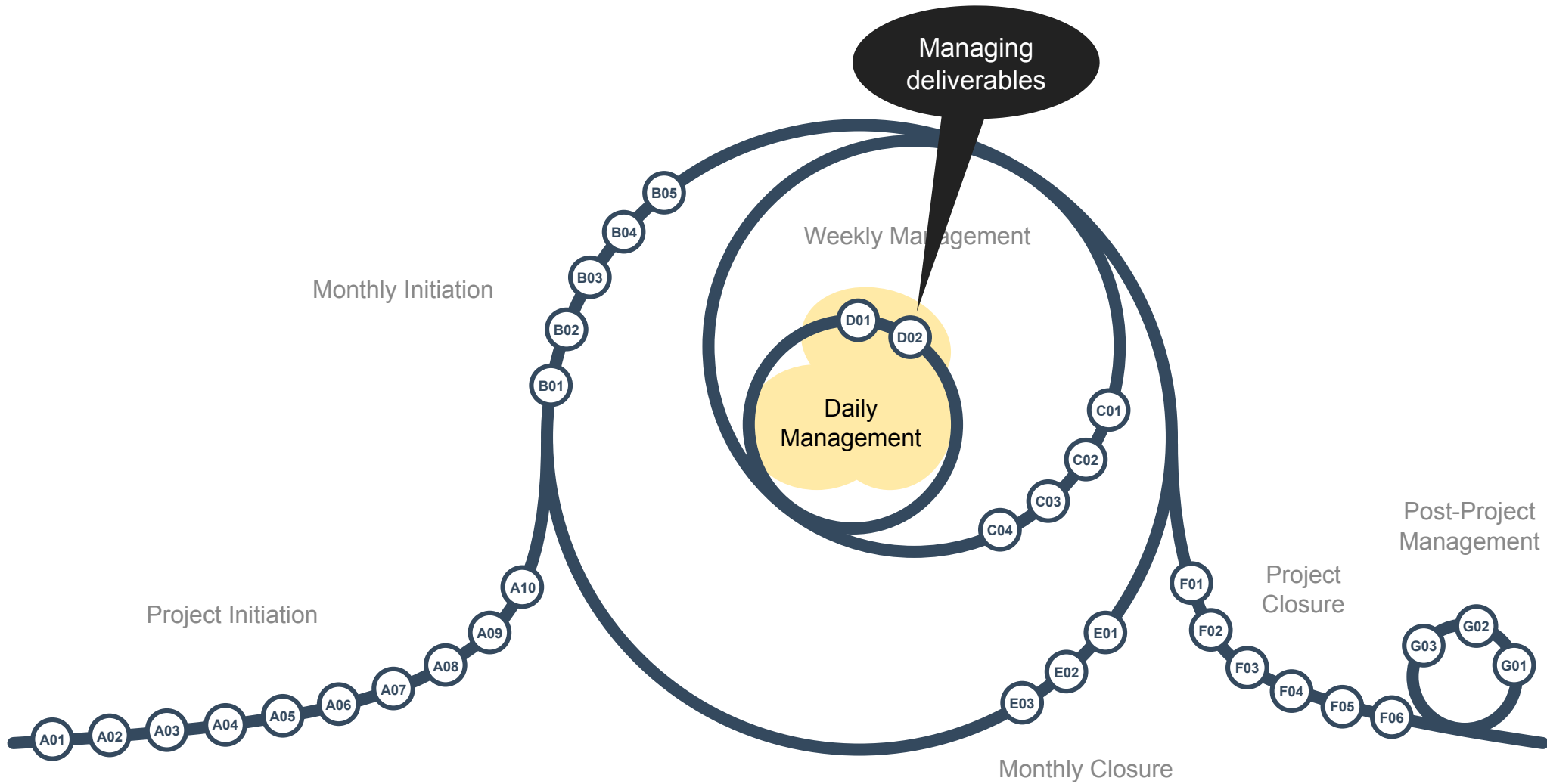


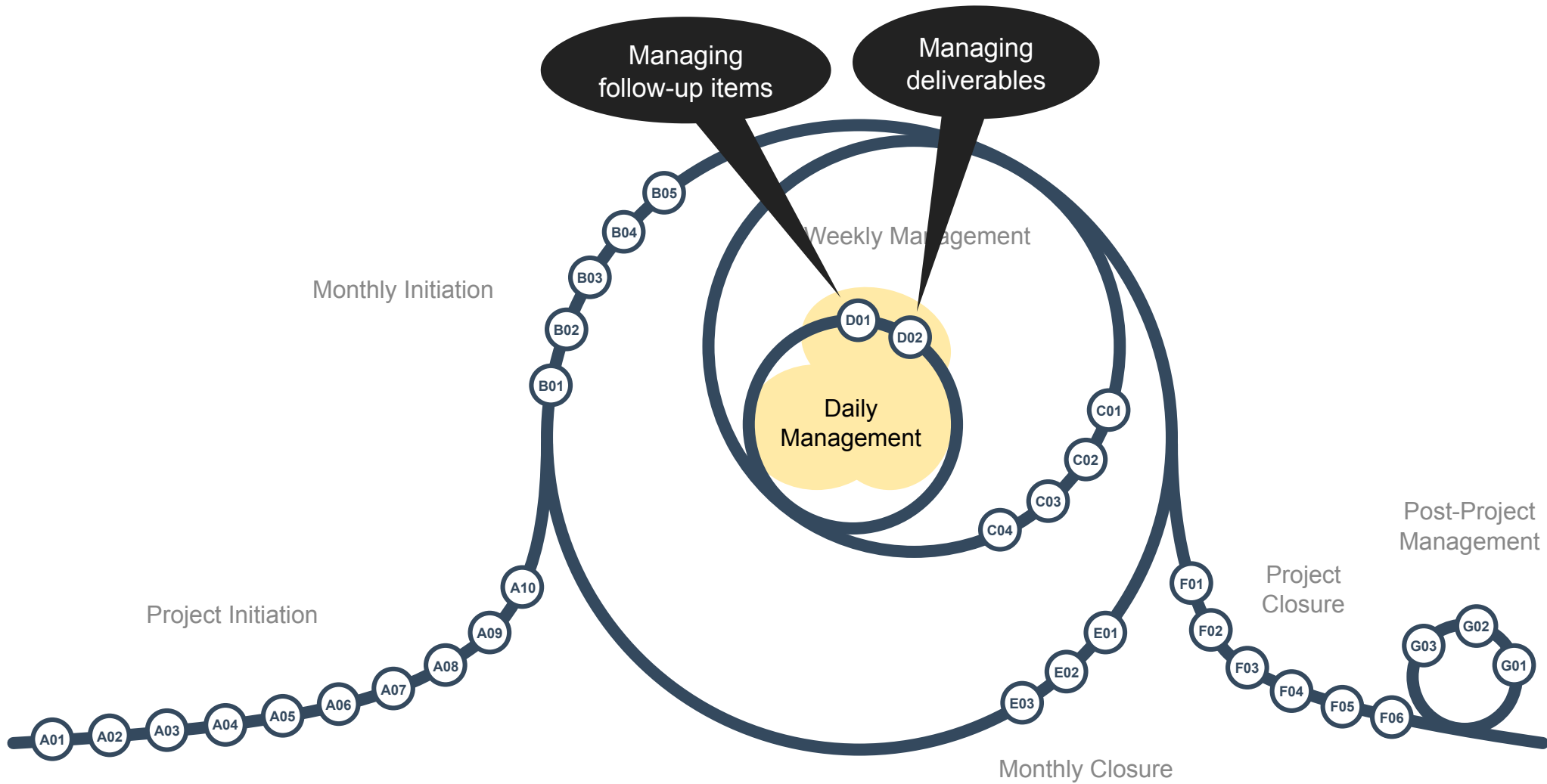


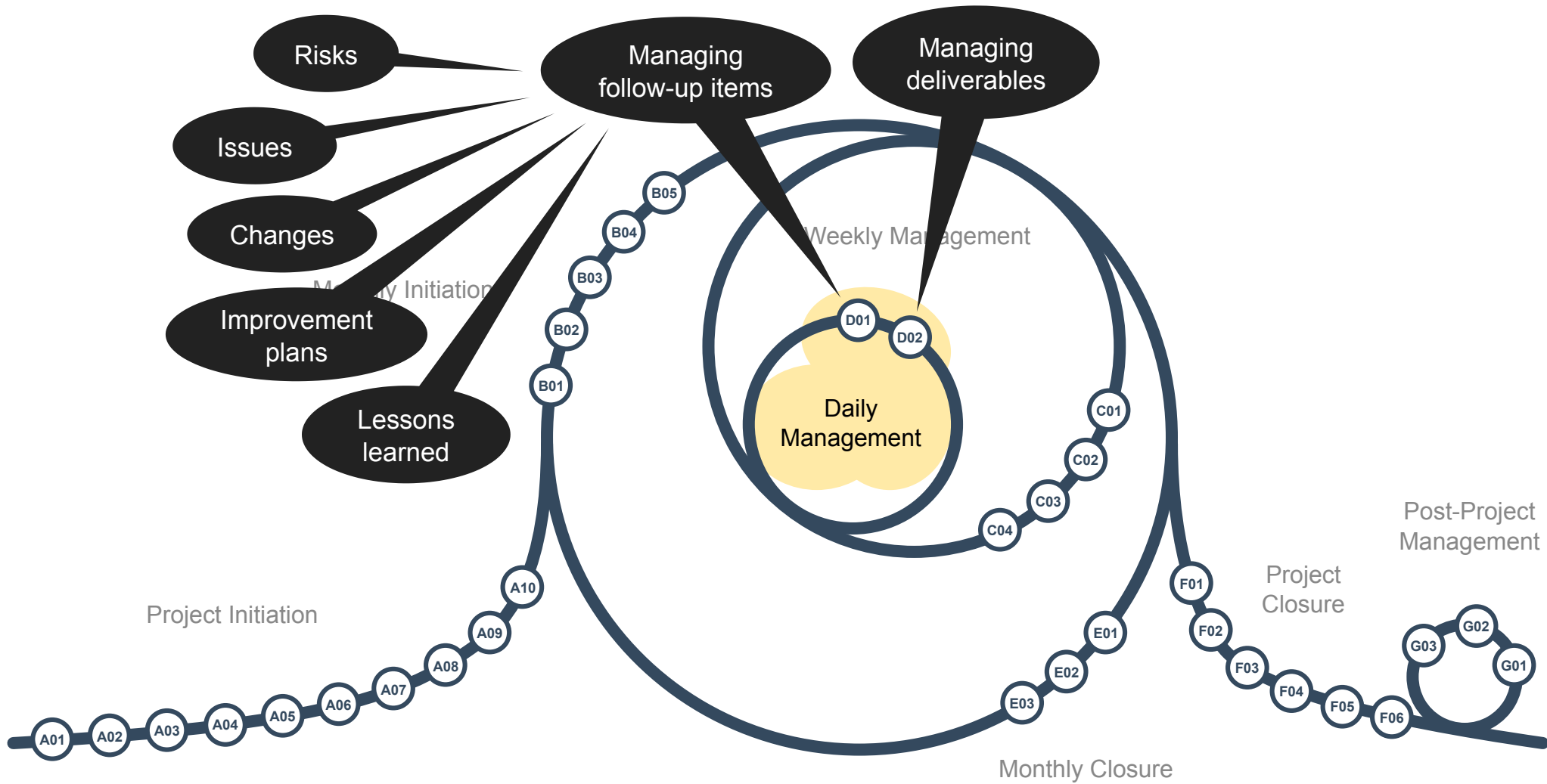


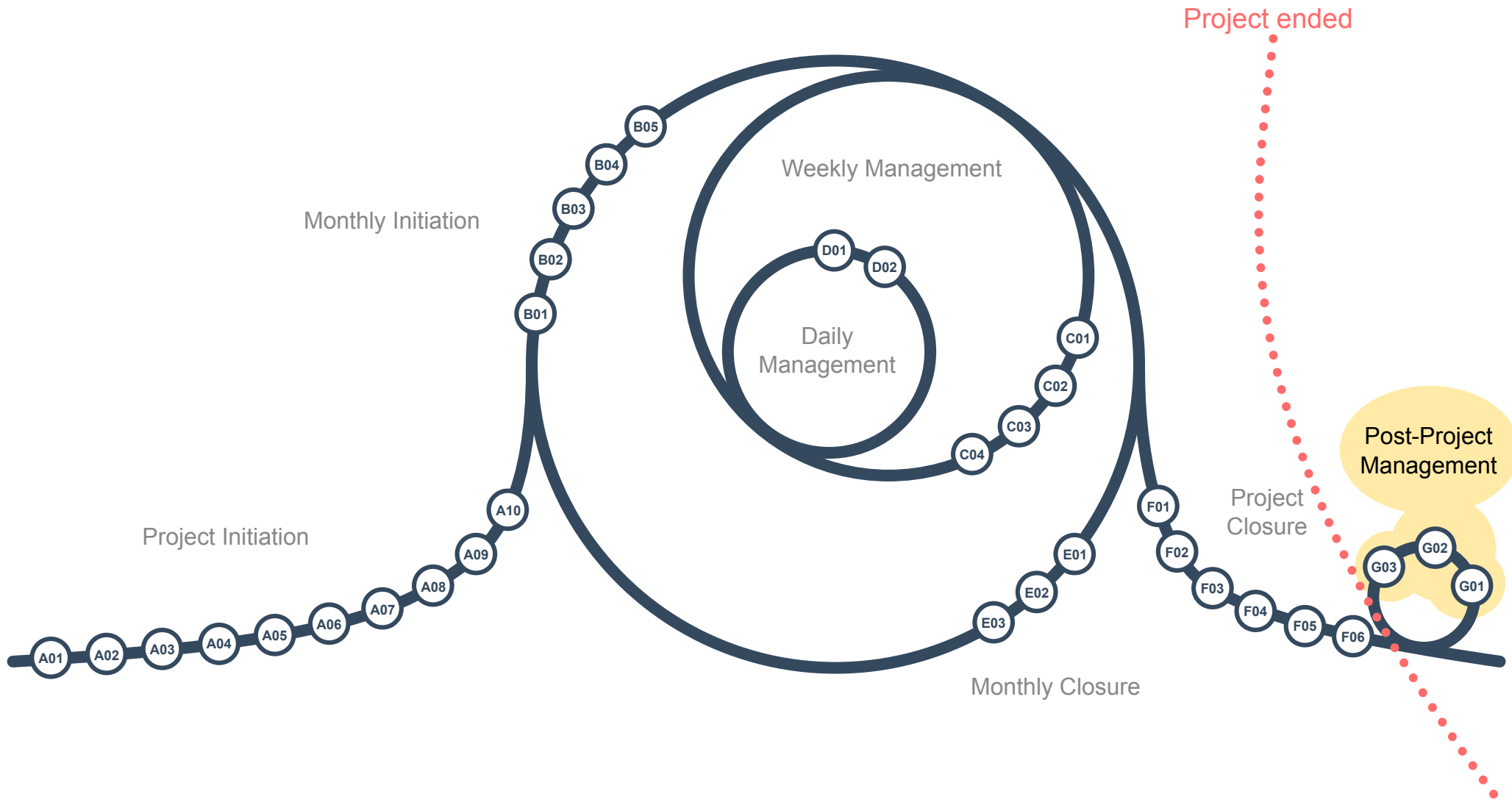


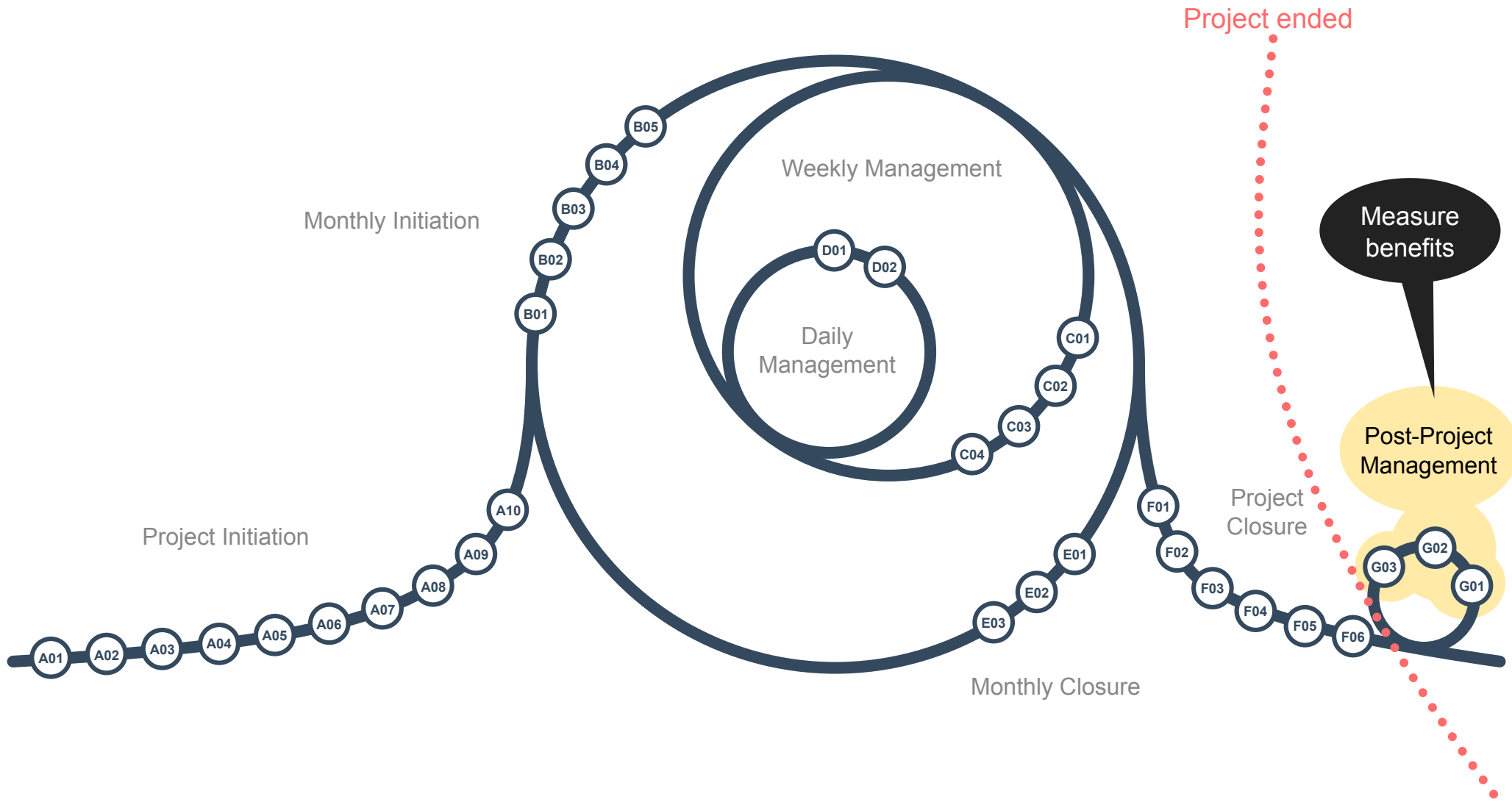


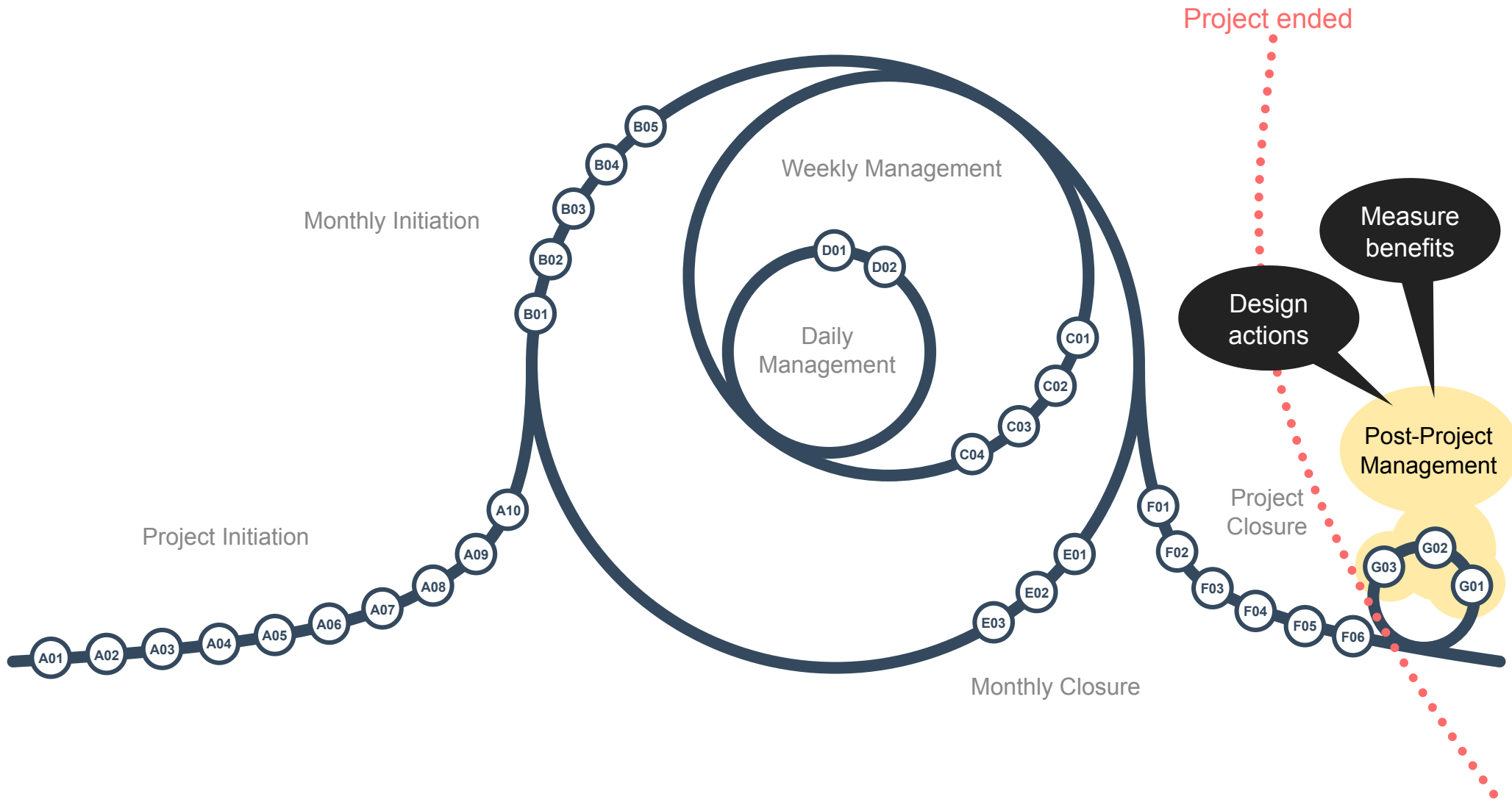


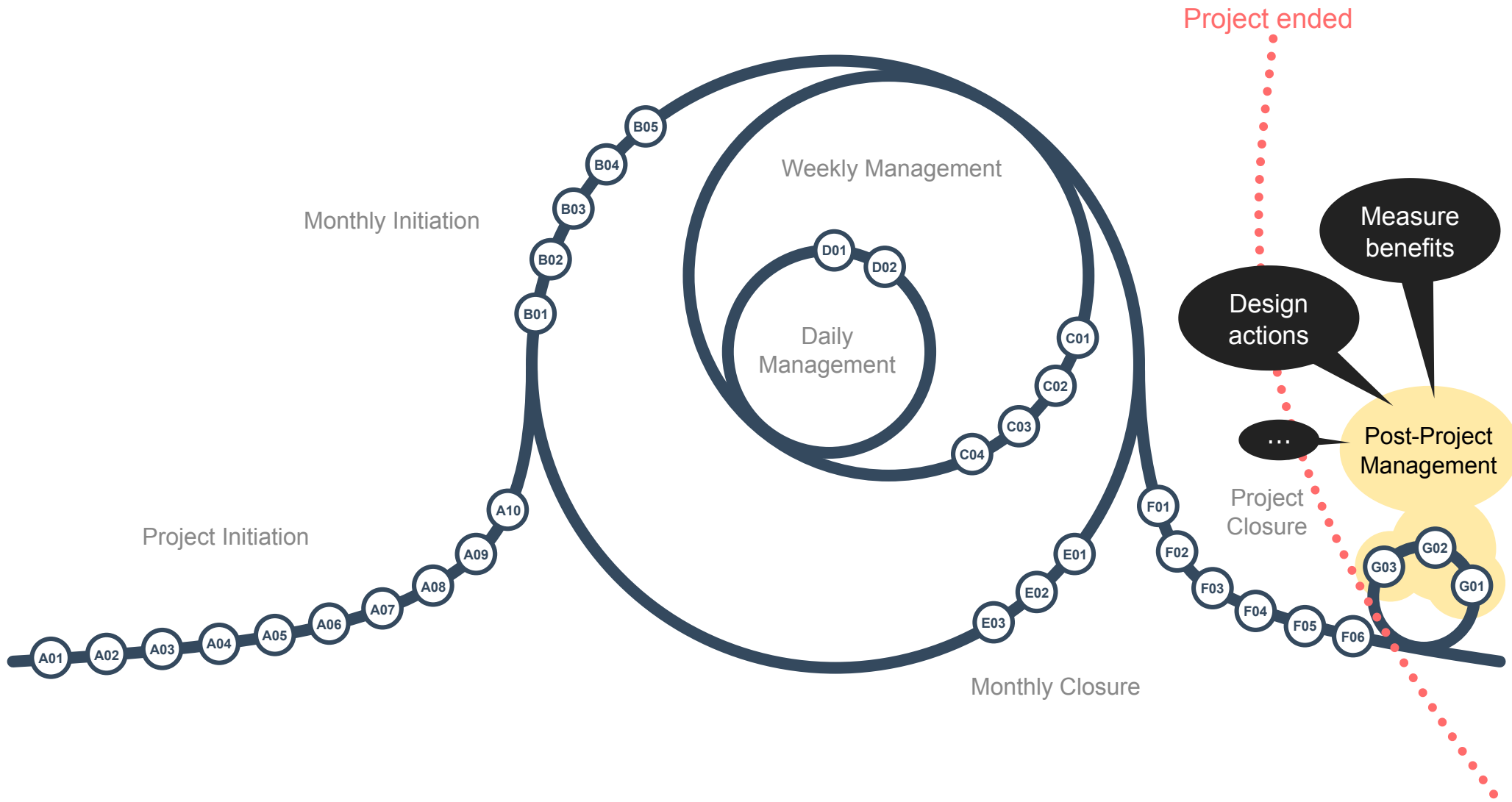












① High-level overview

② Full review



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

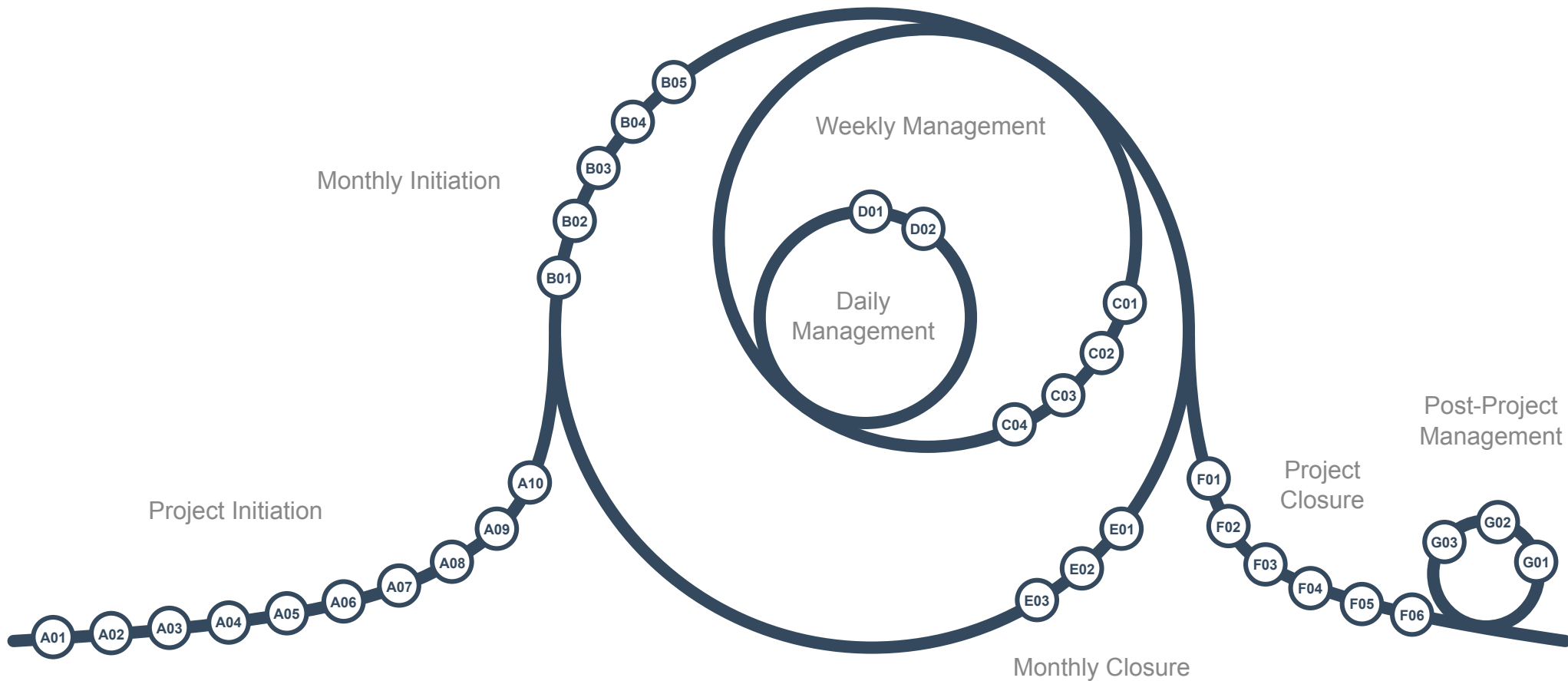
③ NUPP

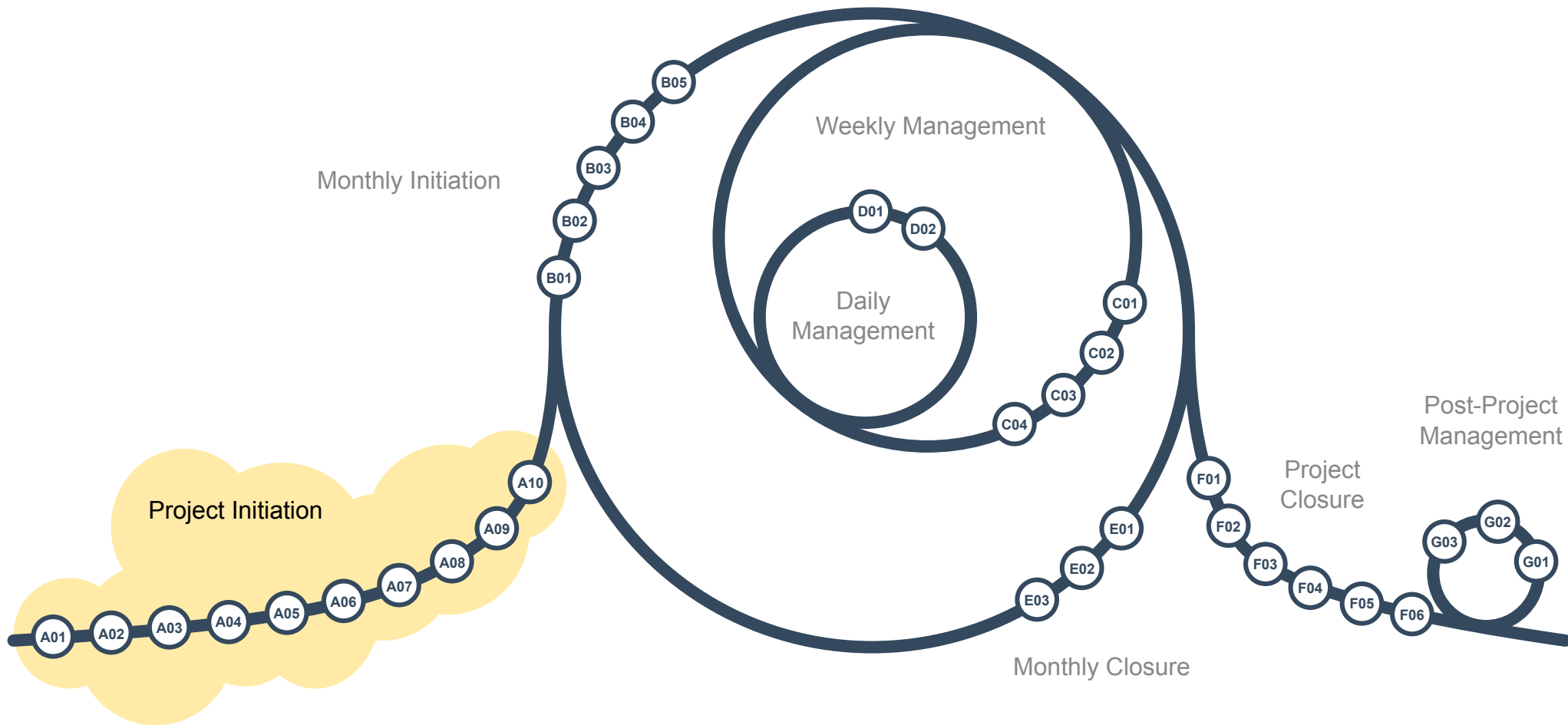
④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program





Appoint the sponsor

Project Initiation

Monthly Initiation

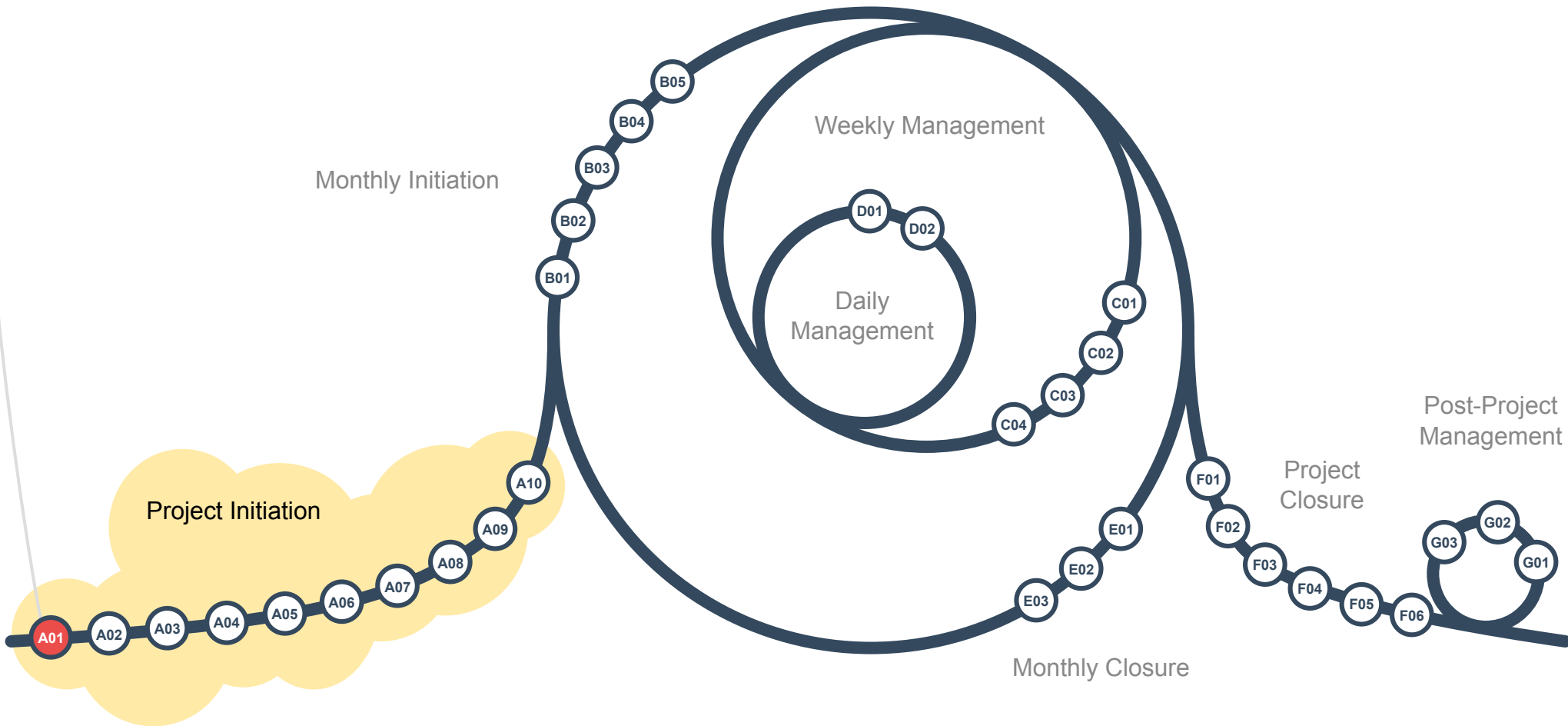
Weekly Management

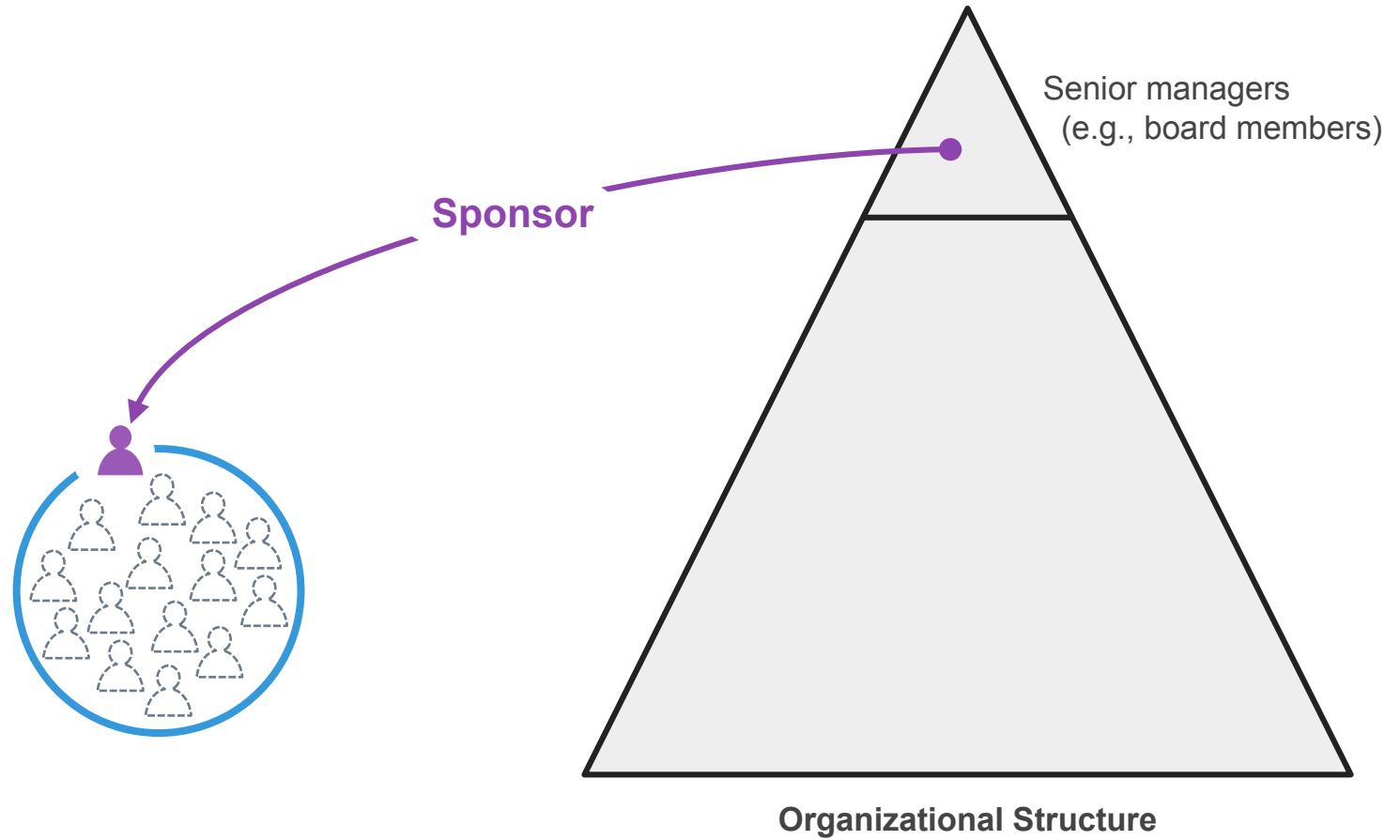
Daily Management

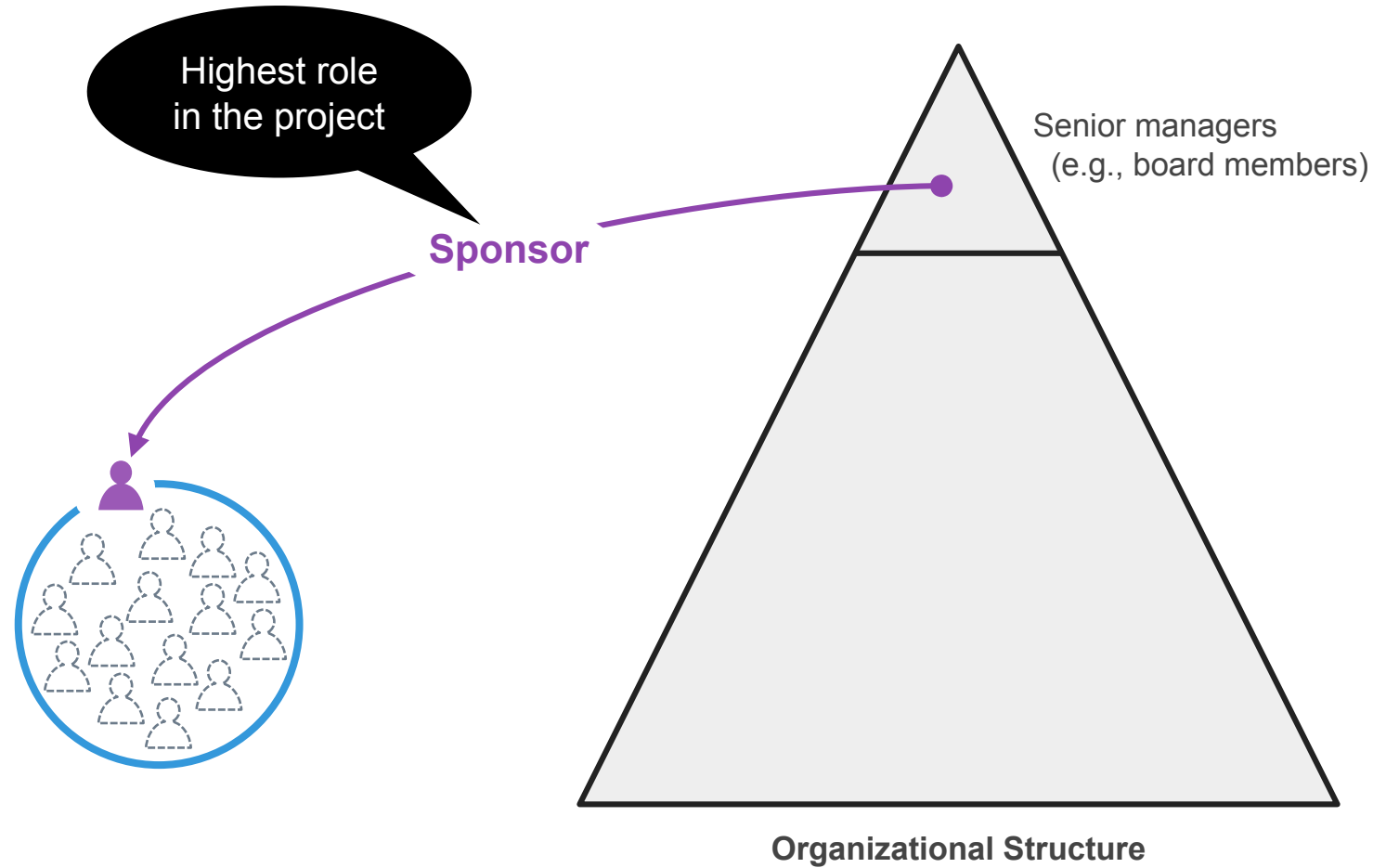
Monthly Closure

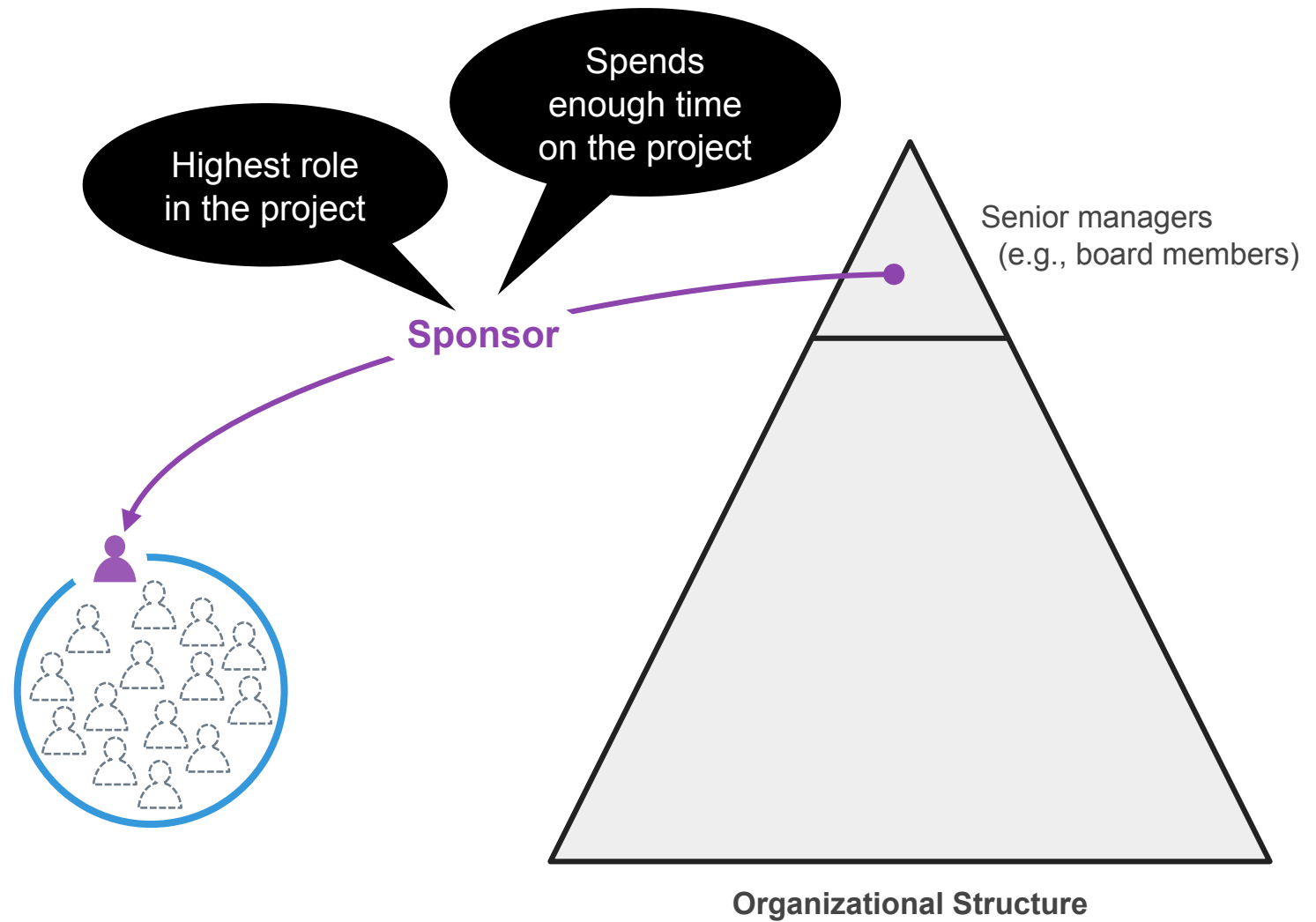
Project Closure

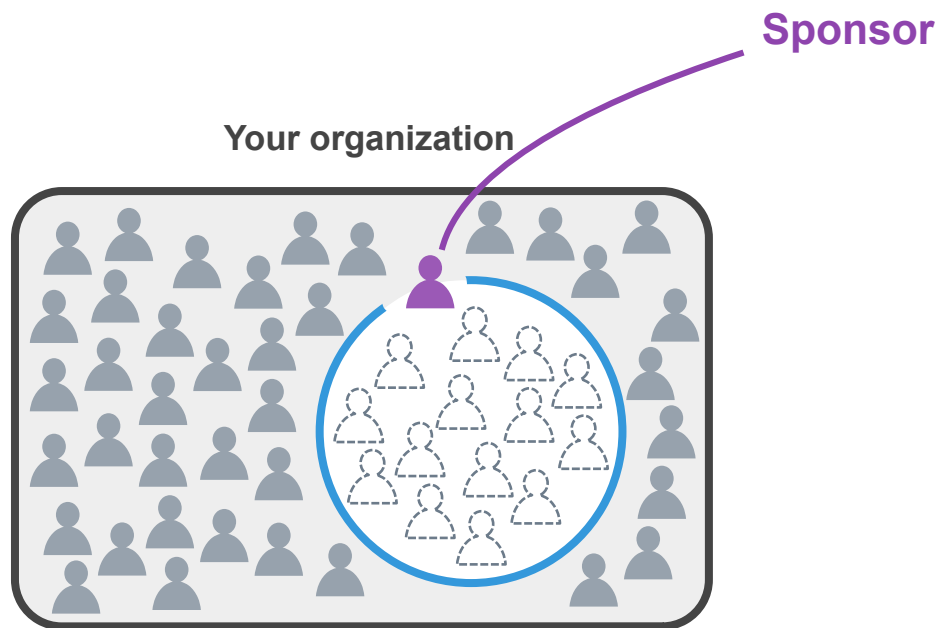
Post-Project Management

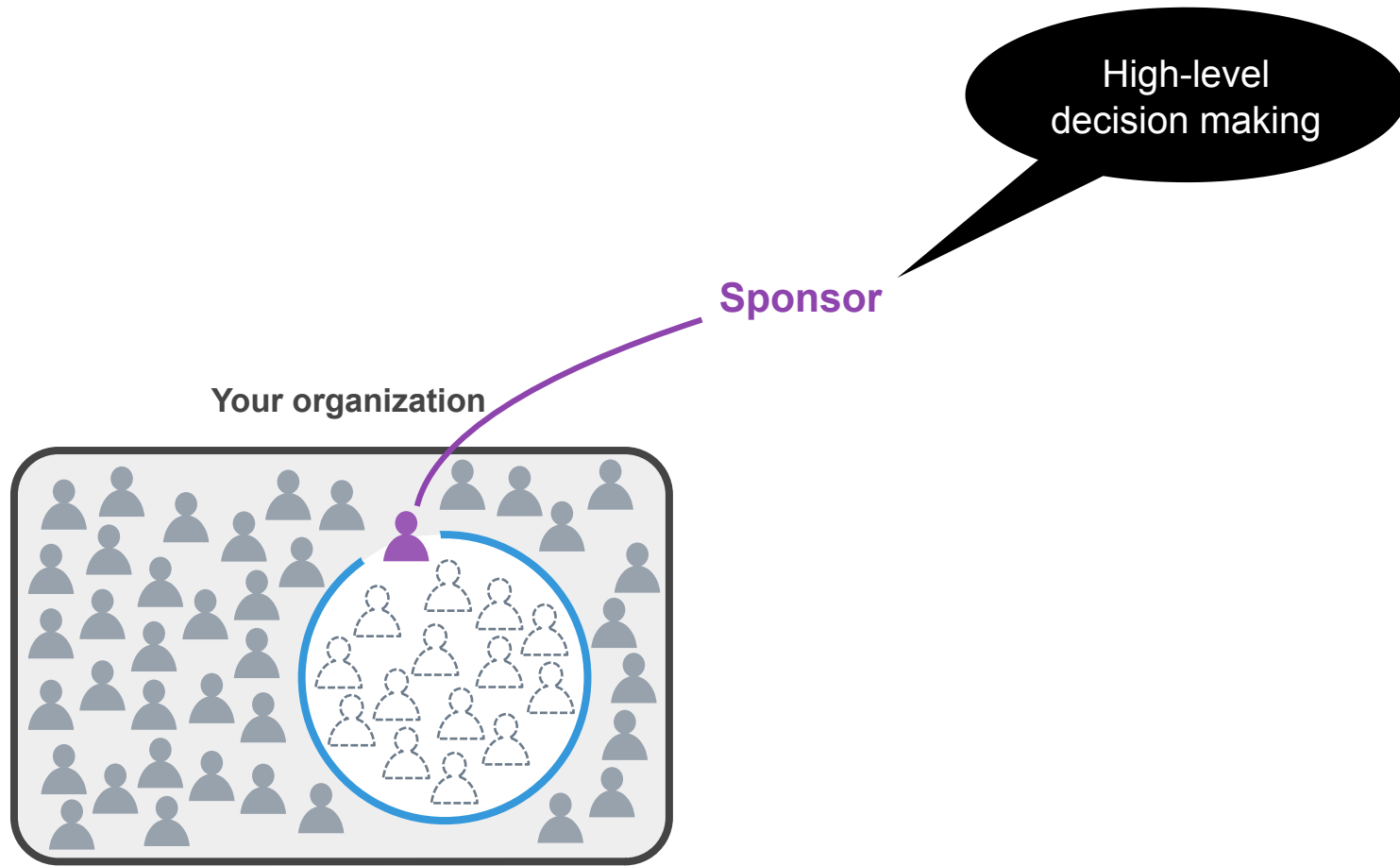


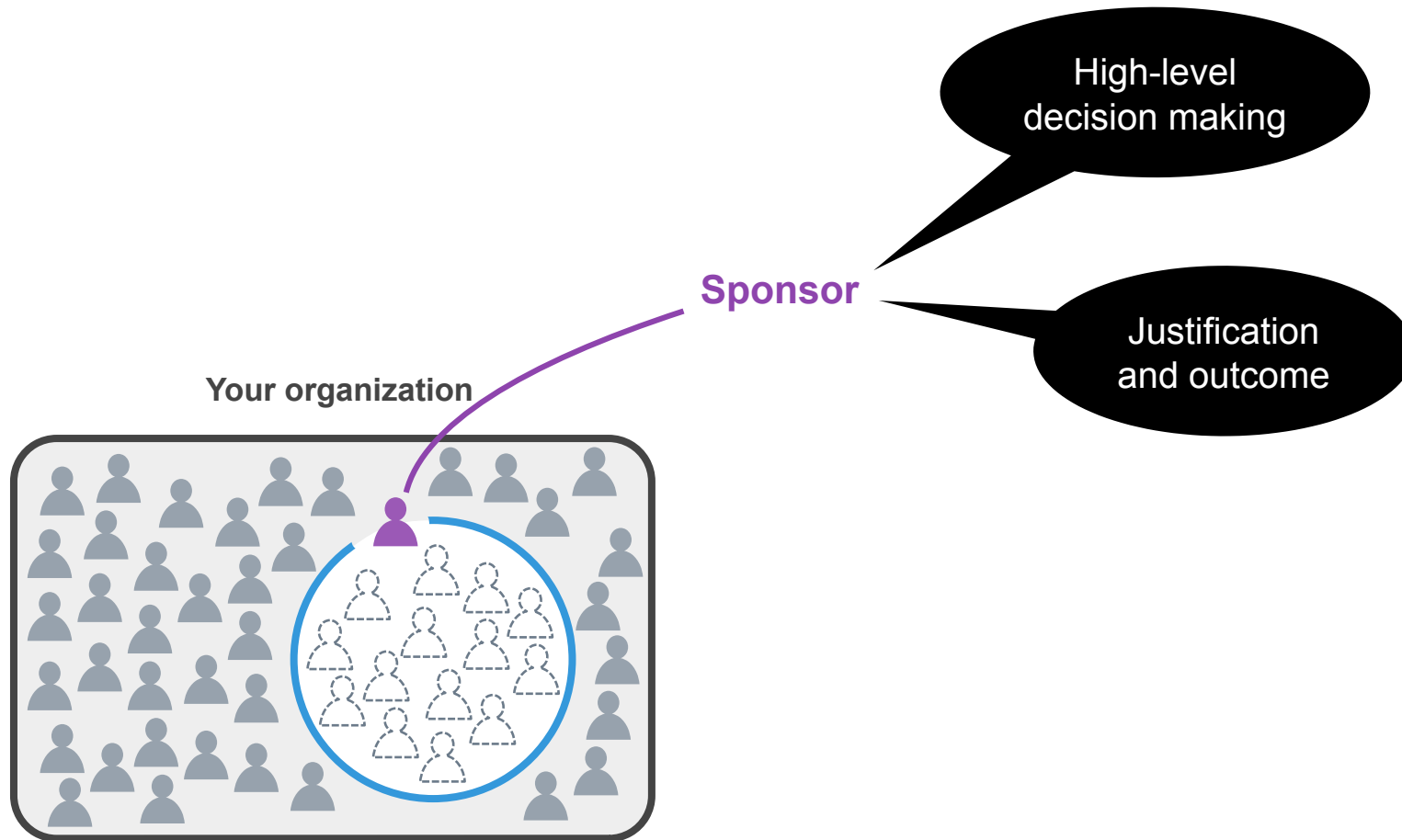


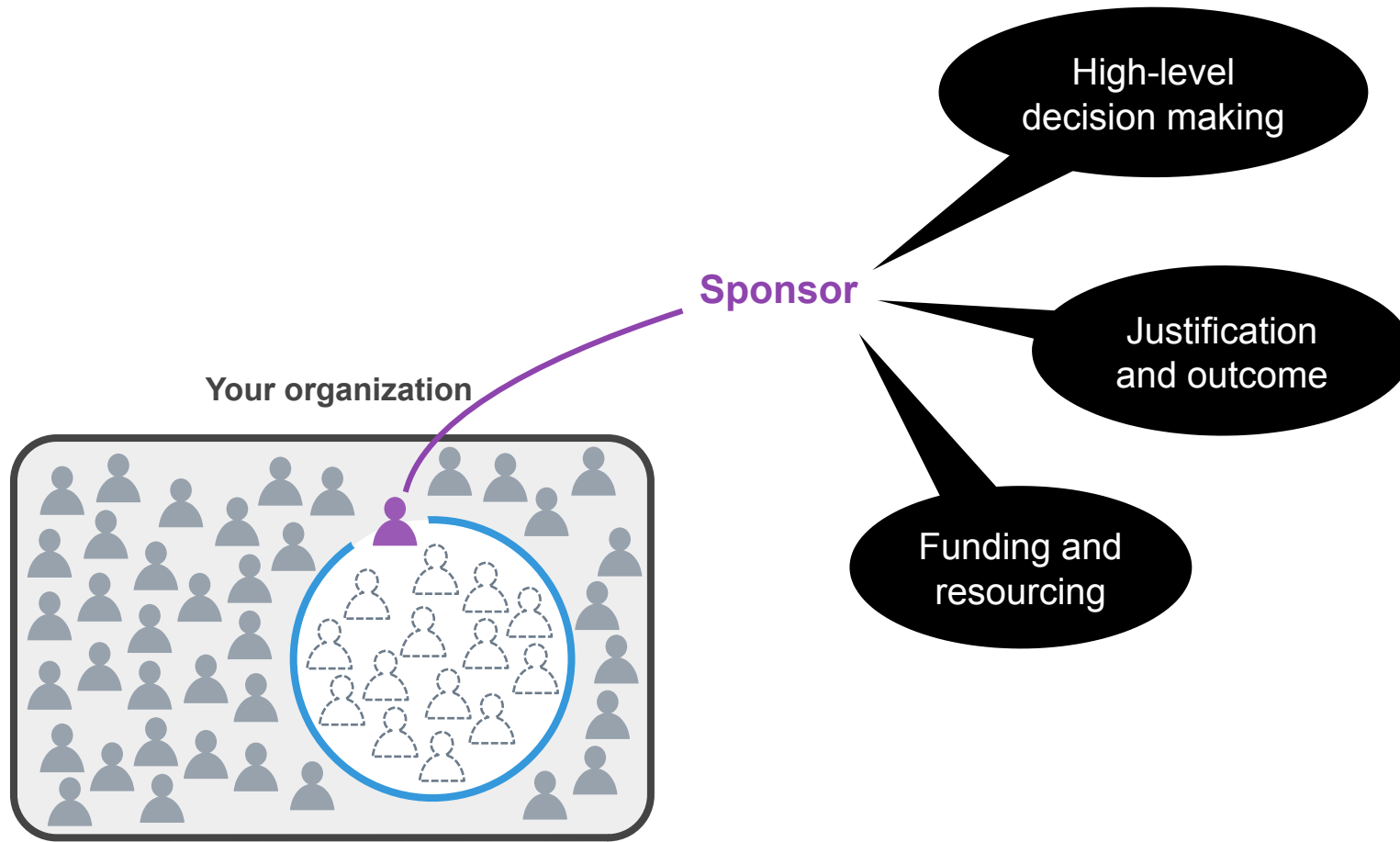


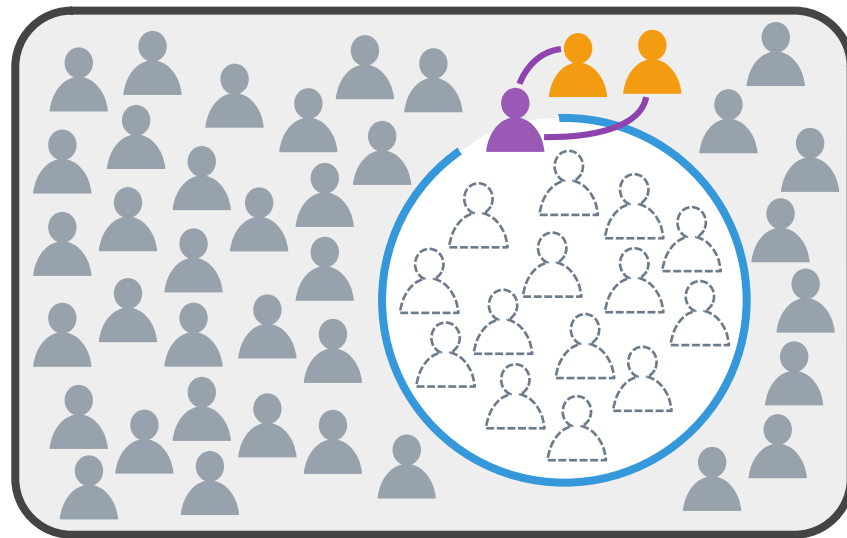
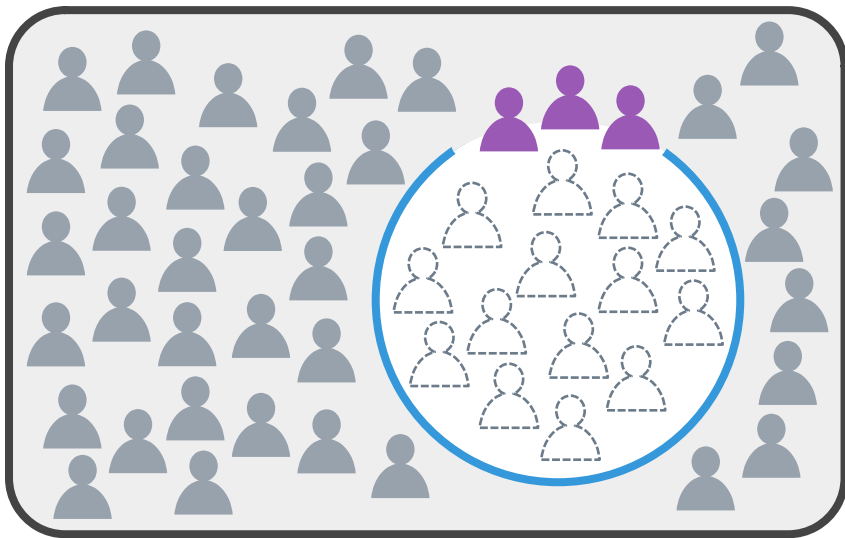




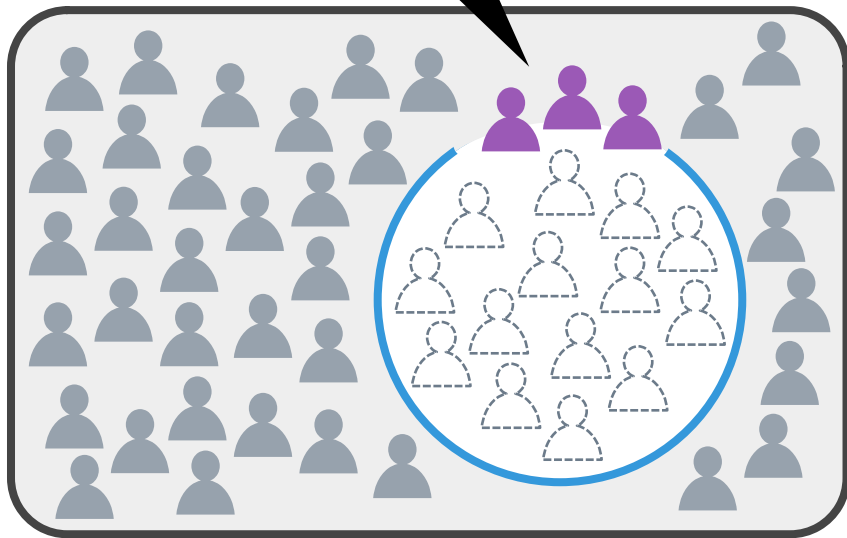






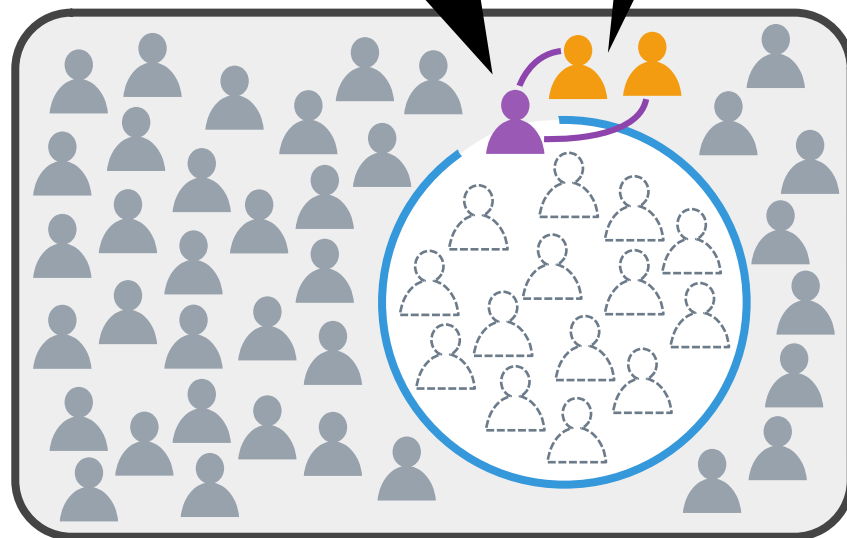


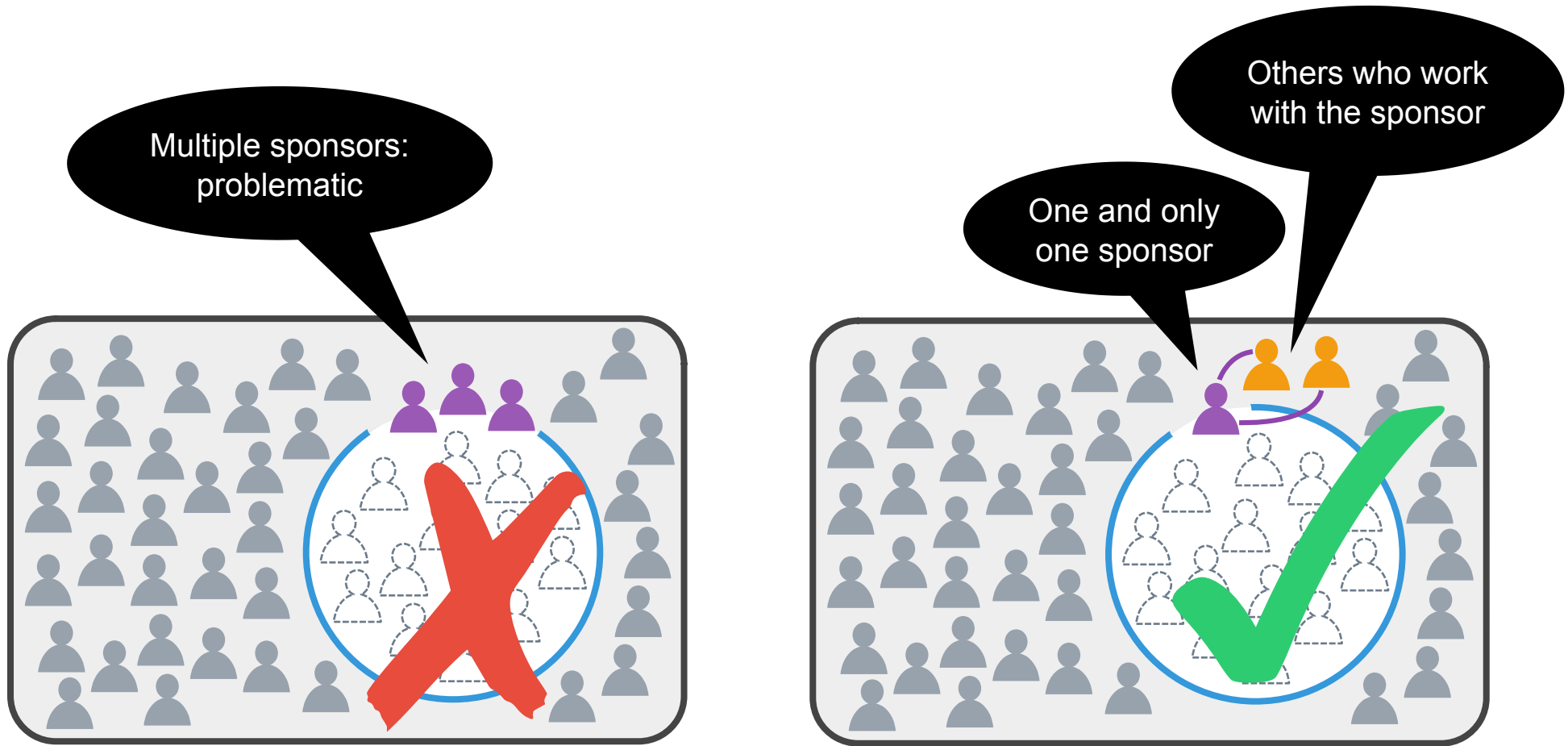
Multiple sponsors:
problematic



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

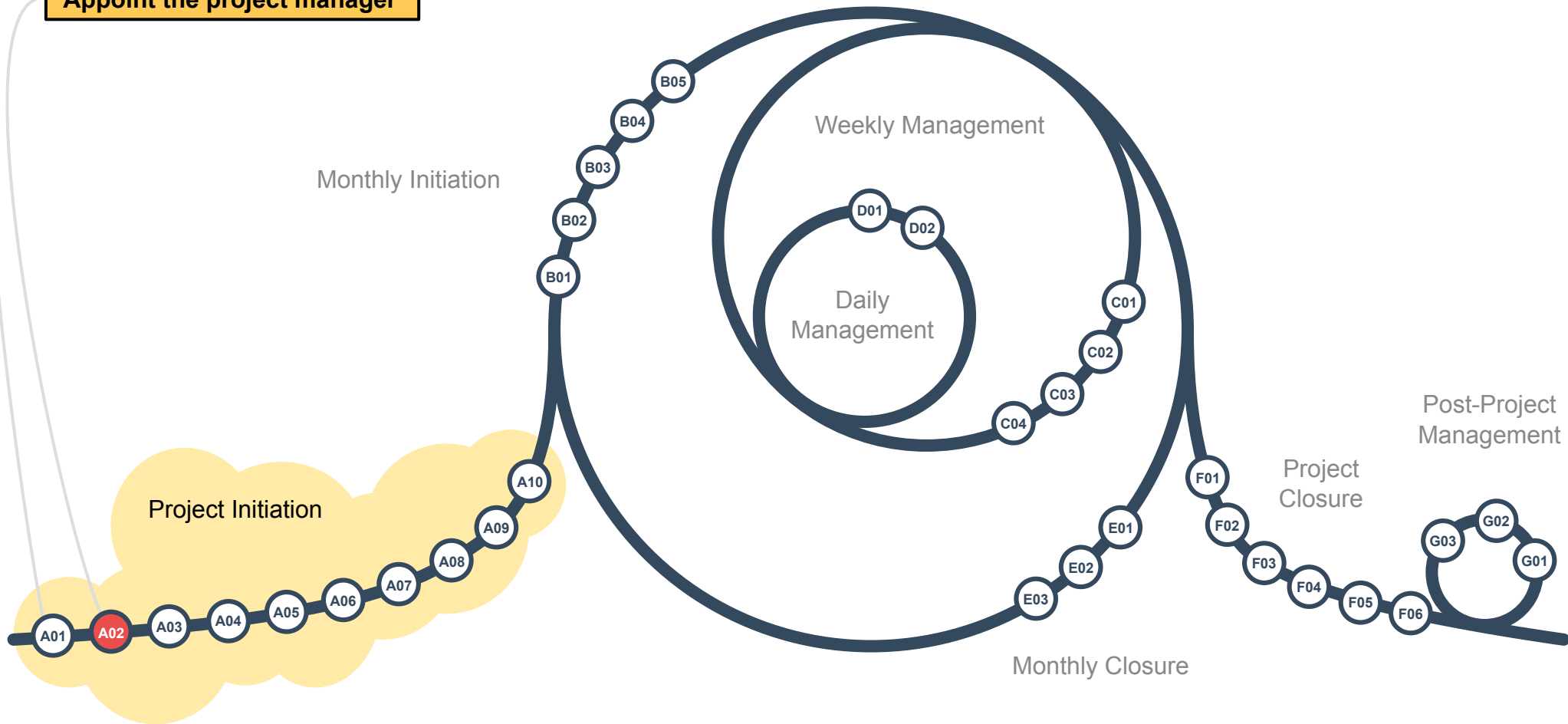
Weekly Management

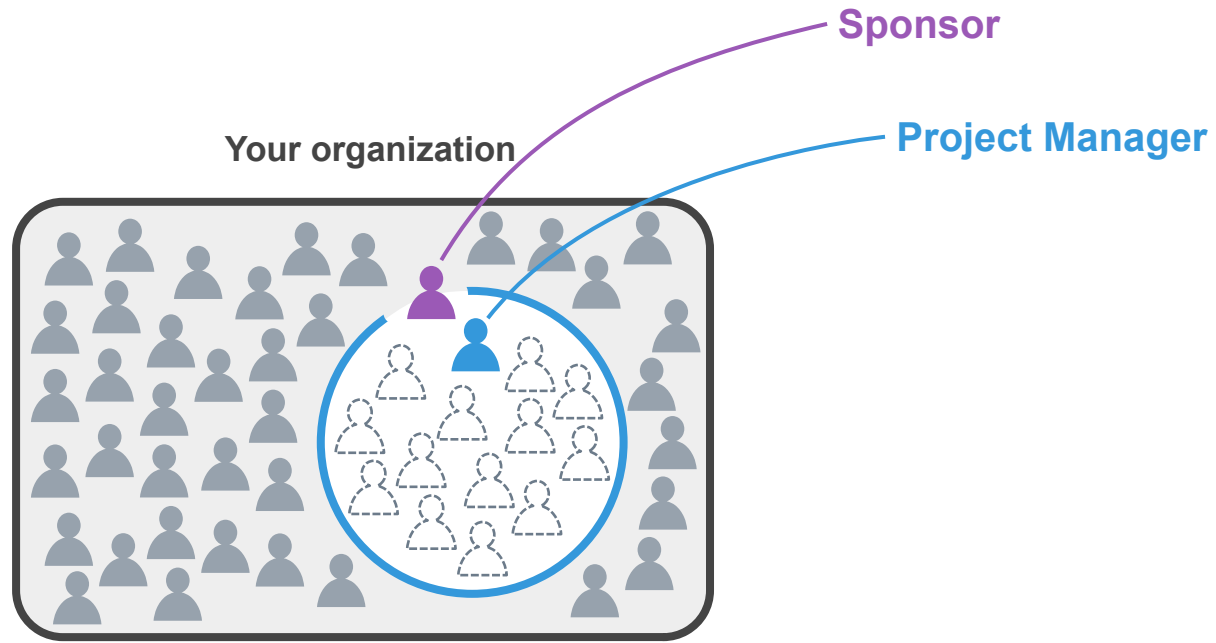
Daily Management

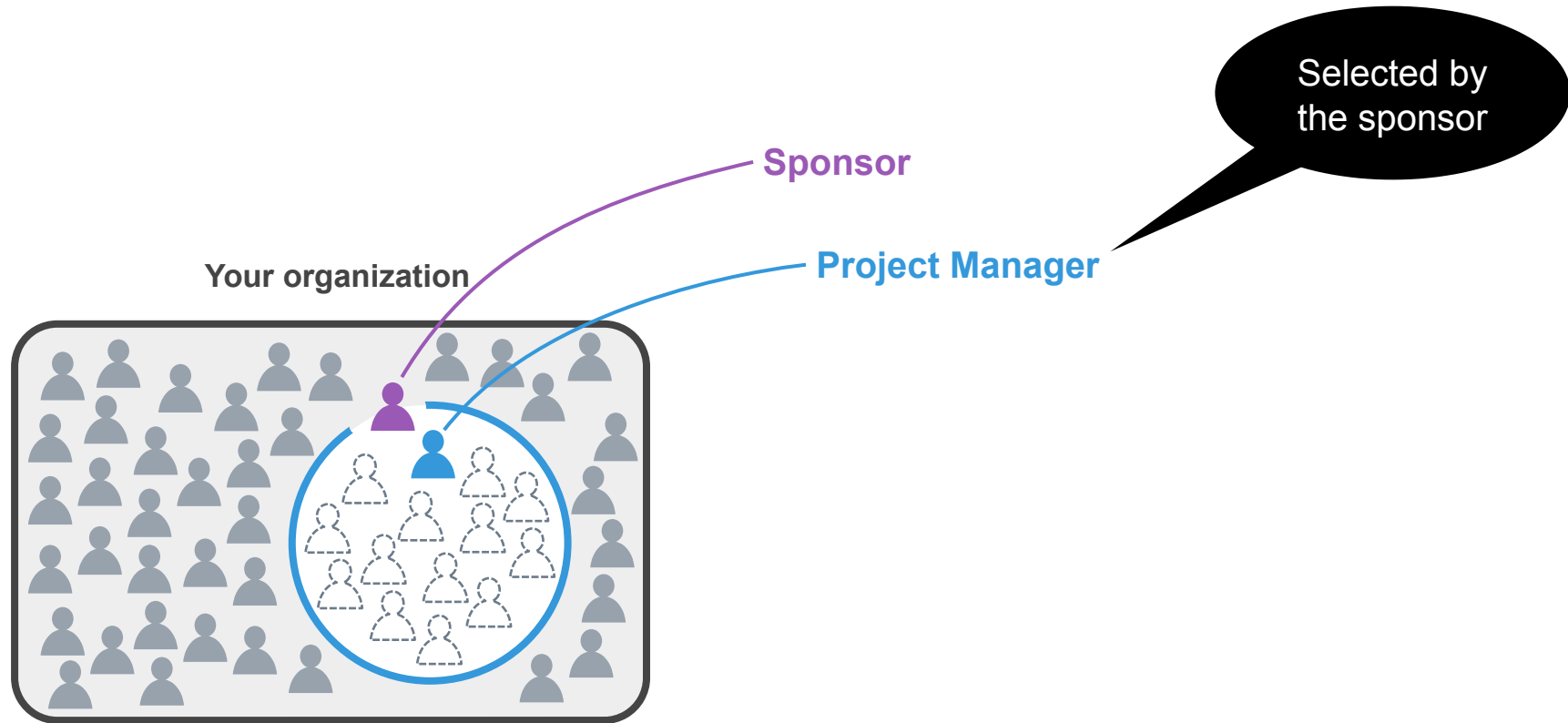
Monthly Closure

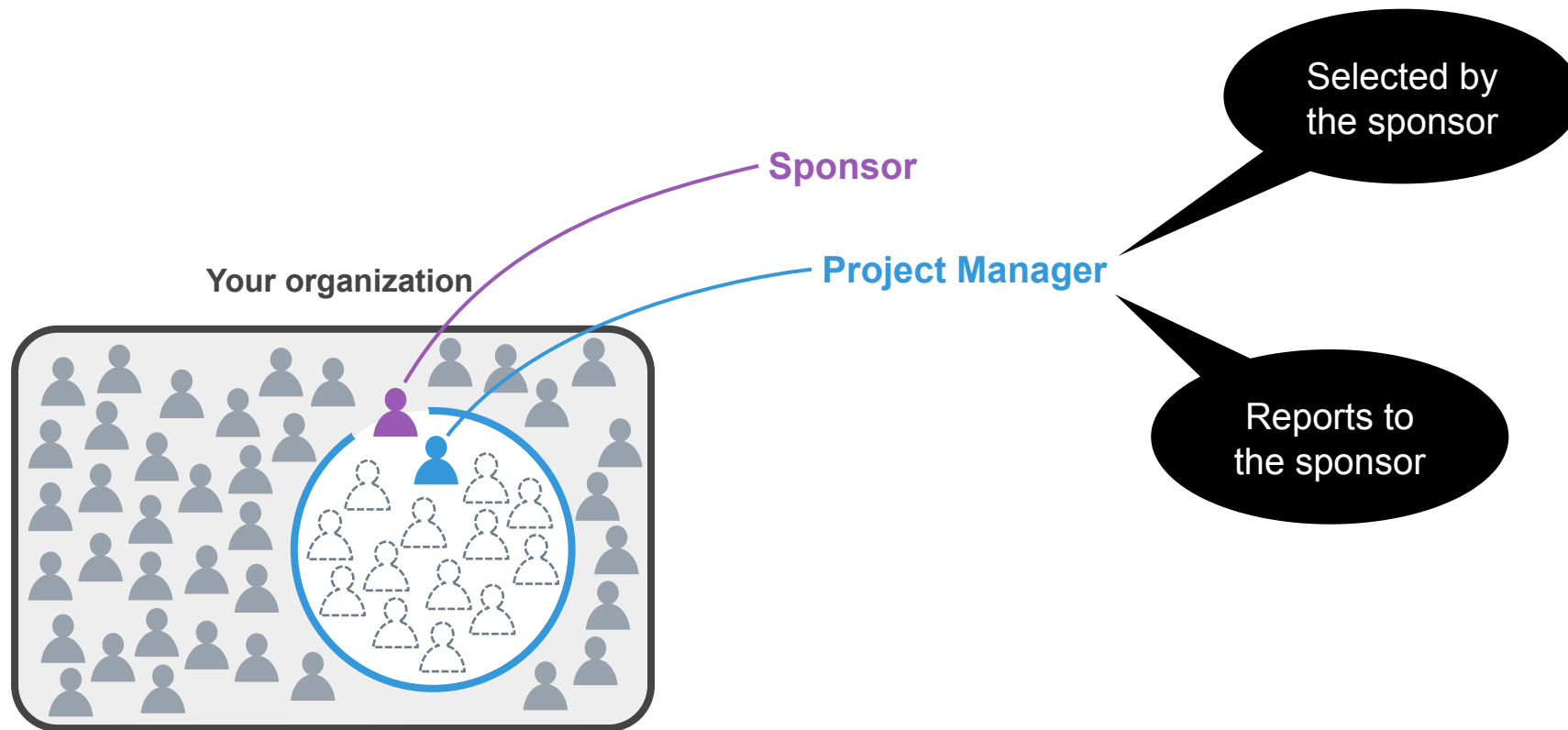
Project Closure

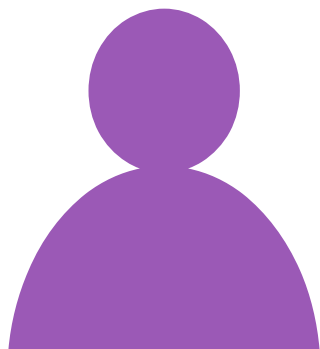
Post-Project Management











Sponsor

Organizational power

Time needed for the project

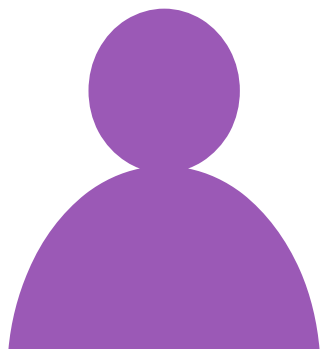
Strategic mindset

Soft skills

Micro-management



Project Manager



Sponsor

Organizational power

Time needed for the project

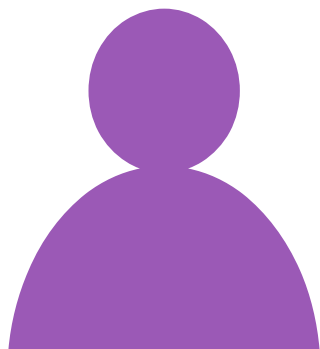
Strategic mindset

Soft skills

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Project Manager



Sponsor

Organizational power

Time needed for the project

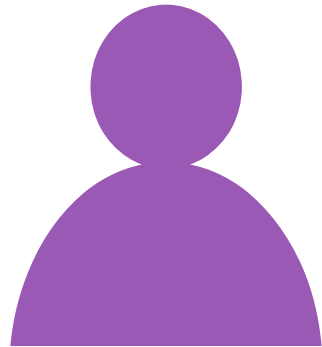
Strategic mindset

Soft skills

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Project Manager



Sponsor

Organizational power

Time needed for the project

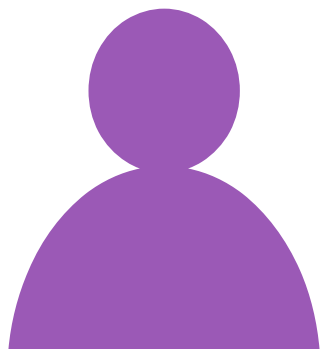
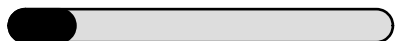
Strategic mindset

Soft skills

Micro-management



Project Manager



Sponsor

Organizational power

Time needed for the project

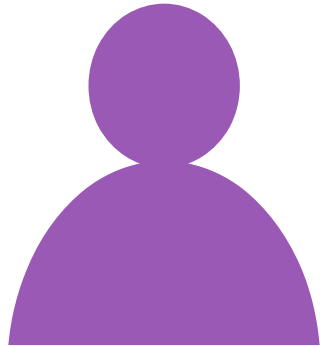
Strategic mindset

Soft skills

Micro-management



Project Manager



Sponsor

Organizational power

Time needed for the project

Strategic mindset

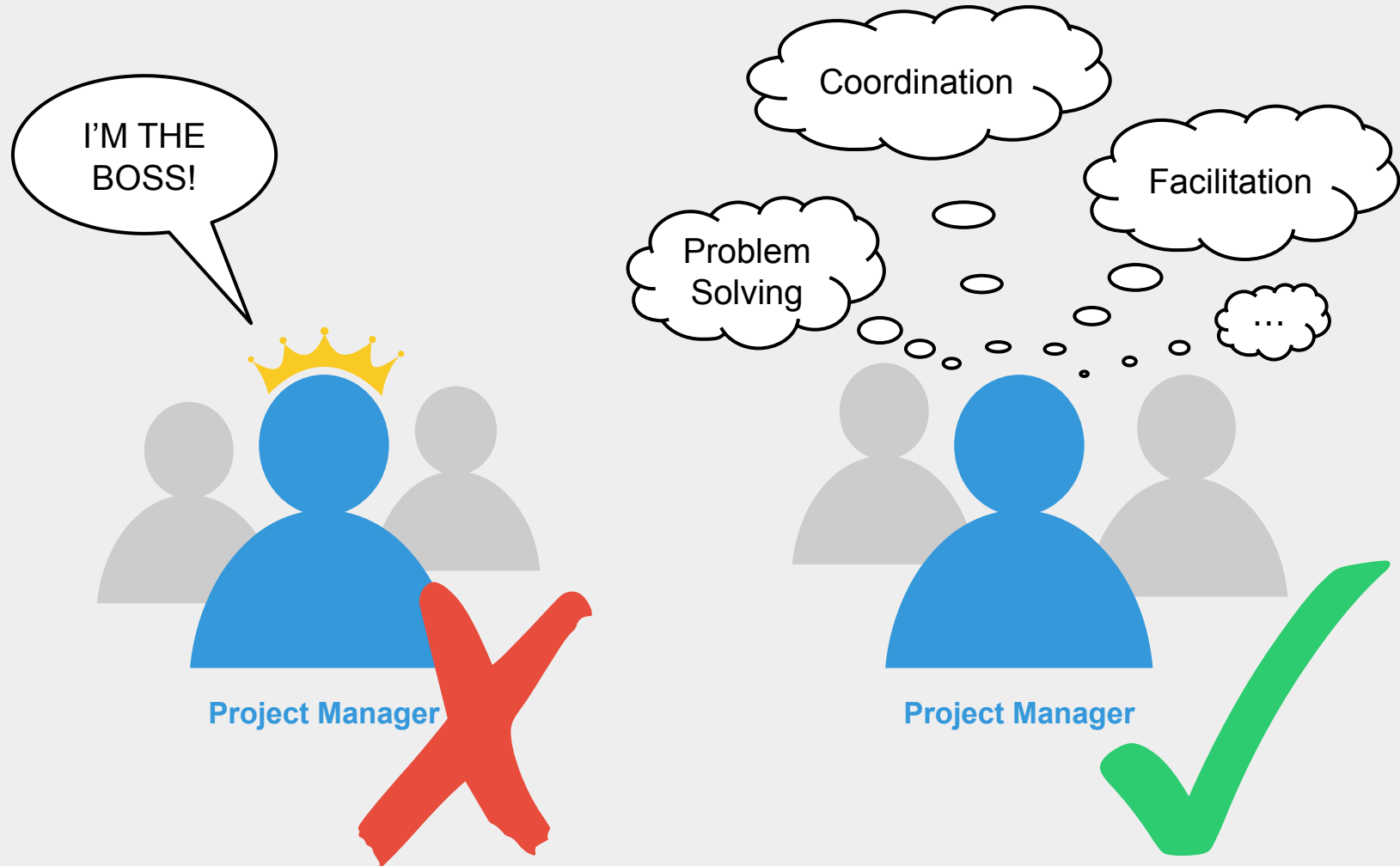
Soft skills

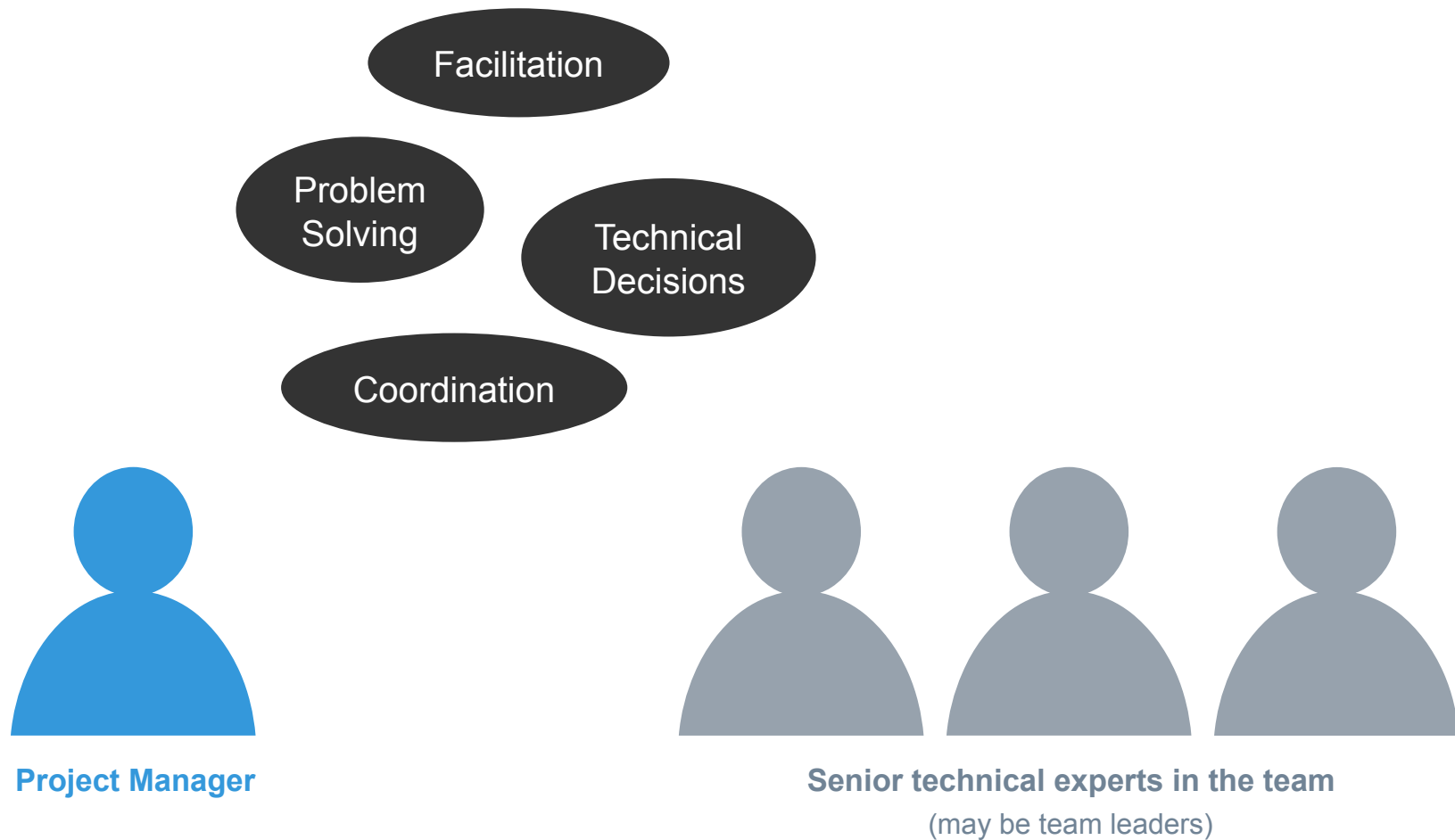
Micro-management

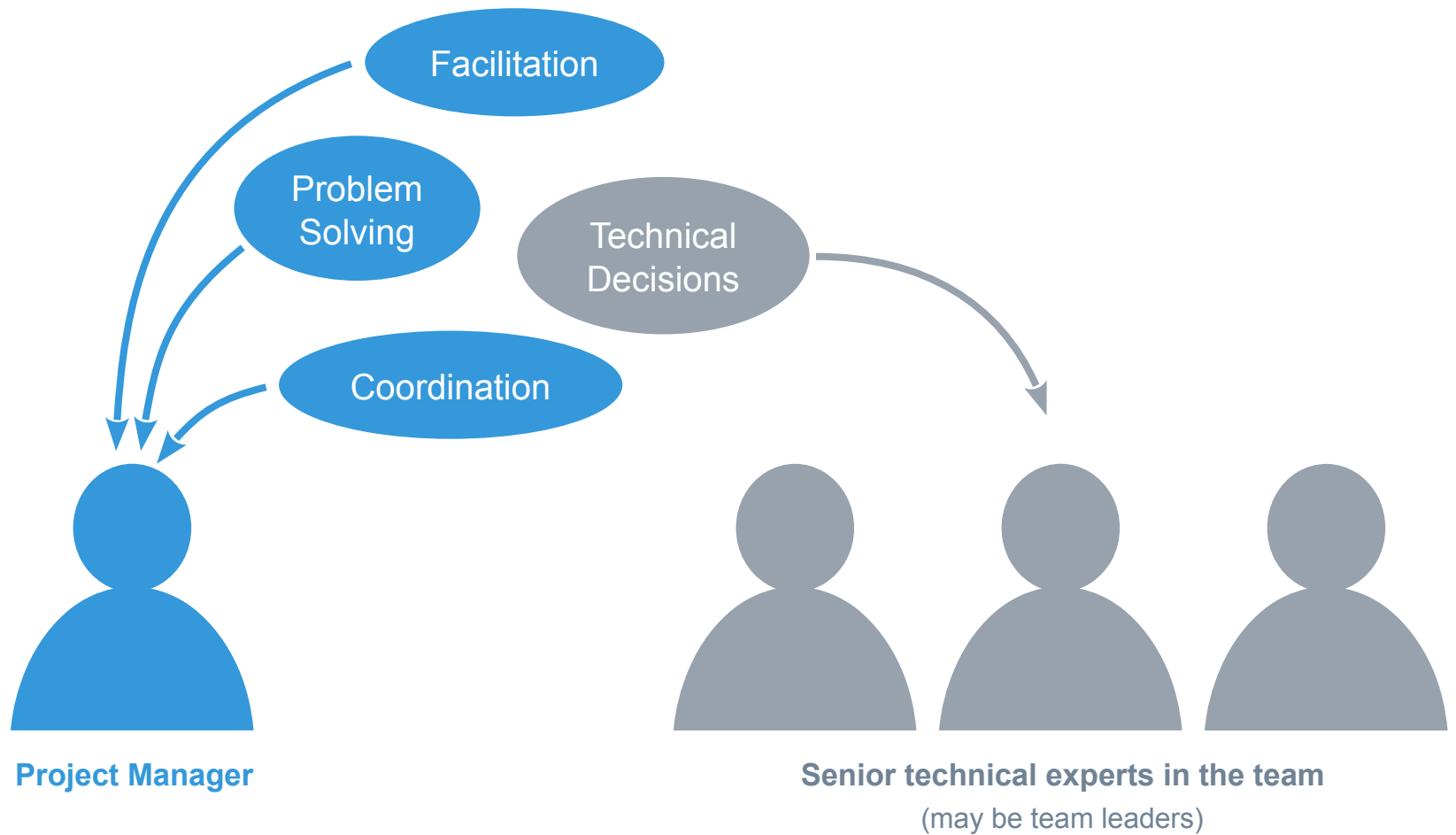


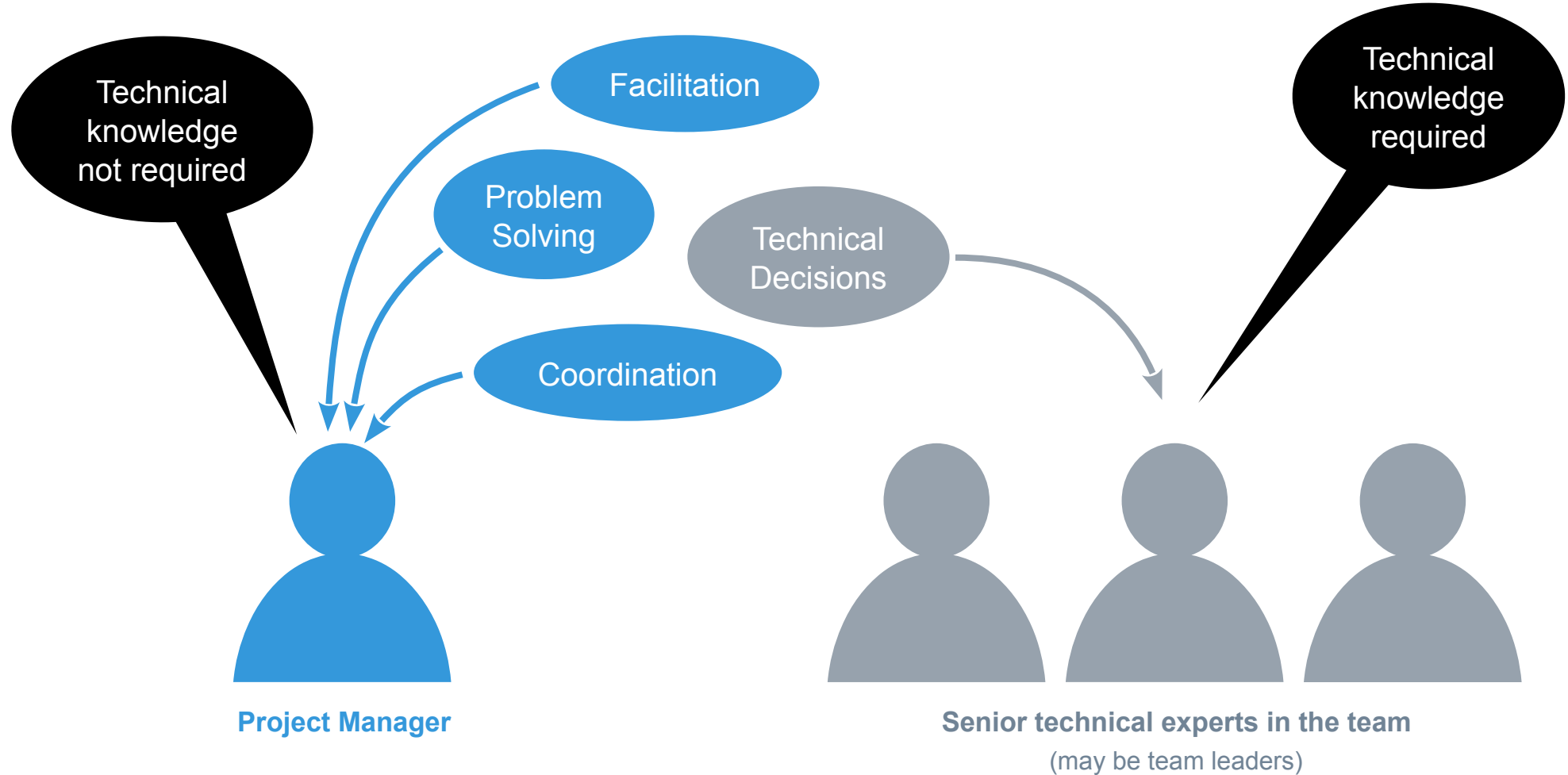
Project Manager

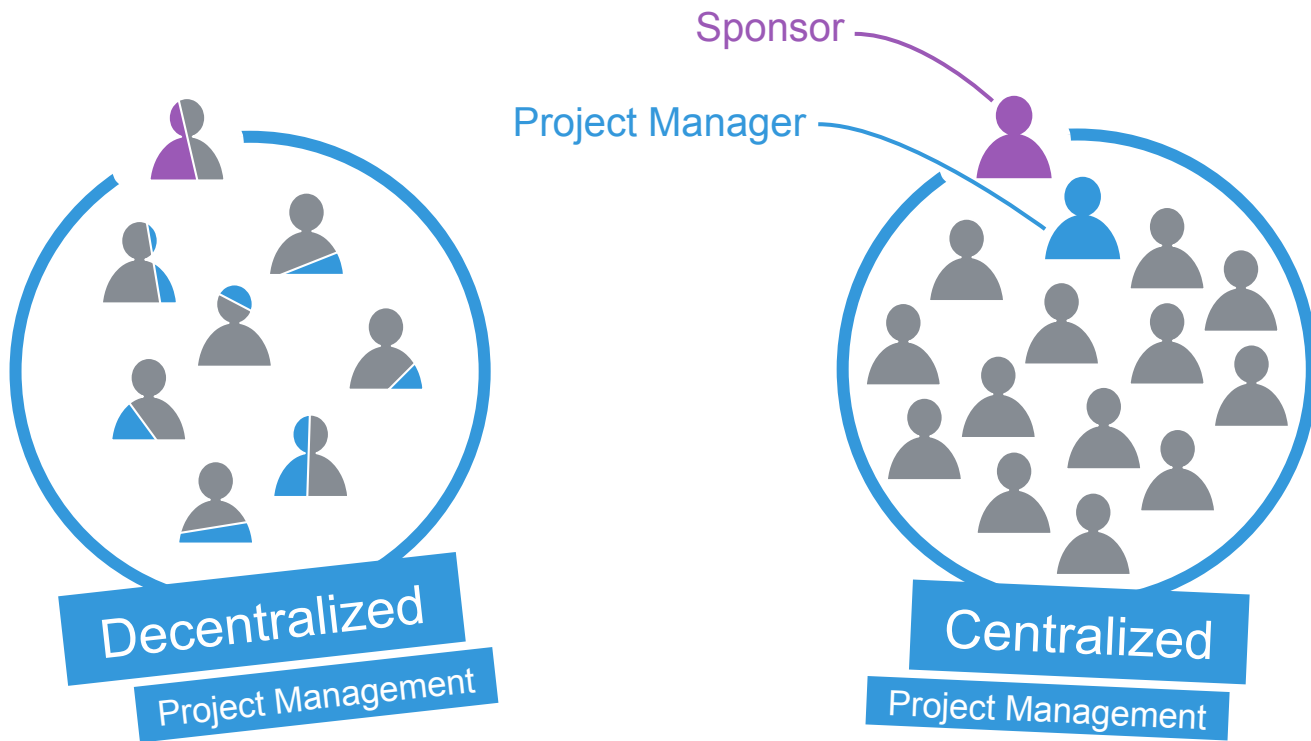


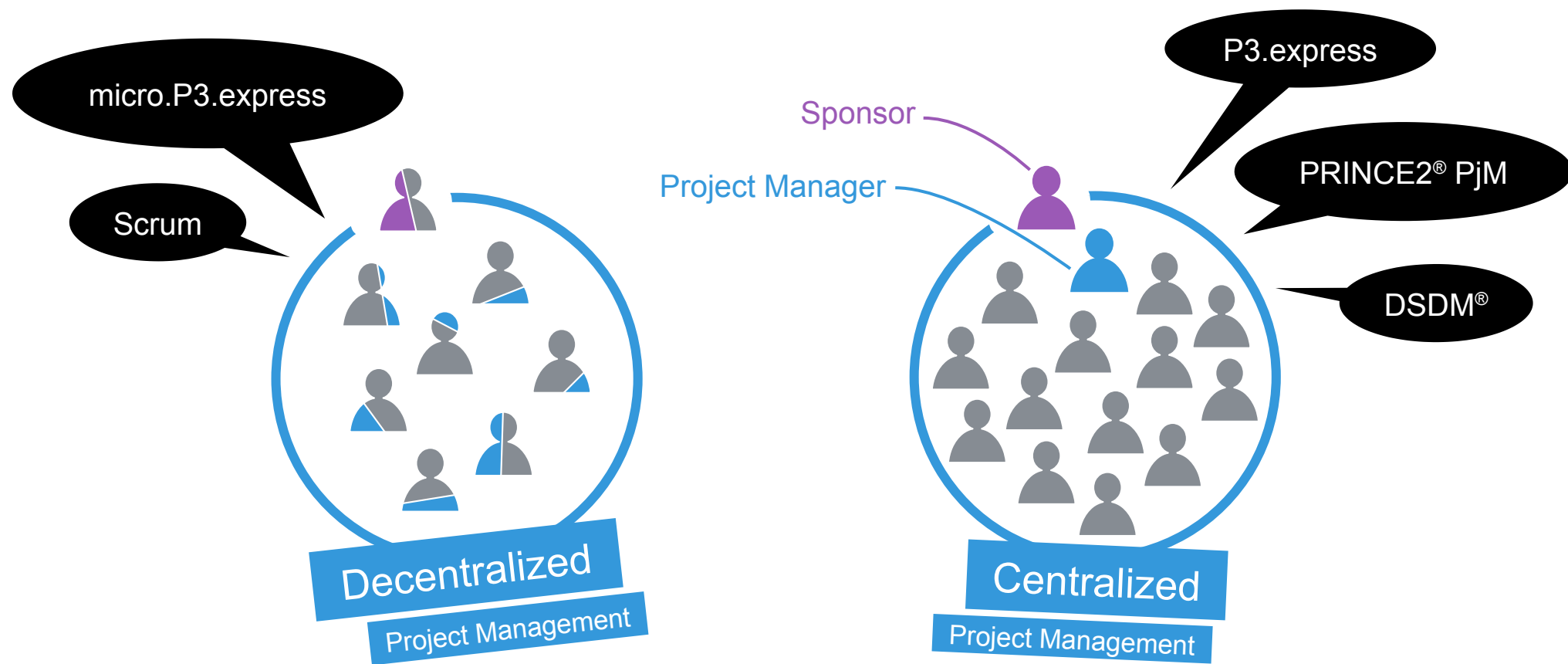




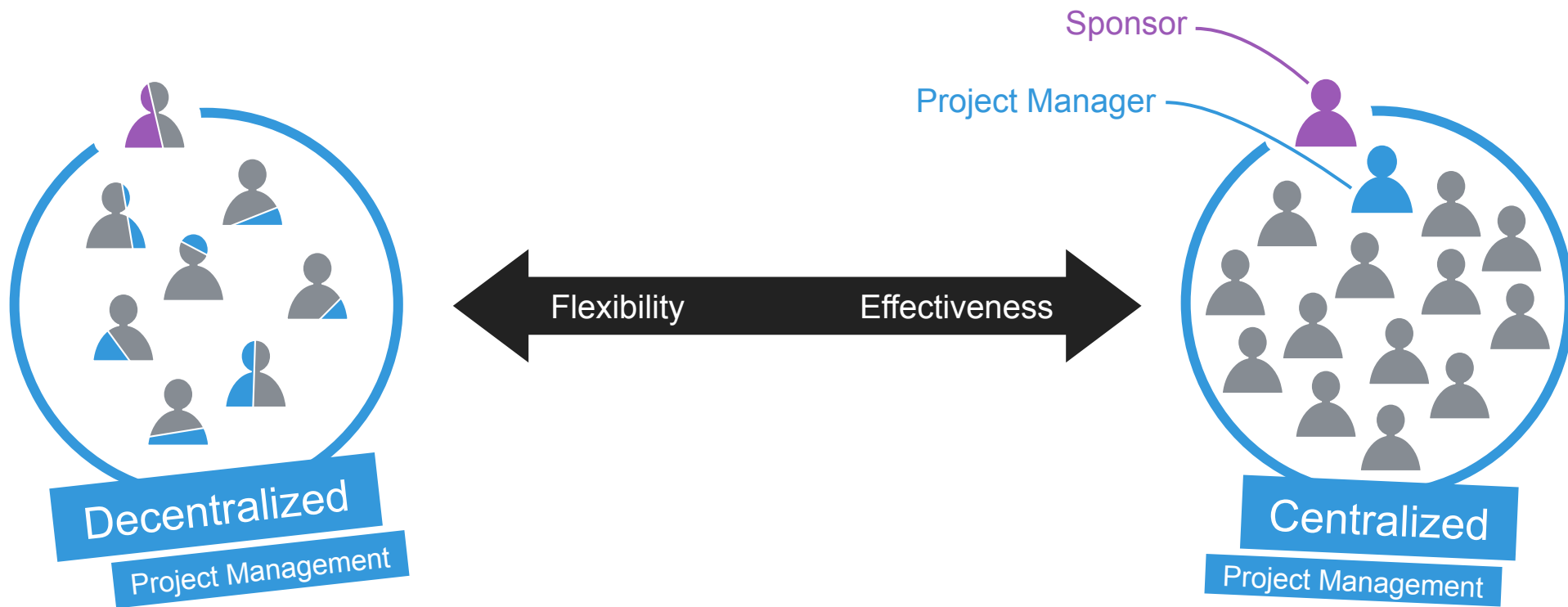


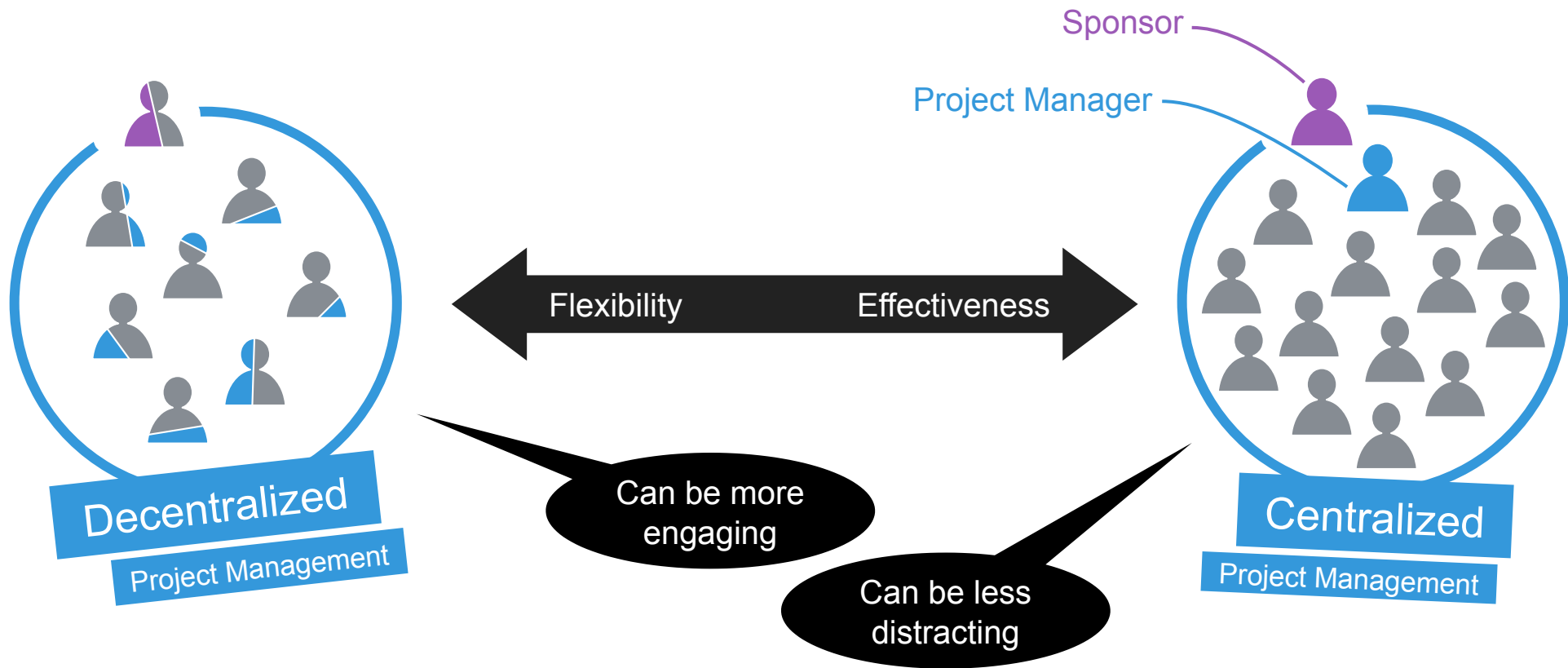


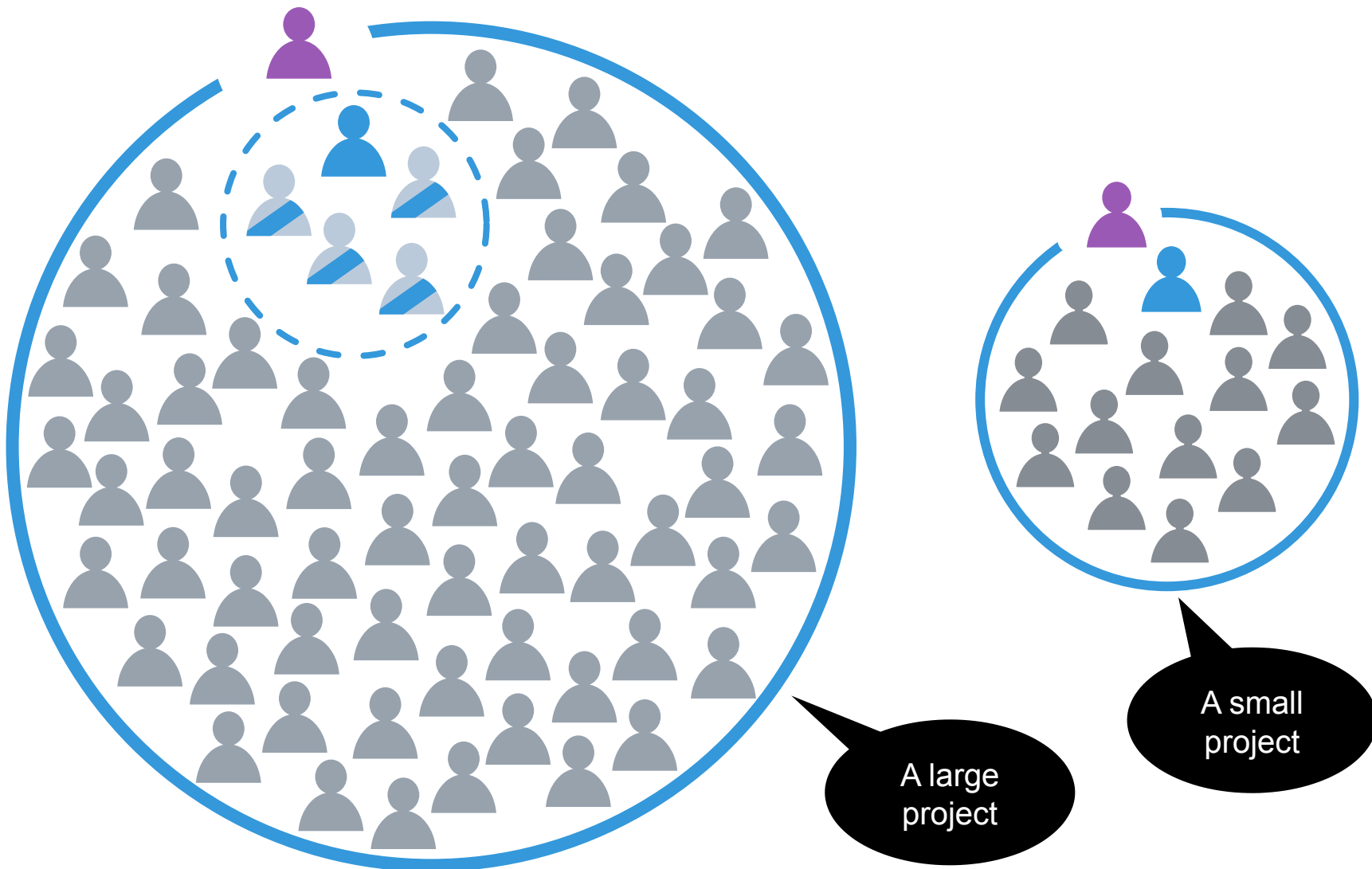


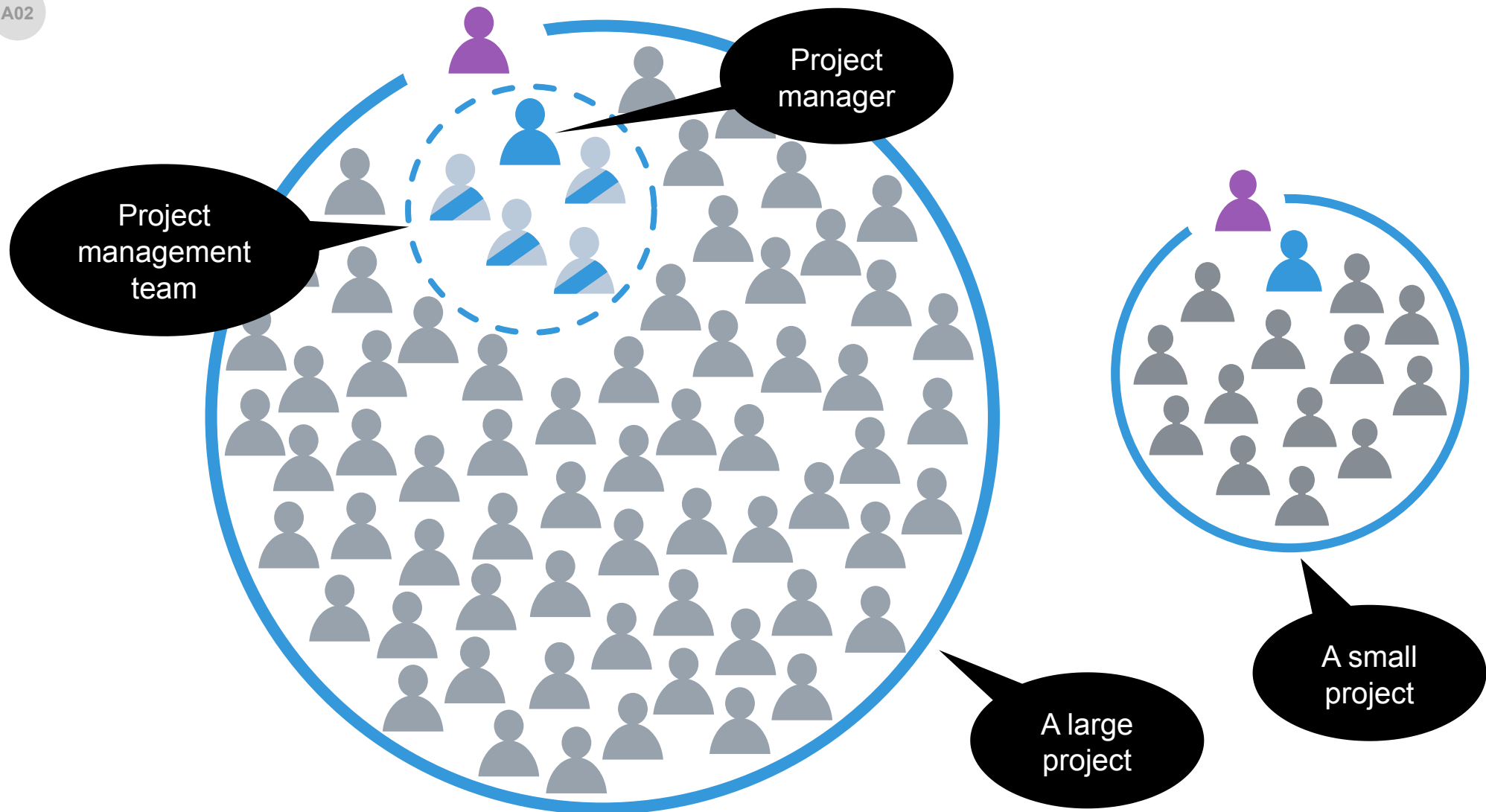


Only usable in micro-projects









Appoint the sponsor

Appoint the project manager

Appoint the key team members

Project Initiation

Monthly Initiation

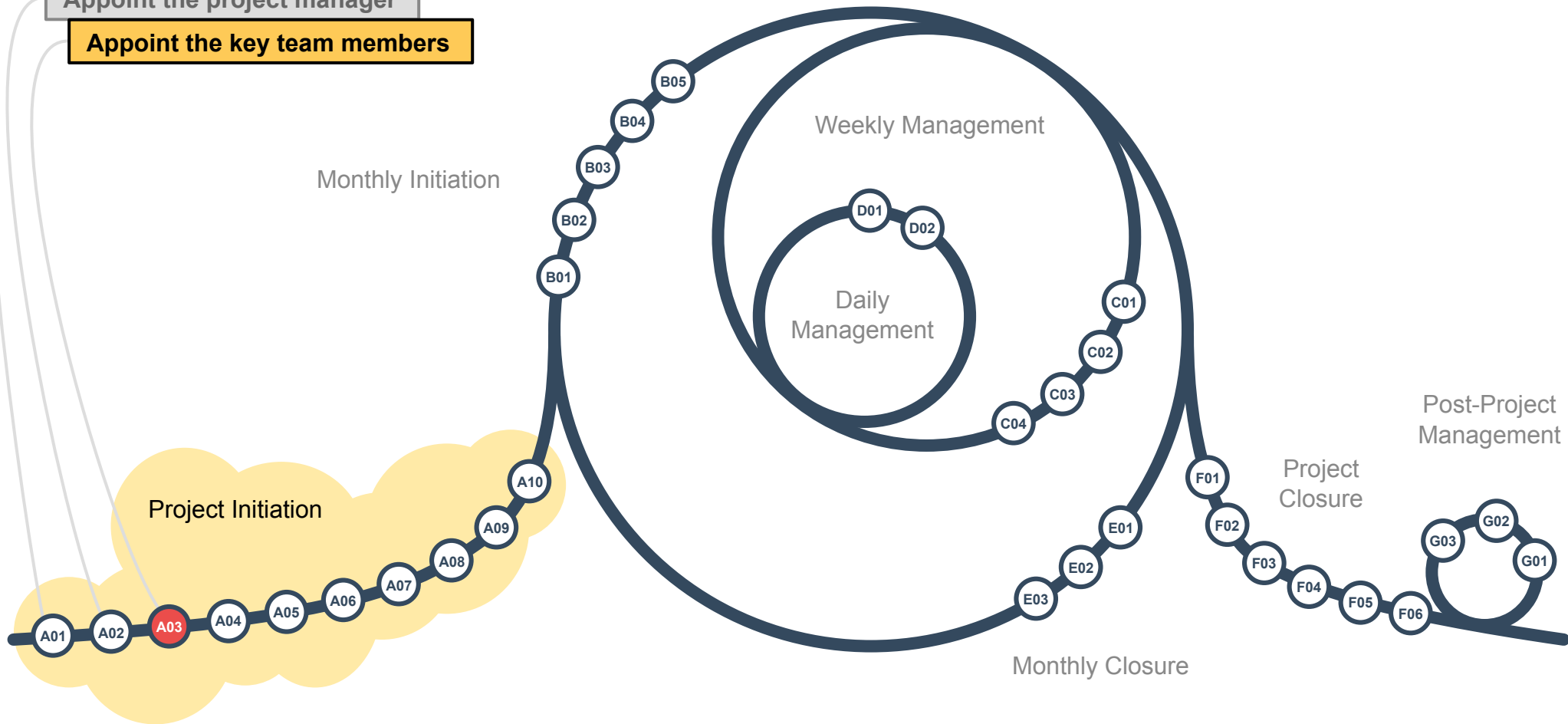
Weekly Management

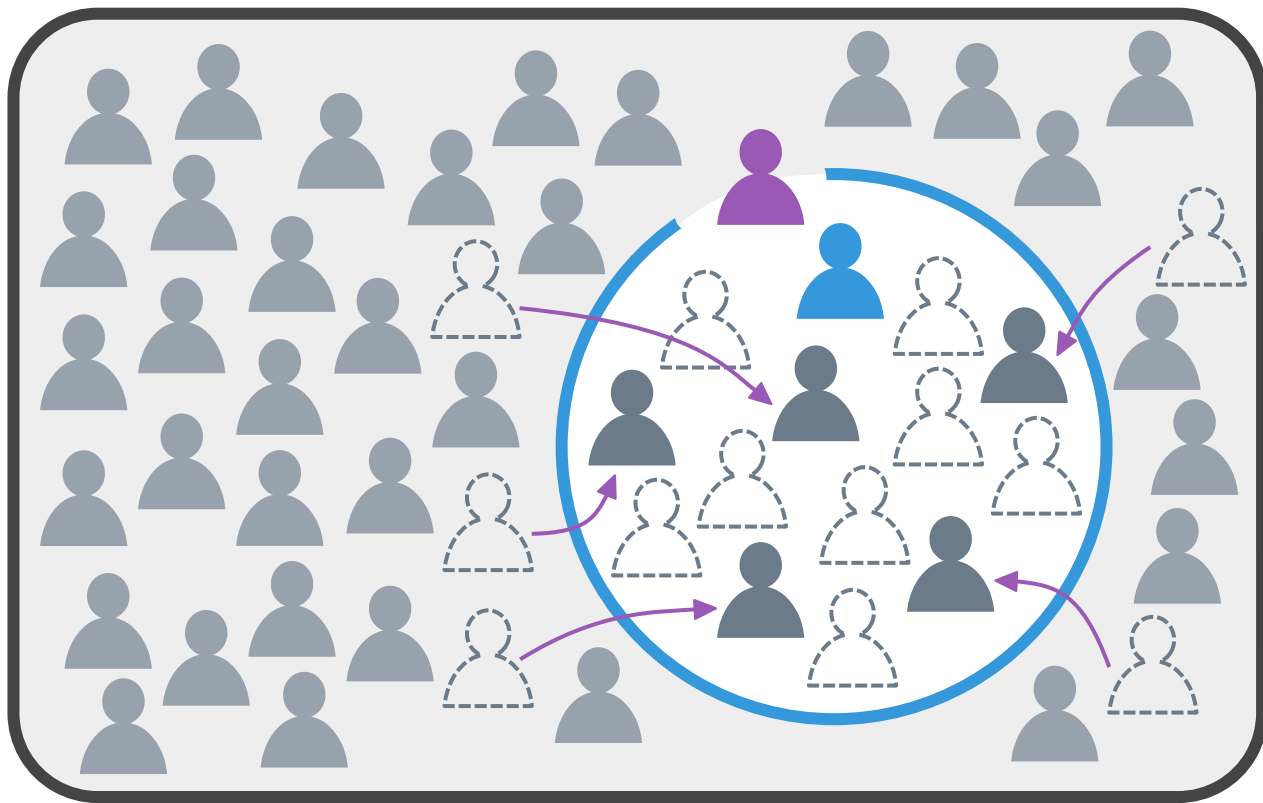
Daily Management

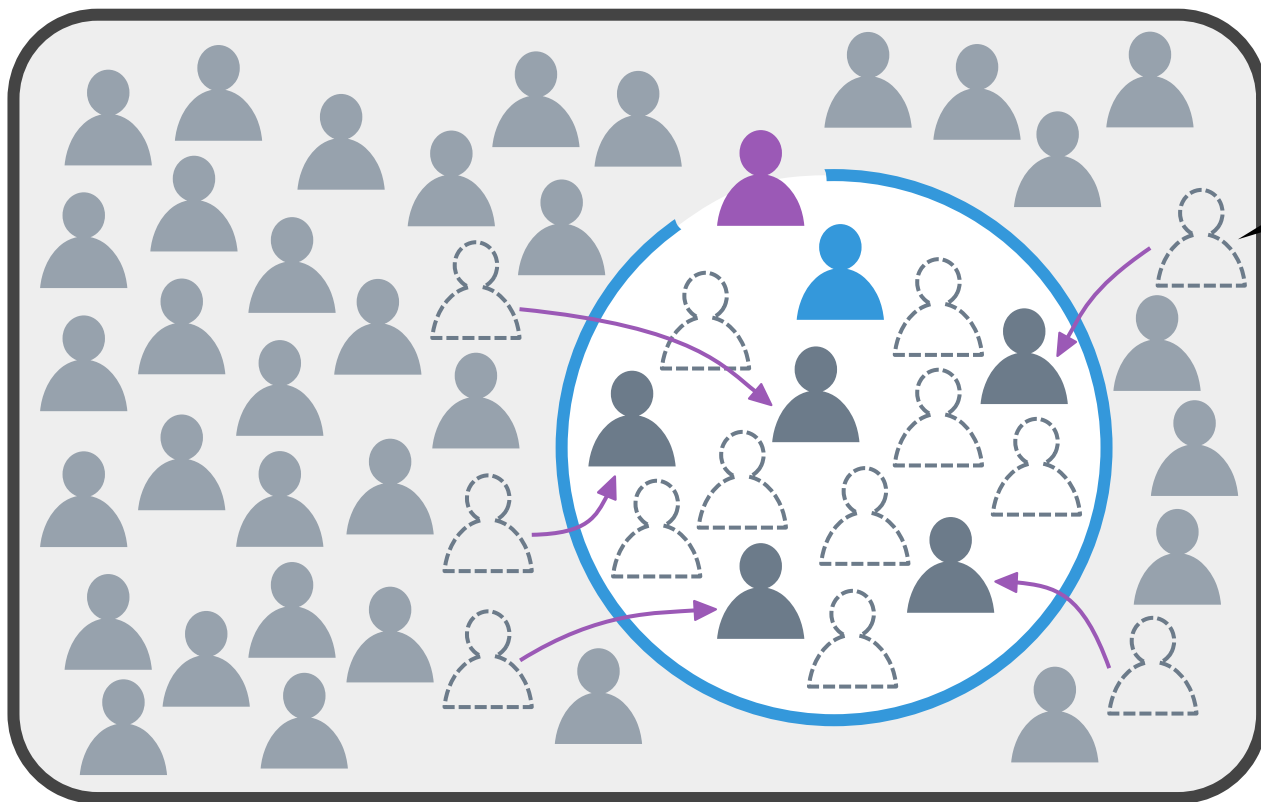
Monthly Closure

Project Closure

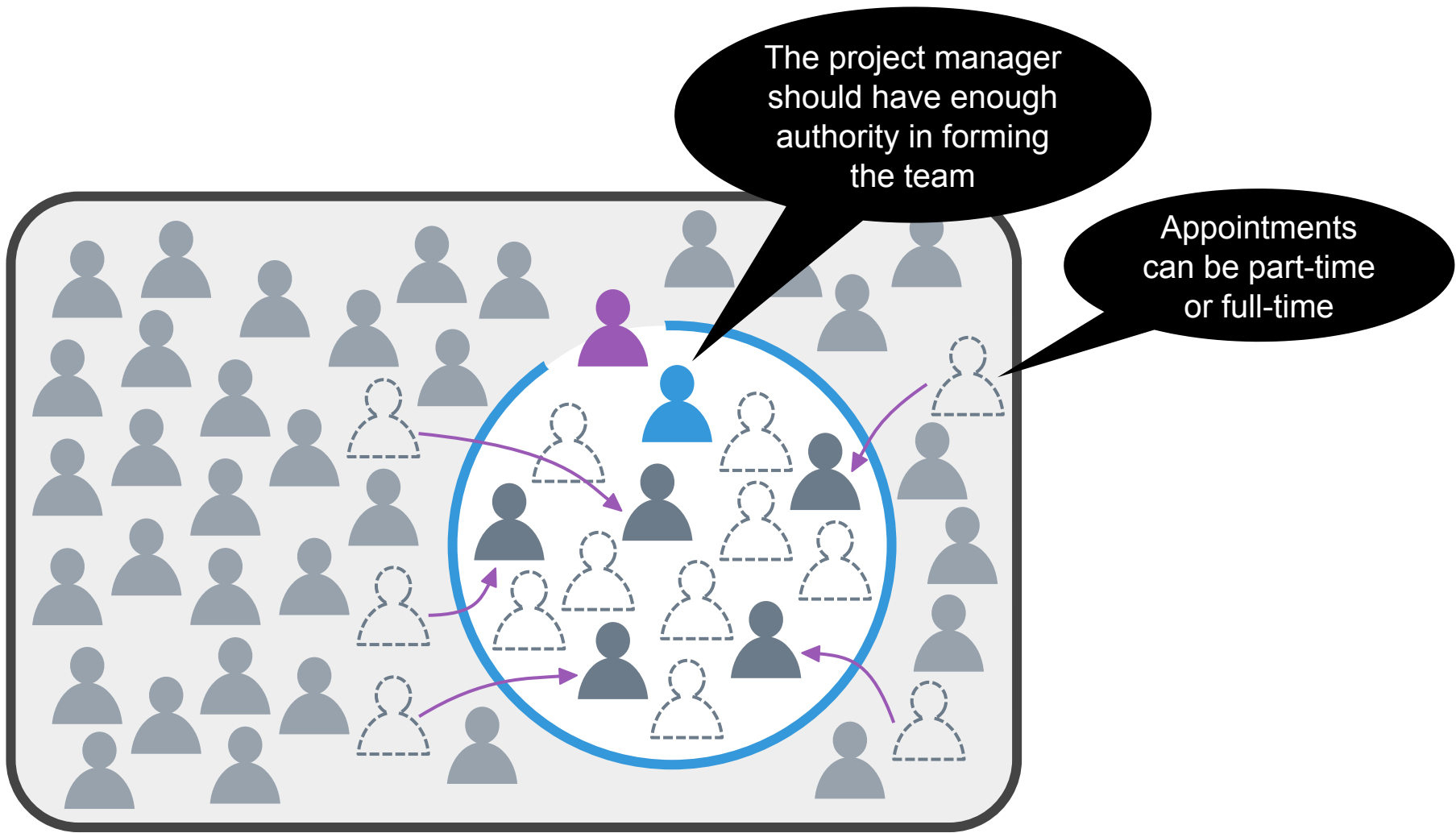
Post-Project Management

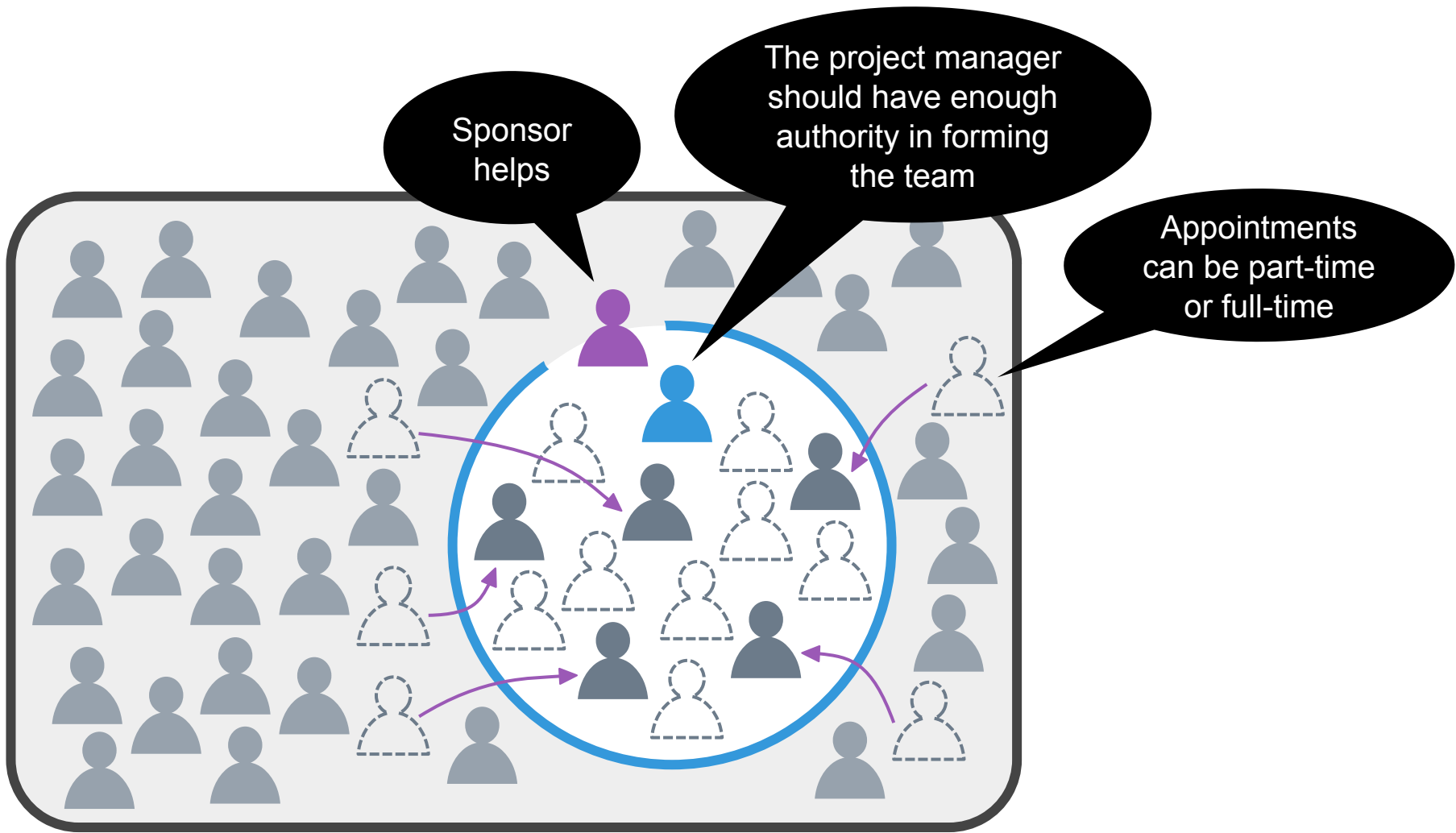


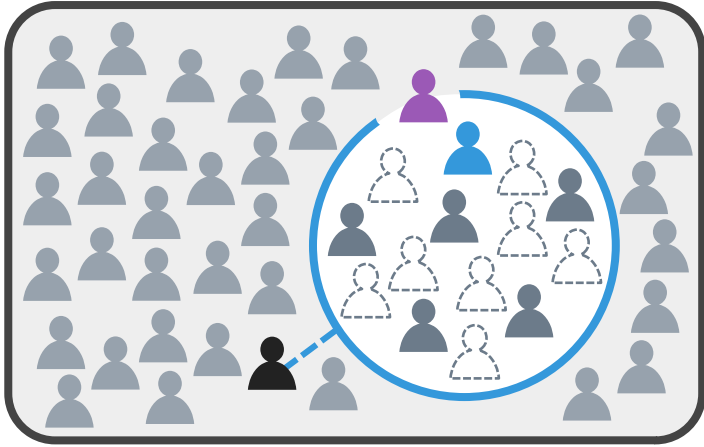




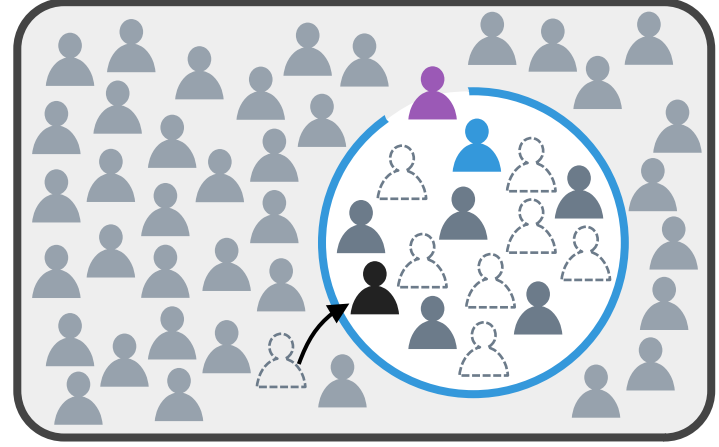
Appointments
can be part-time
or full-time



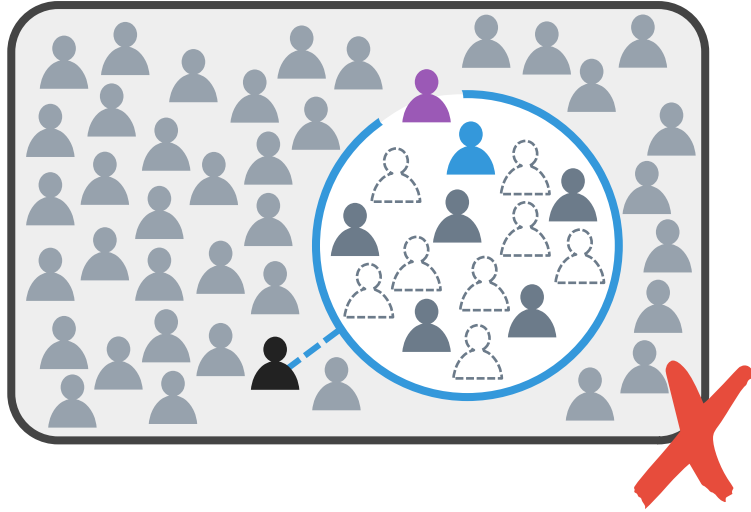




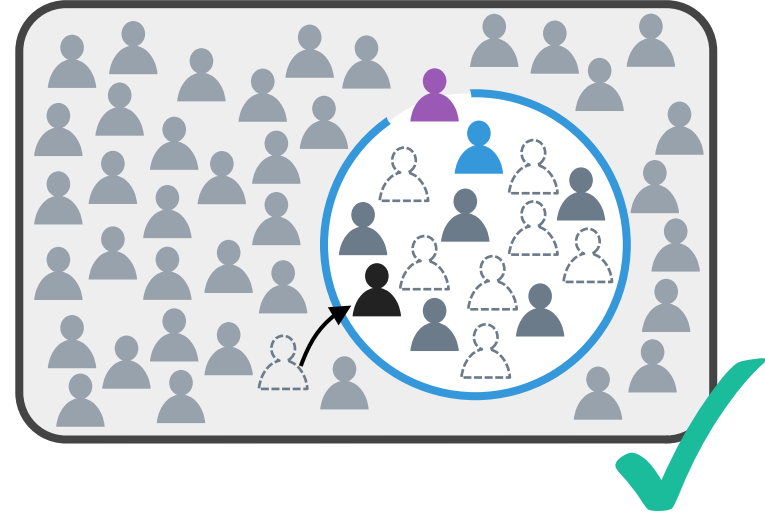
Assigning project work to random people
from the organization's departments



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

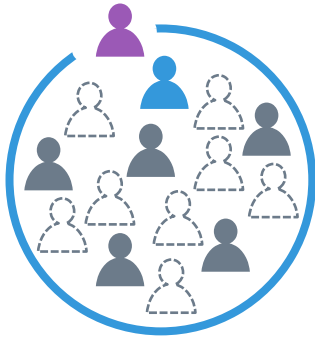


Assigning project work to random people from the organization's departments

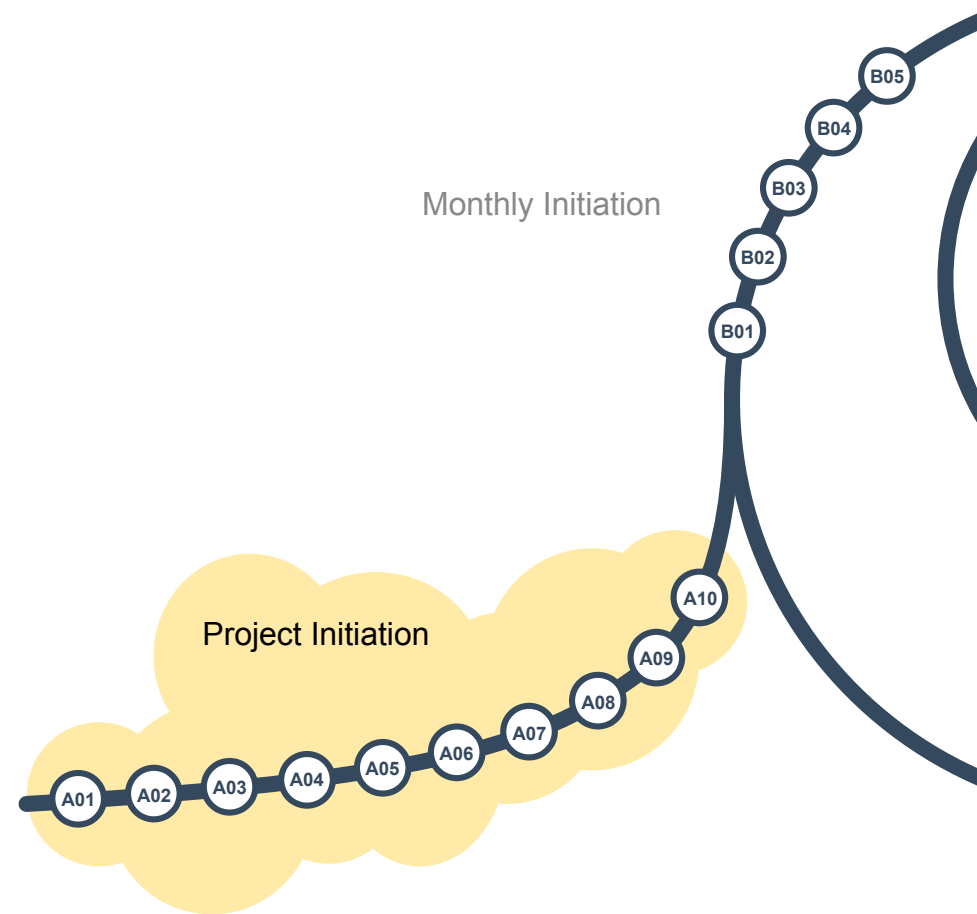


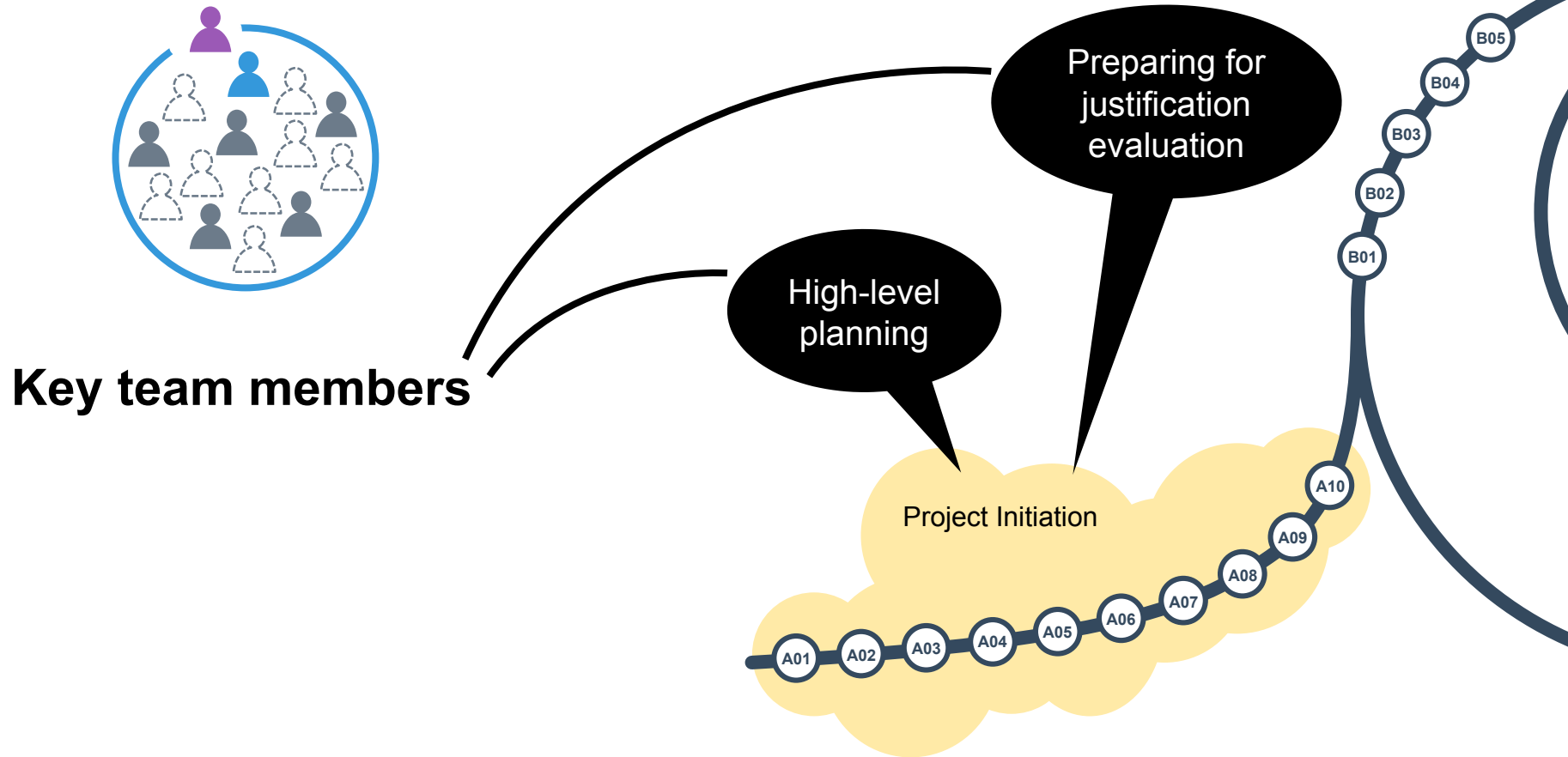
Officially appoint people to the project (even though it's not approved yet)

Realistic initiation

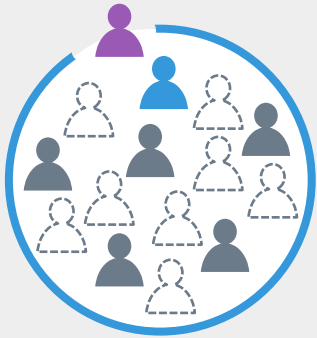


Key team members

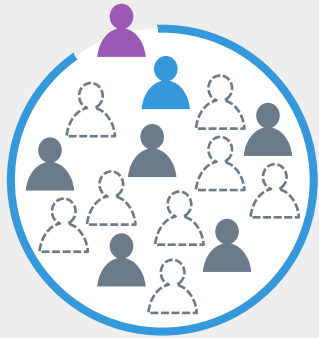




Project Initiation



Project Initiation

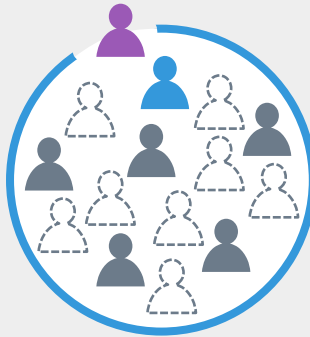


Project execution in monthly cycles



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

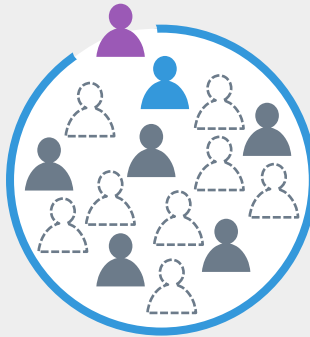
Project Initiation



Project Initiation

NO!!

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

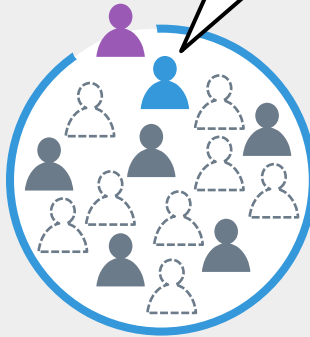


Project Initiation

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.



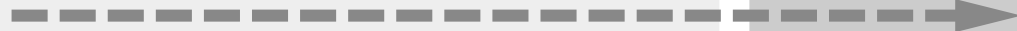
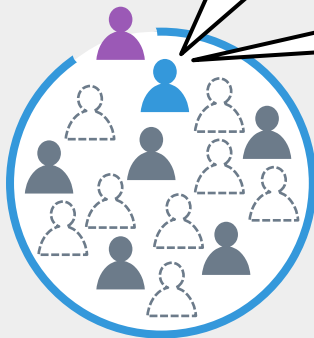
Project Initiation

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.

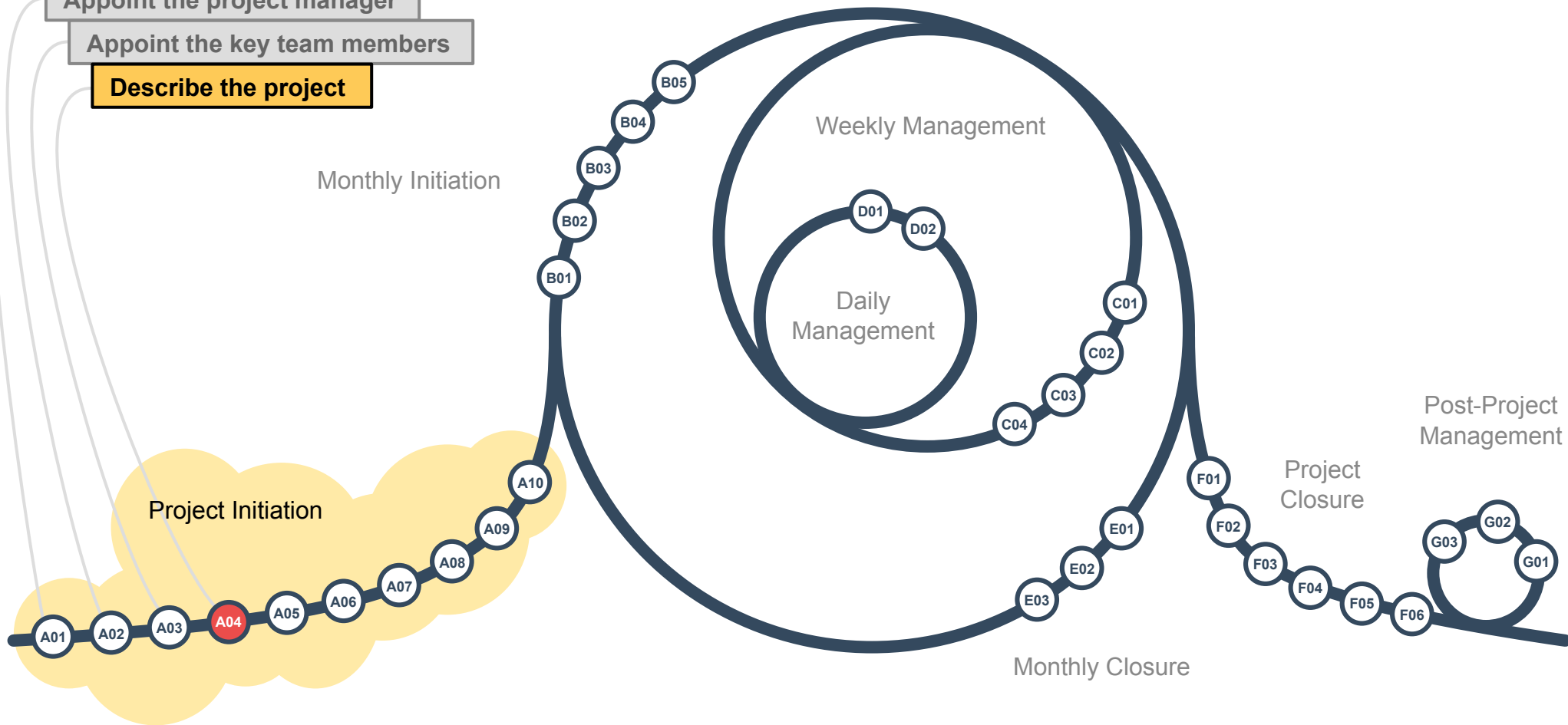


Appoint the sponsor

Appoint the project manager

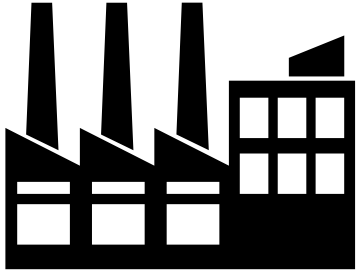
Appoint the key team members

Describe the project



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





Describe the project!



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

World #41

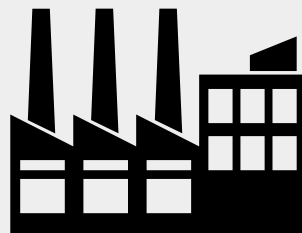
World #42



World #41

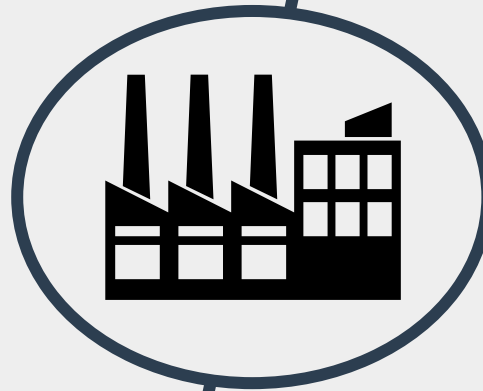
World #42

We're doing this
project mainly to
earn money.



World #41

World #42



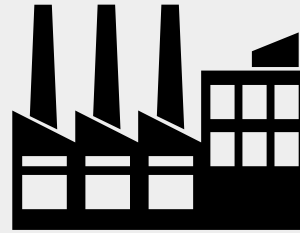
We're doing this project mainly to earn money.

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



World #41

World #42



We're doing this project mainly to earn money.

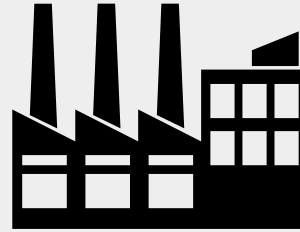
We're doing this project mainly to enter a new market.

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



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



① Purpose and expected benefits

② ##### ### #####

③ ##### ##### #####

④ ##### ##### #####

⑤ ##### ## #####

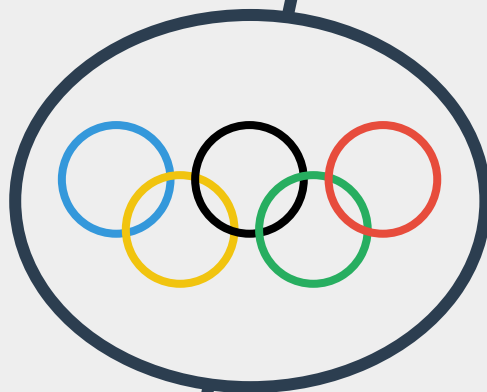
Otherwise similar projects
with different purposes may
have to be run differently

To ensure we
can satisfy the
purpose.



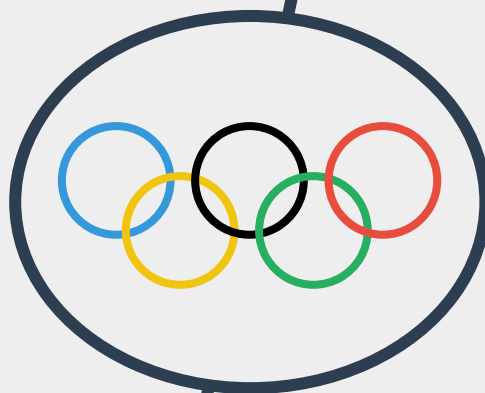
World #35

World #36



World #35

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

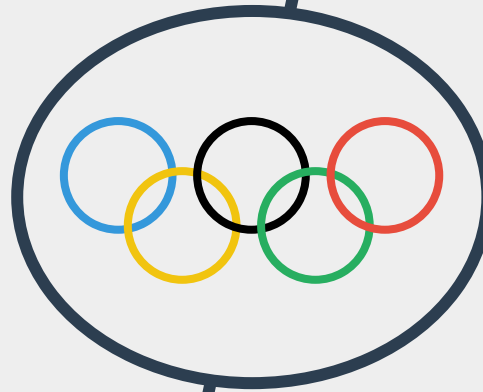


World #36



World #35

World #36



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.



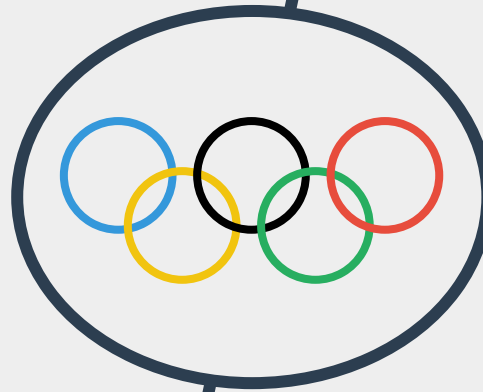
World #35

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.

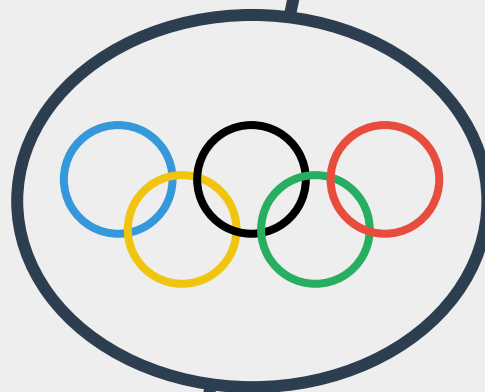
World #36

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



World #35

World #36

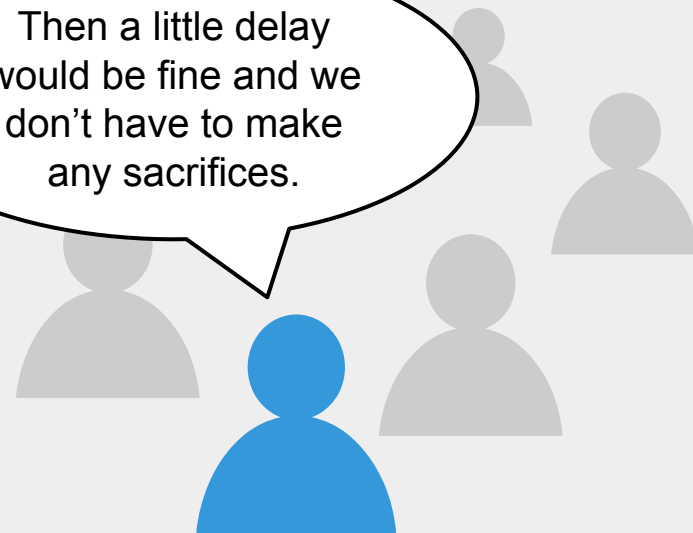


It must be finished in 18 months, otherwise it would be a disaster!

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

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

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





Describe the project!



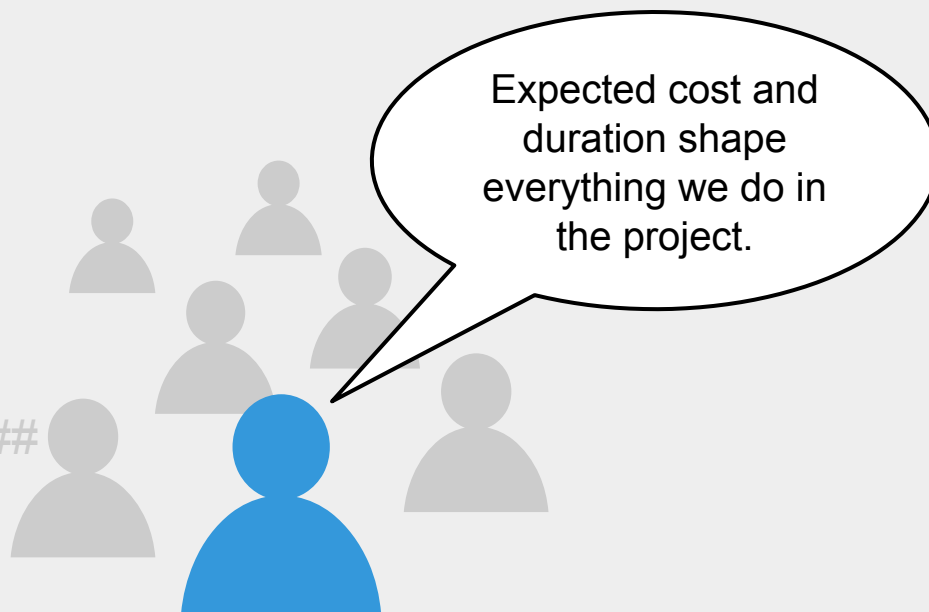
① Purpose and expected benefits

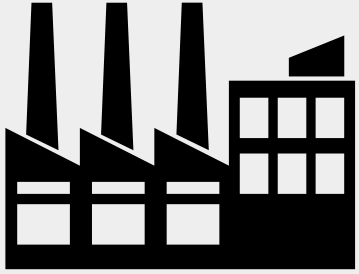
② Expected cost and duration

③ ##### ##### #####

④ ##### ##### #####

⑤ ##### ## #####

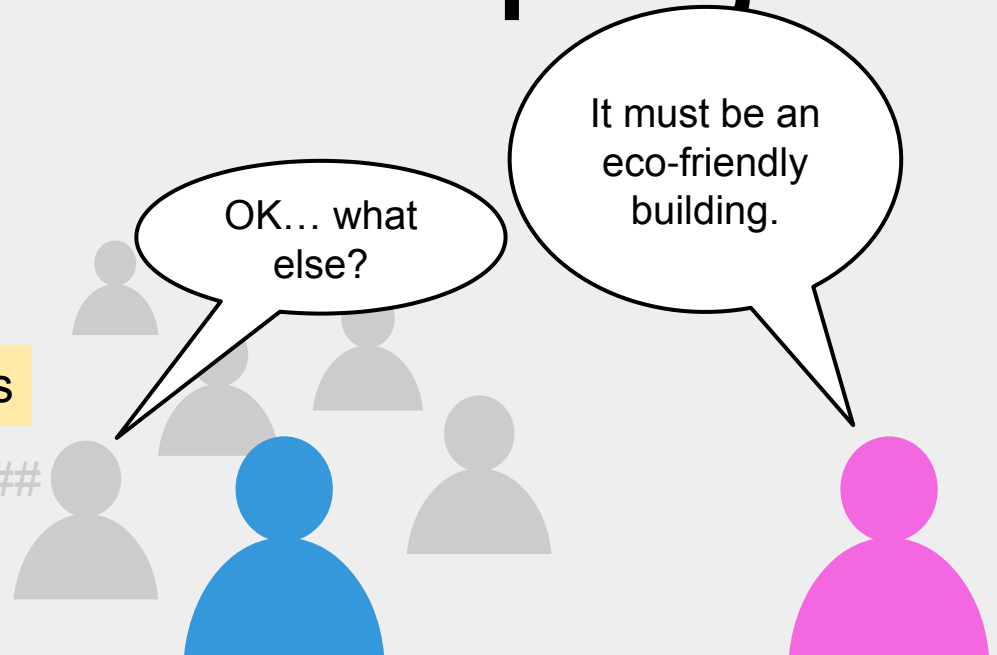


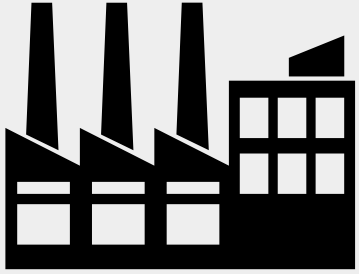


Describe the project!



- ❶ Purpose and expected benefits
- ❷ Expected cost and duration
- ❸ Requirements and quality expectations
- ❹ #####
- ❺ #####

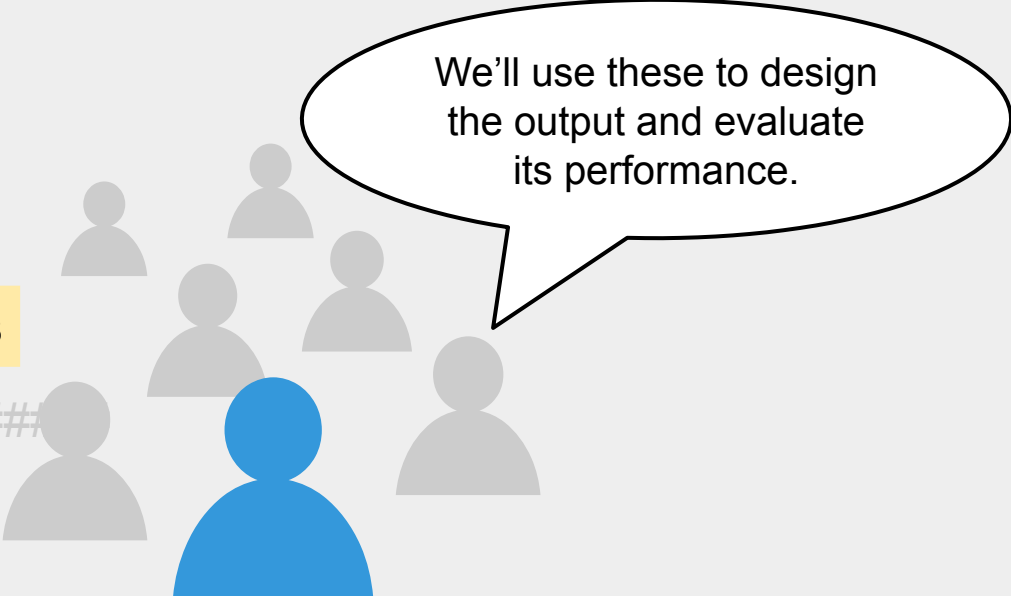




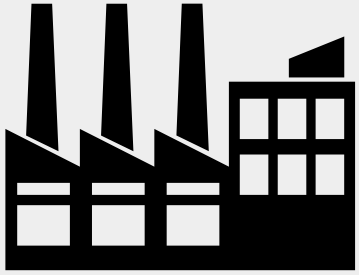
Describe the project!



- ❶ Purpose and expected benefits
- ❷ Expected cost and duration
- ❸ Requirements and quality expectations
- ❹ #####
- ❺ #####



We'll use these to design the output and evaluate its performance.



Describe th

- 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 ##### ## #####

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

How about the fence and gates?

World #66

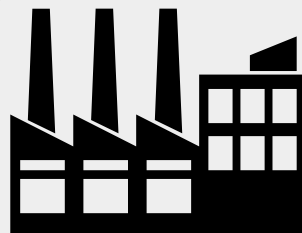
World #67



World #66

World #67

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

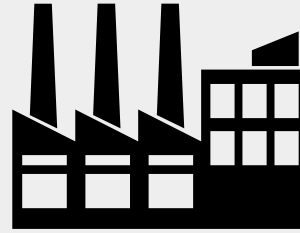


World #66

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



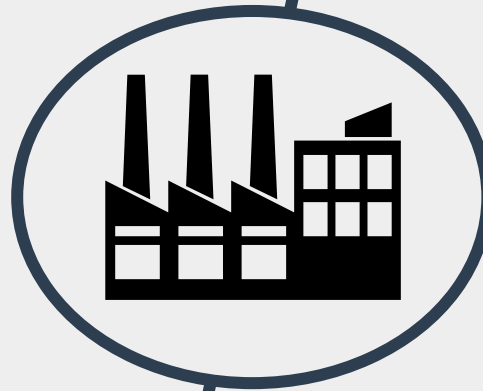
I don't have time
for this! Talk to
someone else.

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



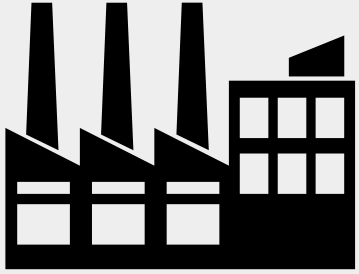
I don't have time
for this! Talk to
someone else.

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!

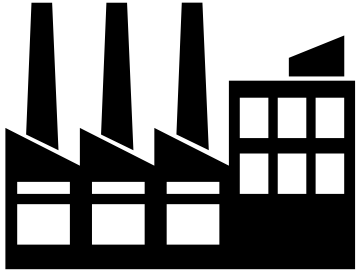


Describe the project!



- 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



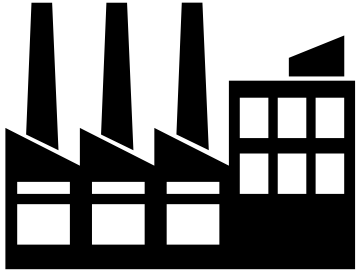


Describe the project!



- 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 **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.

A blue, multi-lobed cloud-like shape with a white outline. Inside the cloud, the text "Check archives of old projects for inspiration." is written in white, centered.

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

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

One or two pages of simple text.

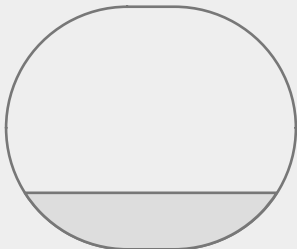
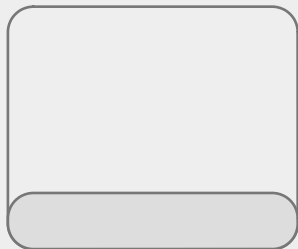
Will be updated throughout the project

1

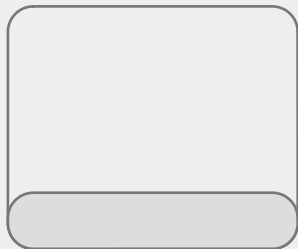


Project Description

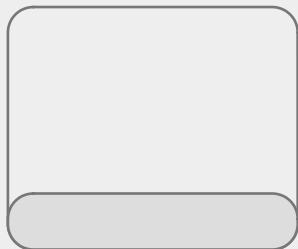
2



3

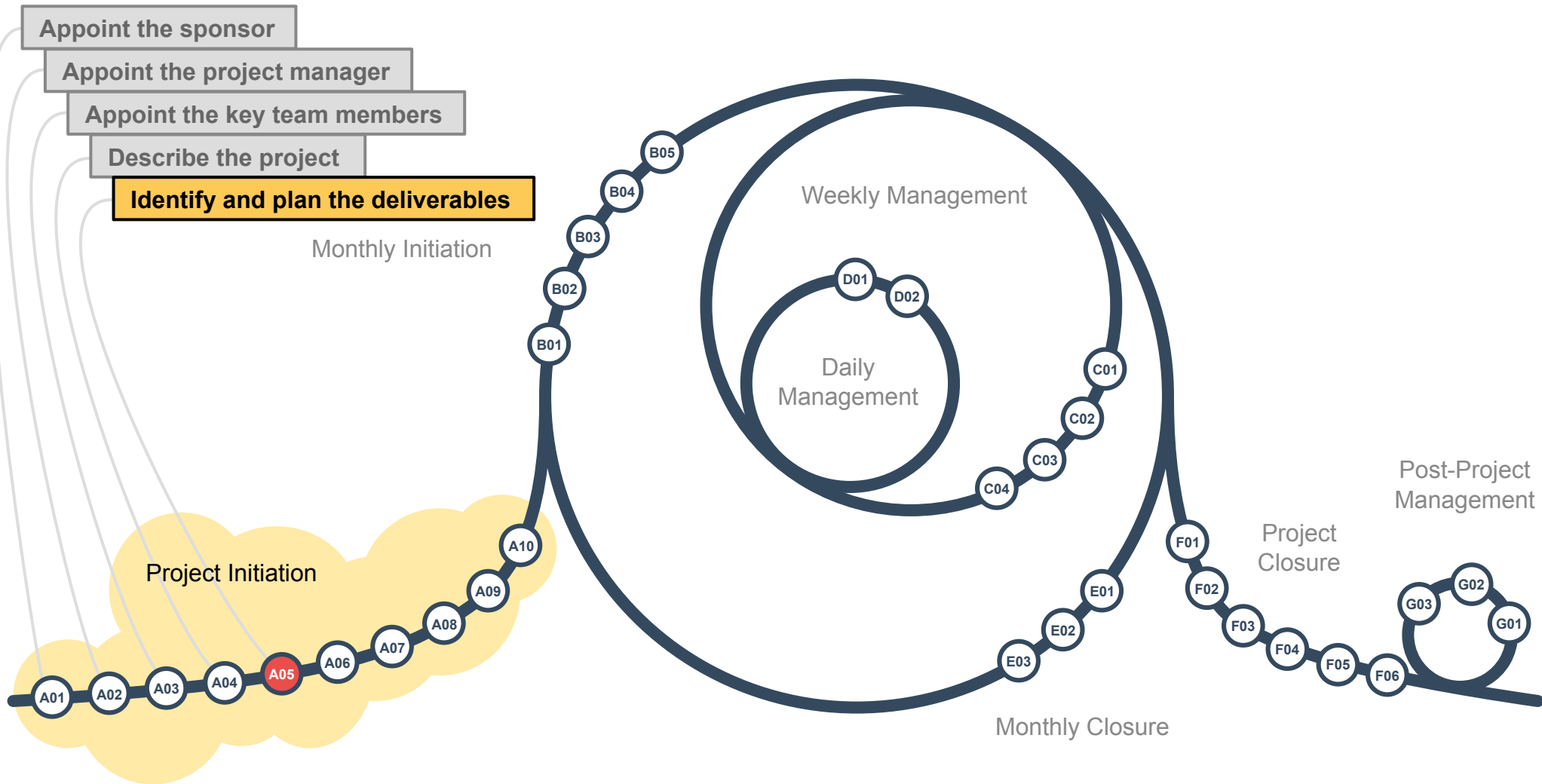


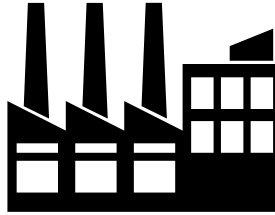
4



Hooray!

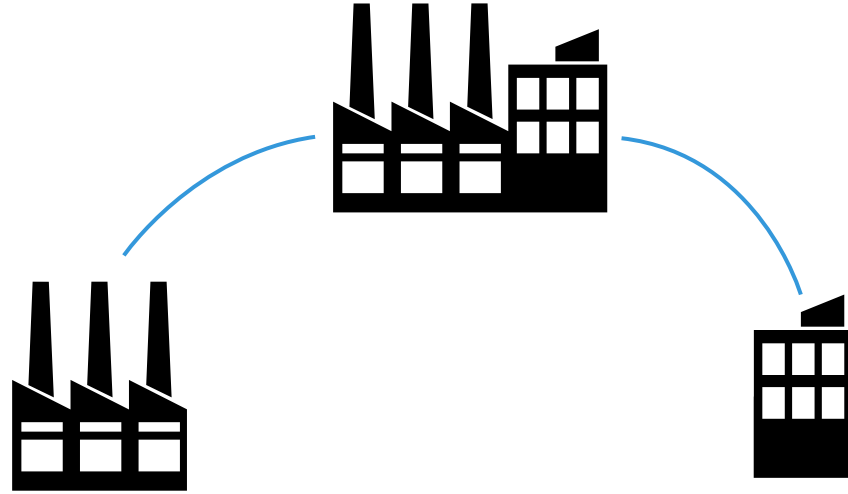
Our first
document is
ready!

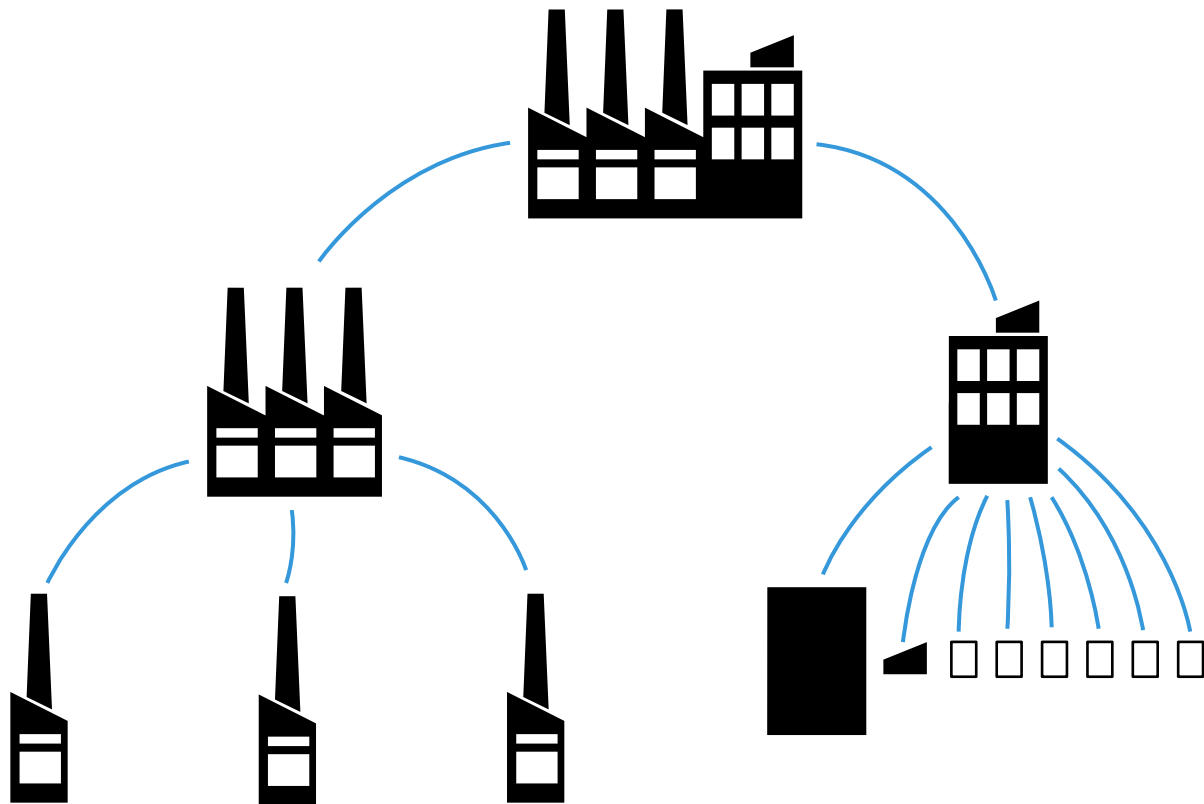


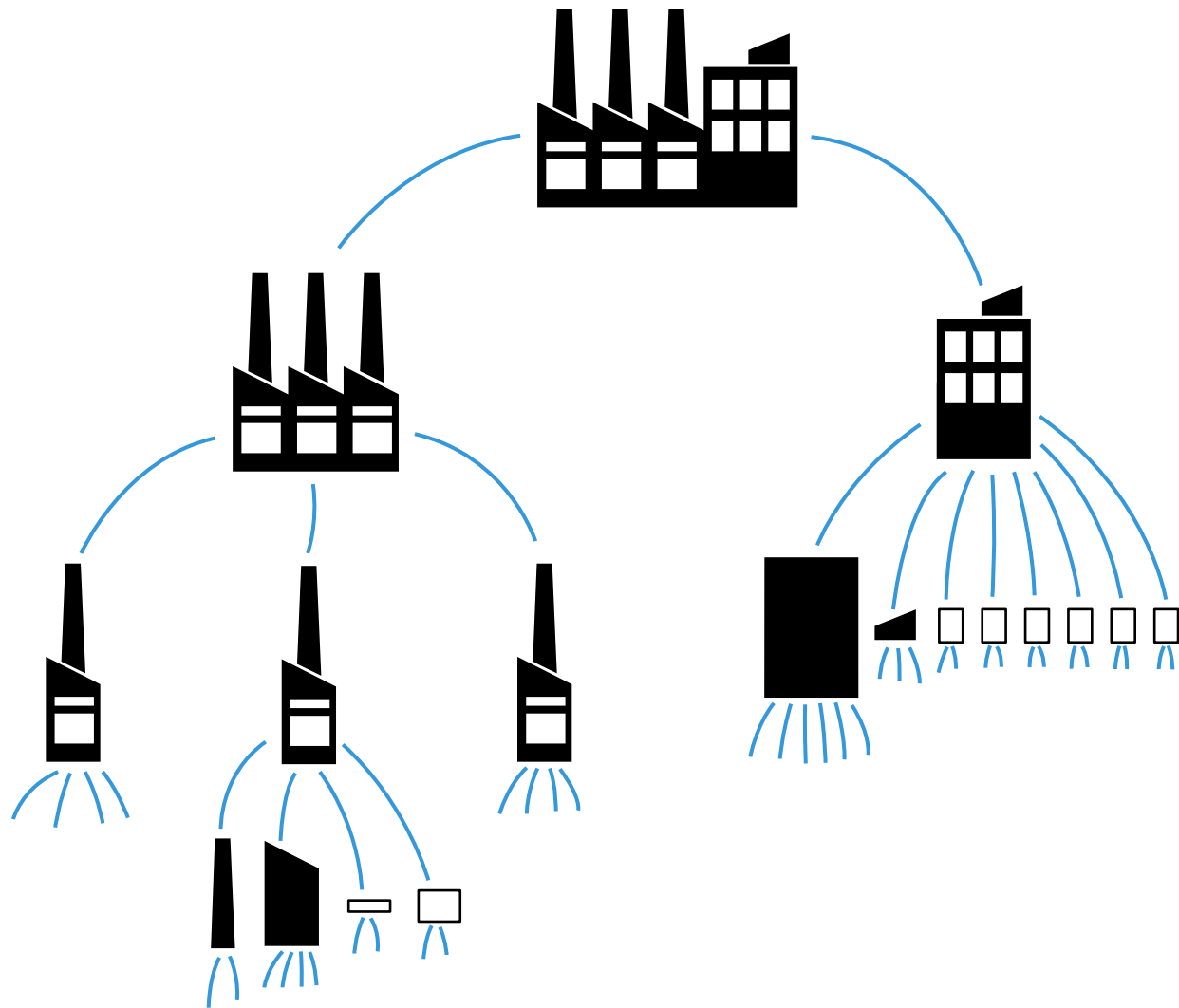


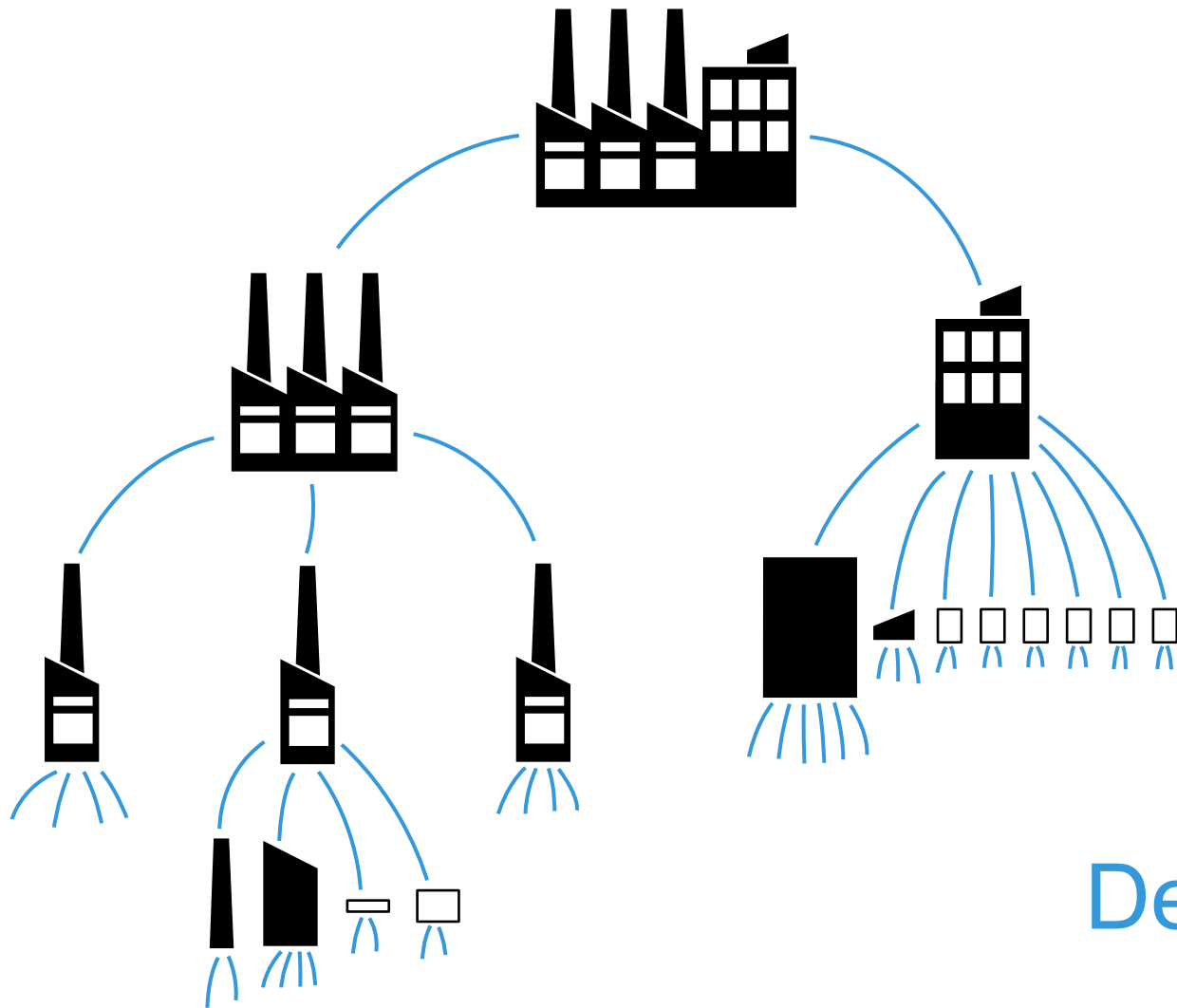
What are the building elements of the output?
(and their supporting elements)



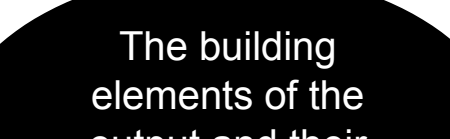
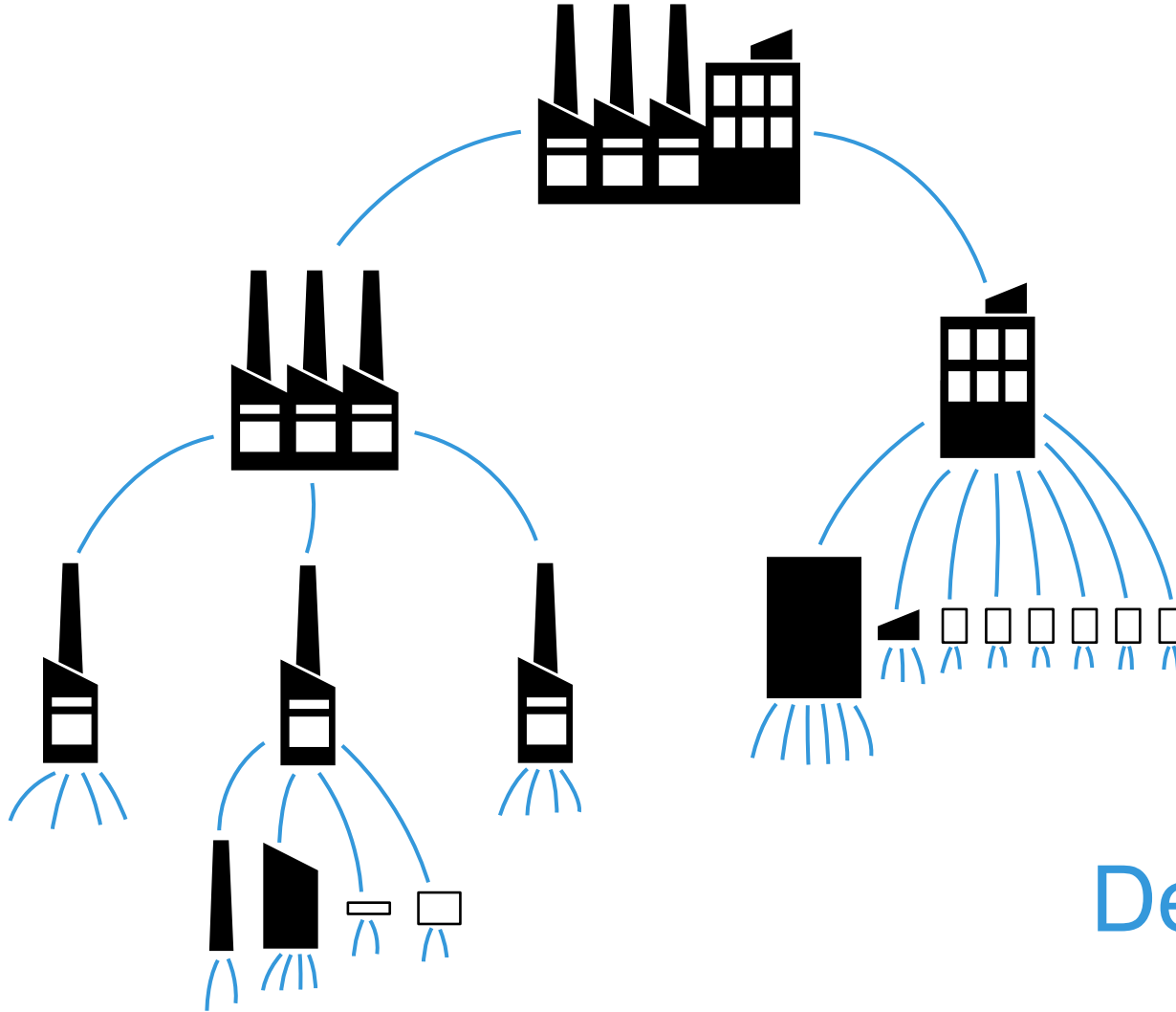






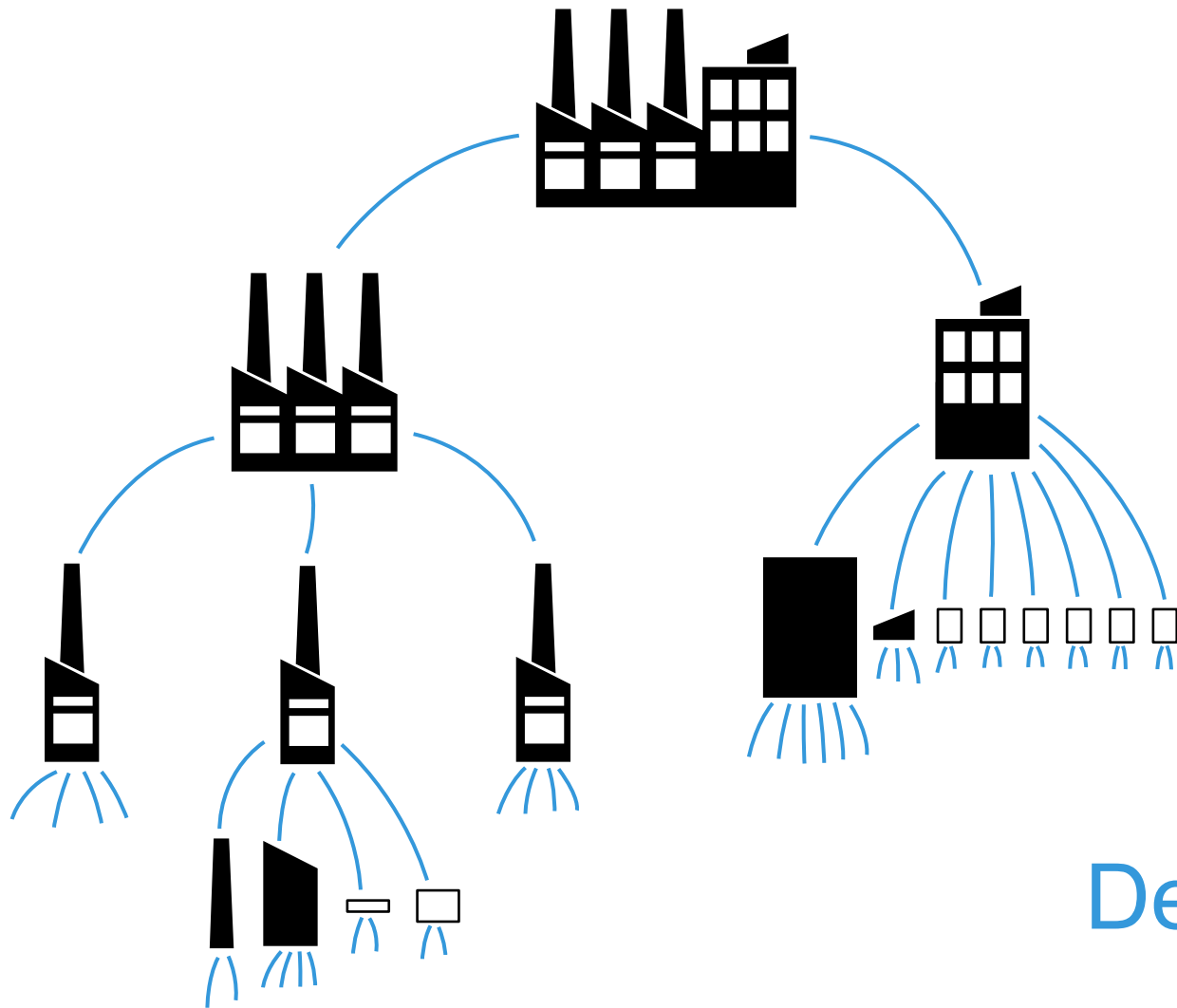


Deliverables Map



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

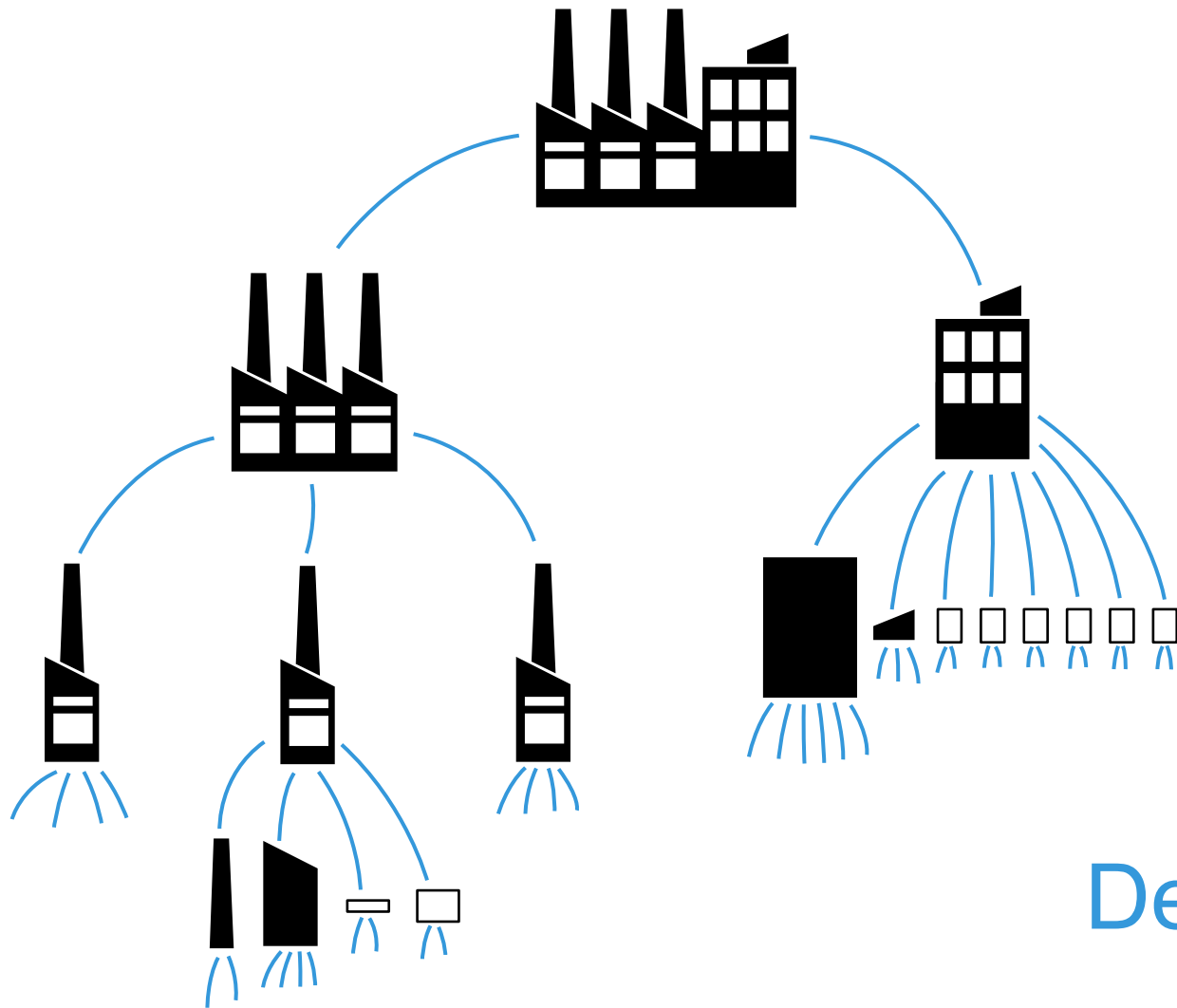
Deliverables Map



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

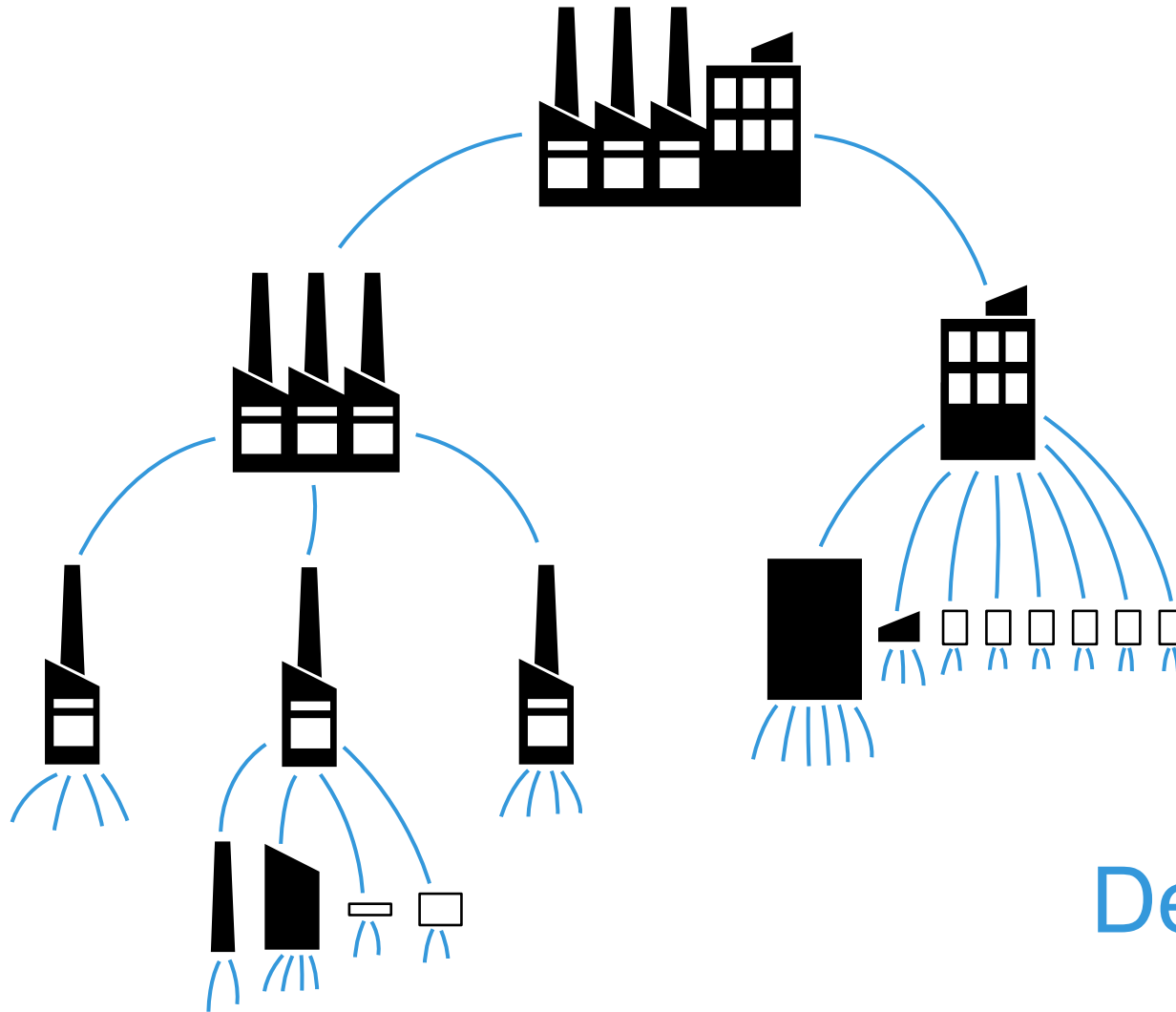
Preferably, as a mind map

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?

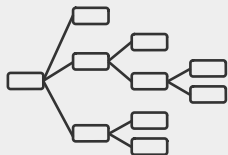


1

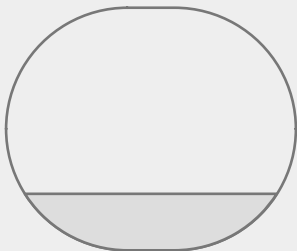


Project Description

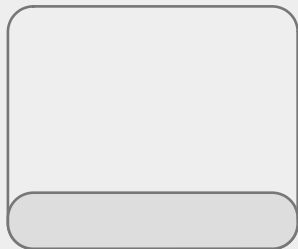
2



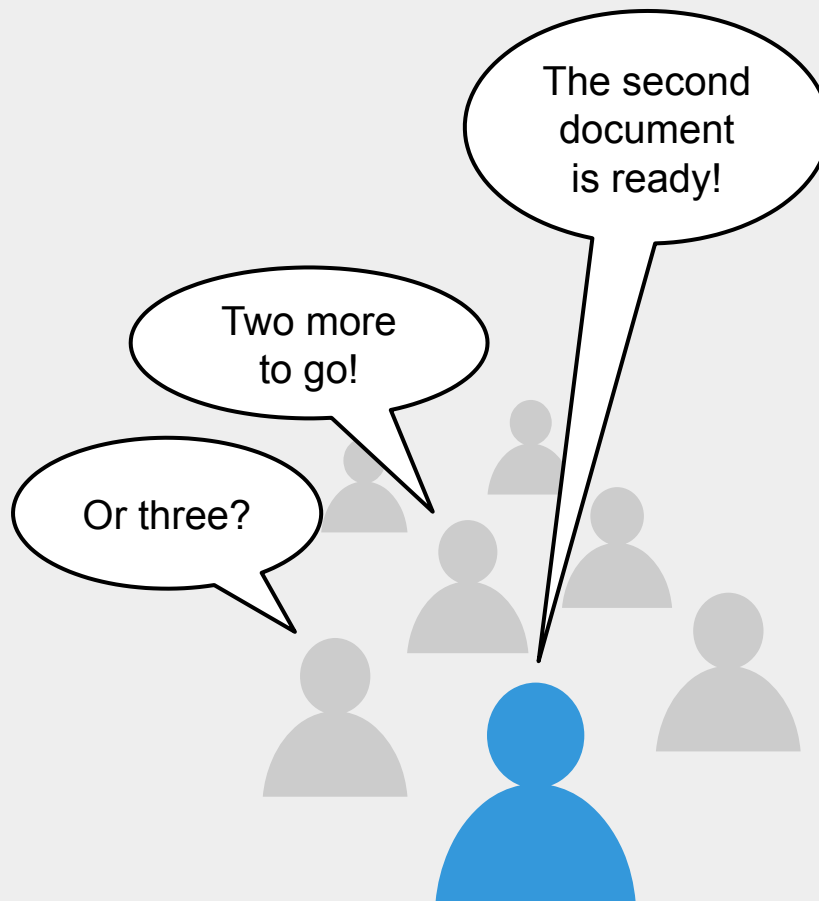
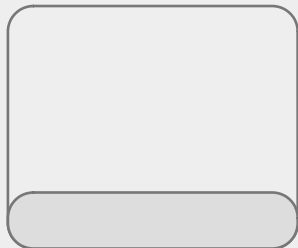
Deliverables Map



3



4



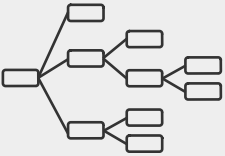
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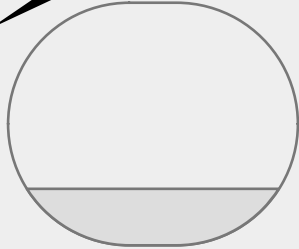
Project Description

Usually a
mind map

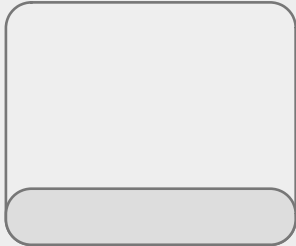
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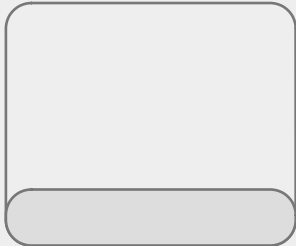
Deliverables Map



3



4



Two more
to go!

Or three?

The second
document
is ready!

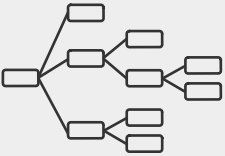


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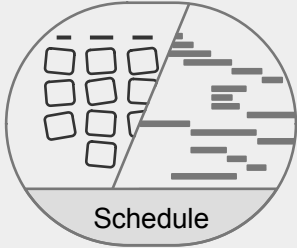


Project Description

2

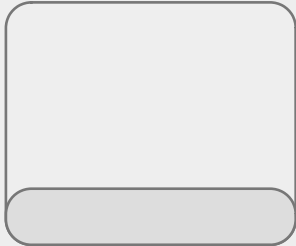


Deliverables Map

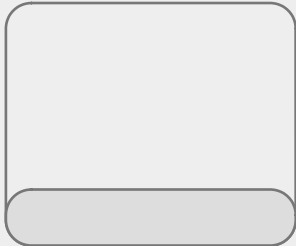


Schedule

3



4



We also need
a schedule

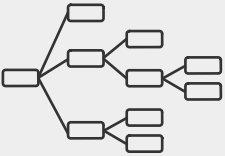
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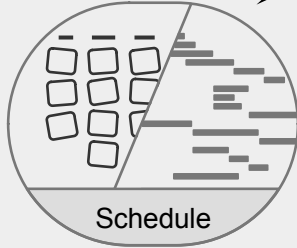
Project Description

Order of working
on deliverables

2



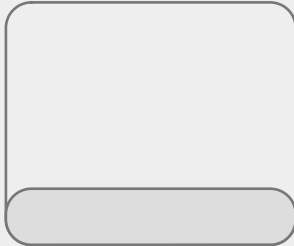
Deliverables Map



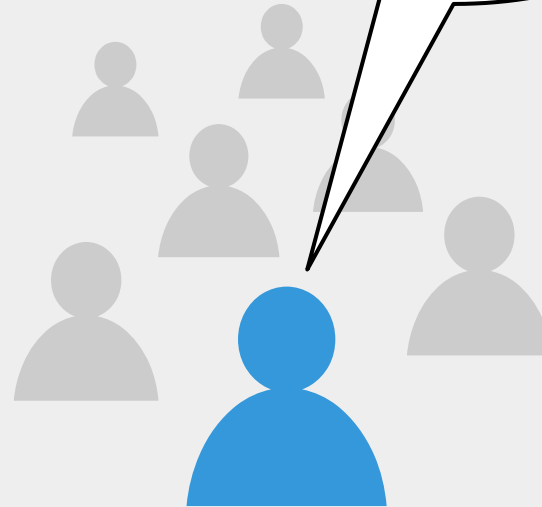
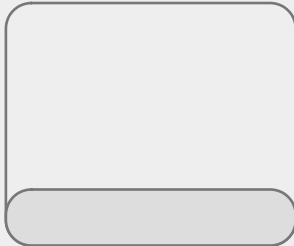
Schedule

We also need
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3

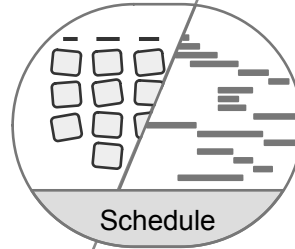
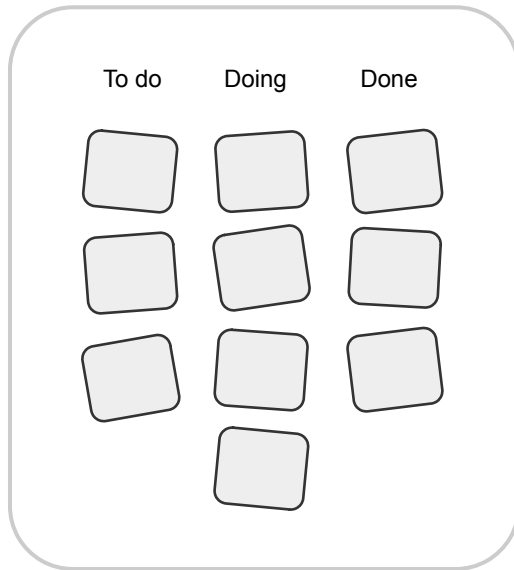


4



Priority-based

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



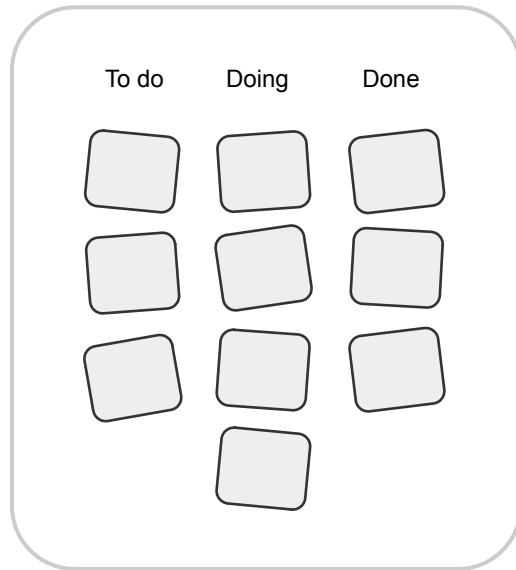
Dependency-Based

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

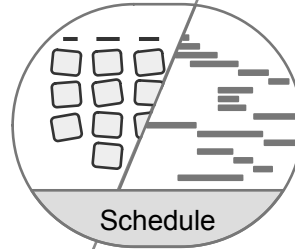


Priority-based

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



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



Dependency-Based

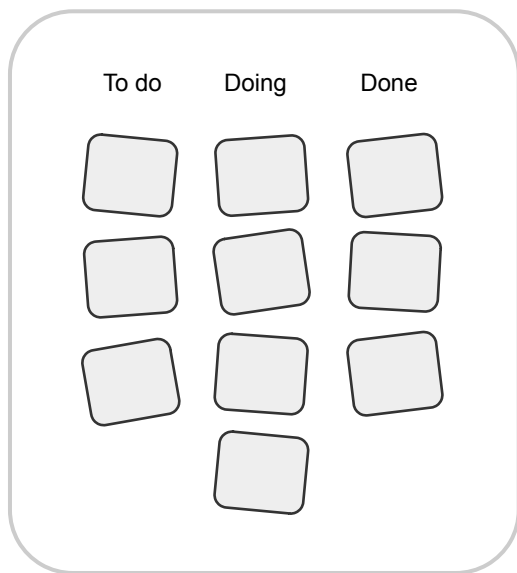
The order of working on deliverables is mainly driven by dependencies among them; e.g., construction projects.



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

Priority-based

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



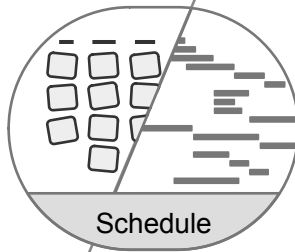
Usually visualized on a **[kanban] board**,
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Dependency-Based

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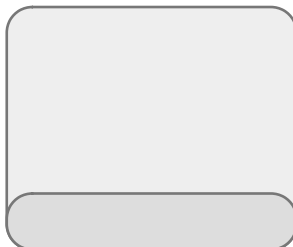
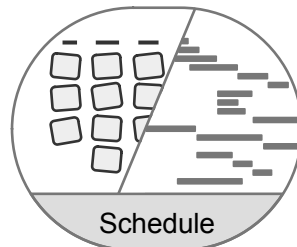
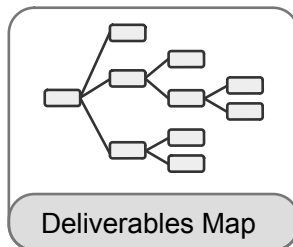


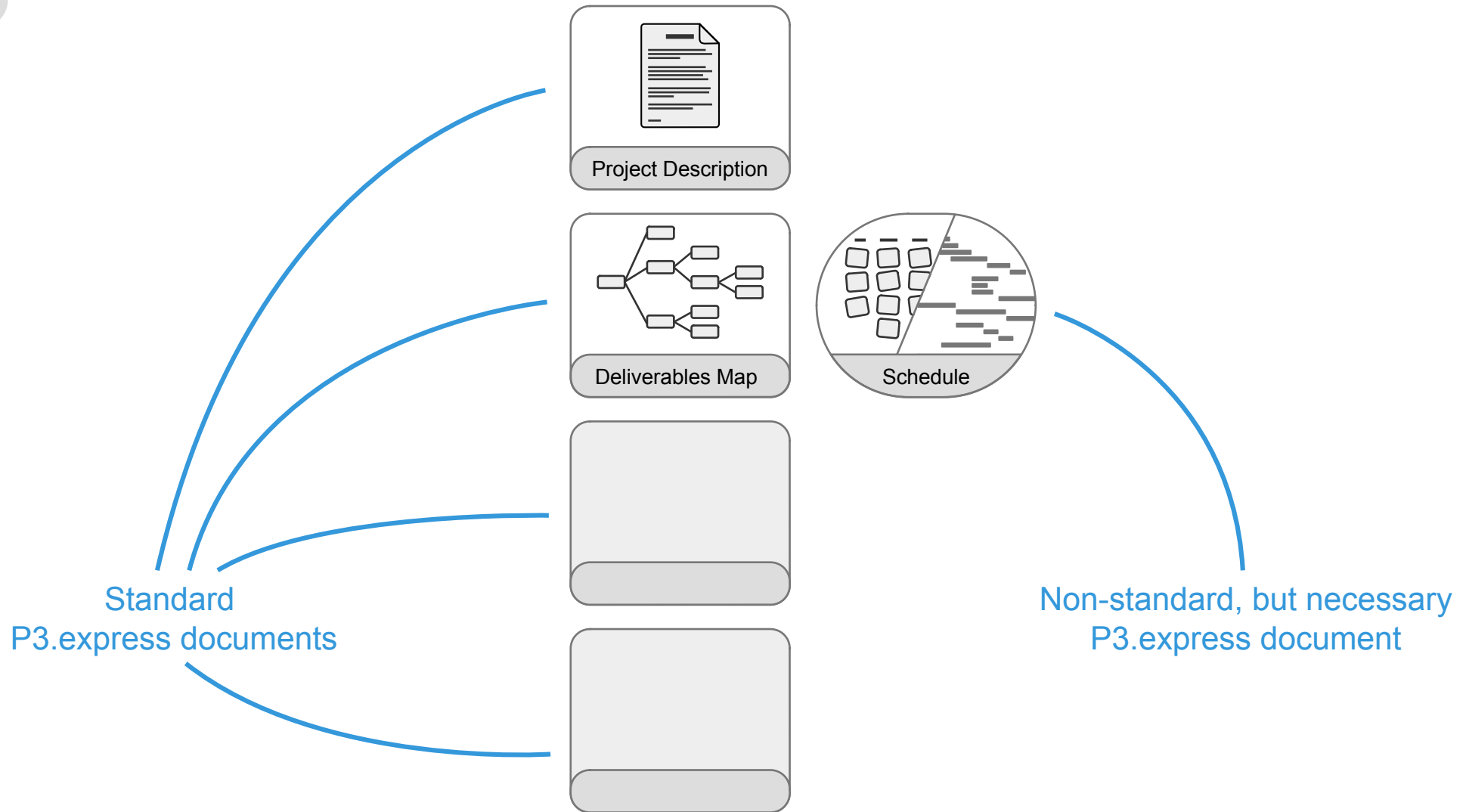
Usually visualized with a **Gantt Chart**
and usually ordered using the **Critical Path Method**

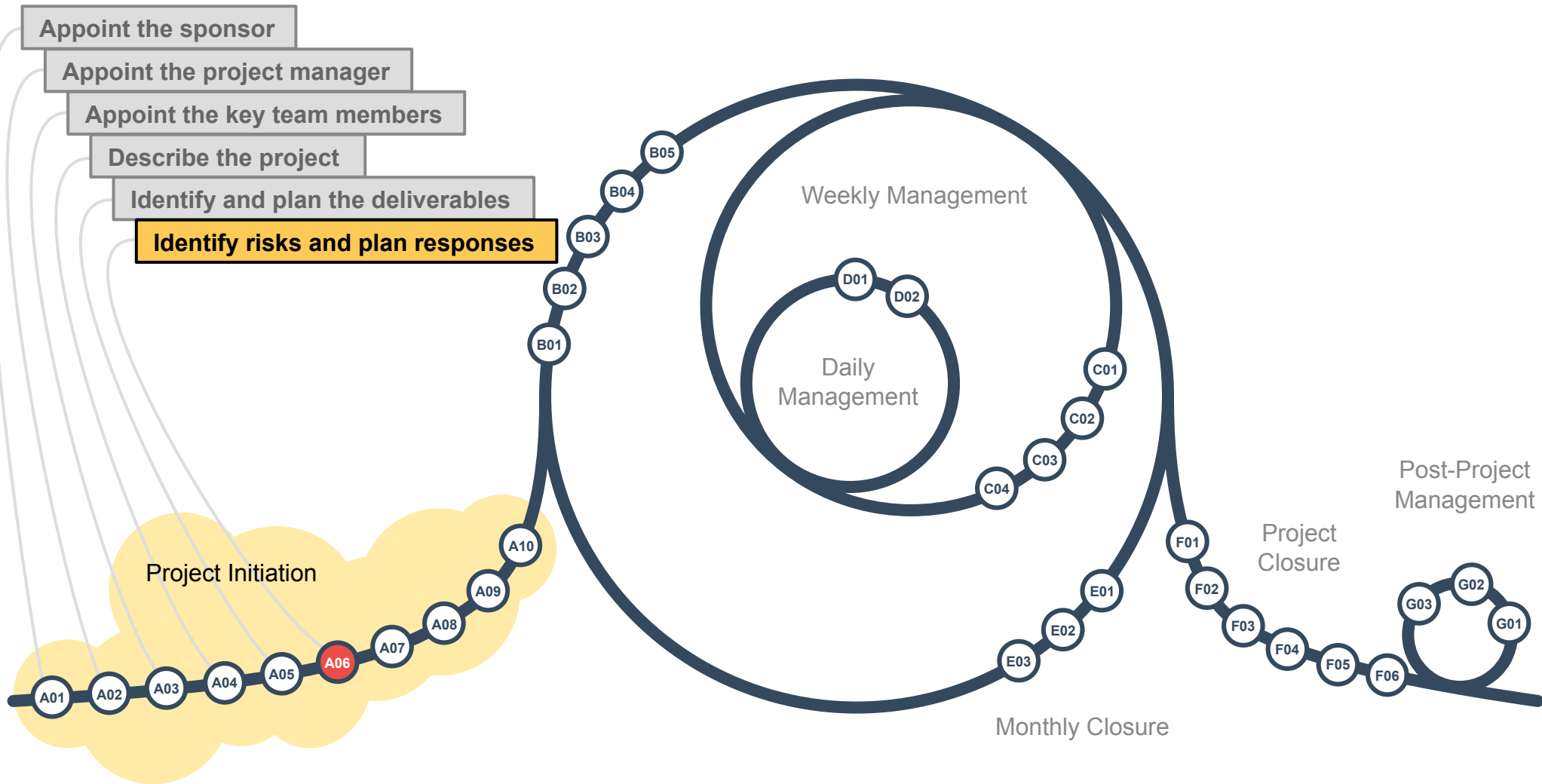


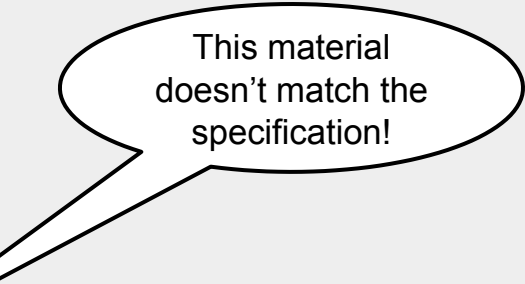
Check archives
of old projects for
inspiration.

Standard
P3.express documents










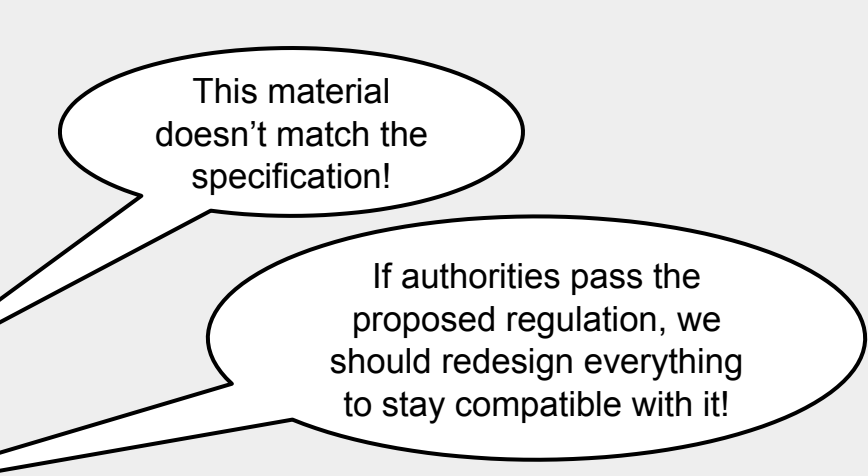
This material
doesn't match the
specification!



This material
doesn't match the
specification!

Issue

A current condition that may impact the project

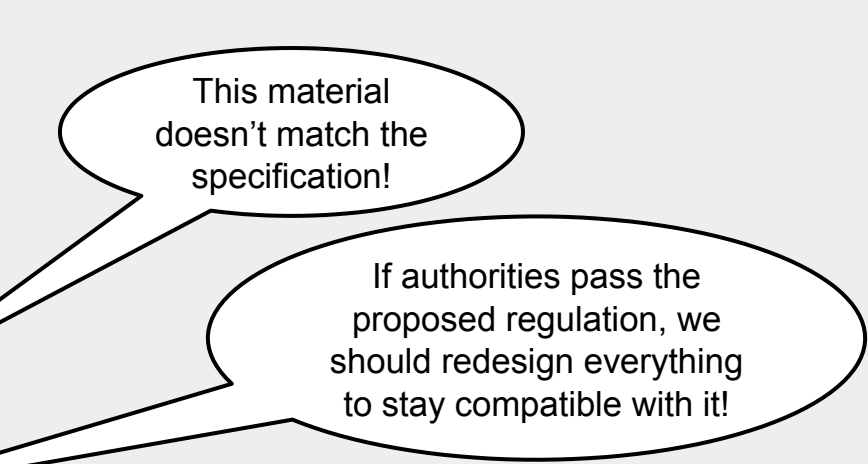


This material
doesn't match the
specification!

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

Issue

A current condition that may impact the project



This material
doesn't match the
specification!

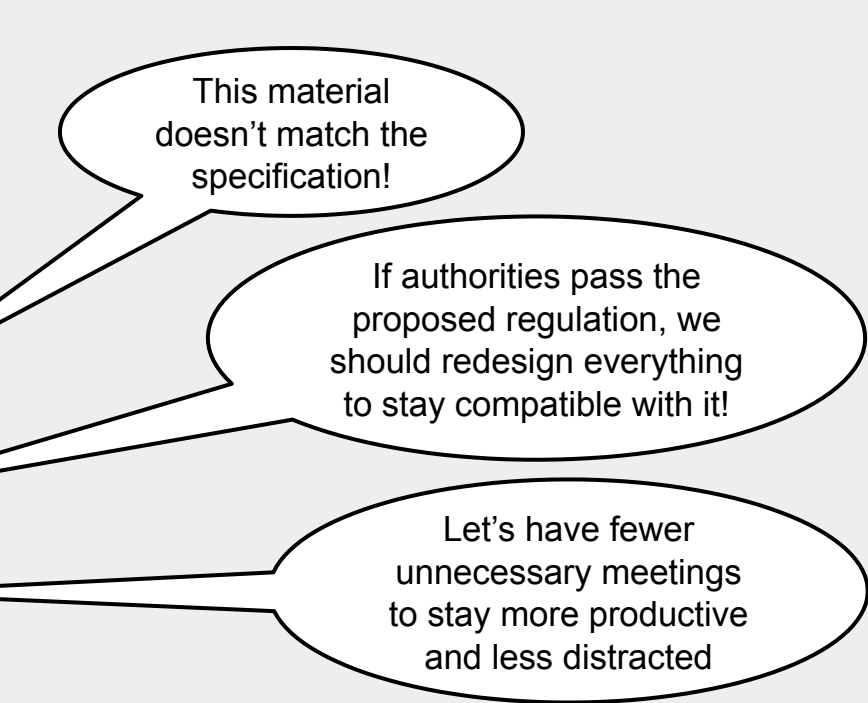
If authorities pass the
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Issue

A current condition that may impact the project

Risk

An uncertain future condition that may impact the project



This material
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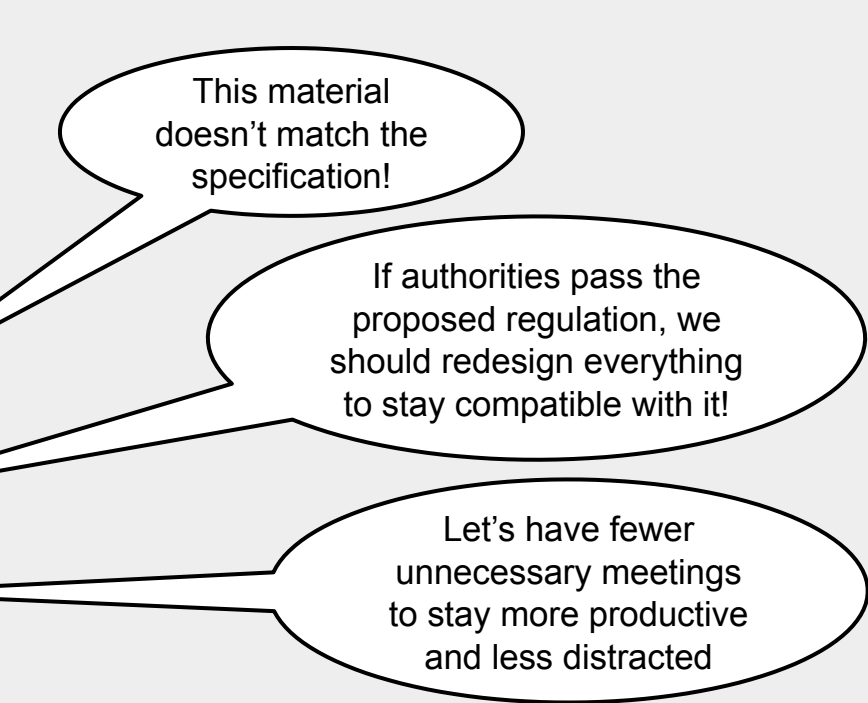
Let's have fewer
unnecessary meetings
to stay more productive
and less distracted

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A current condition that may impact the project

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Risk

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Improvement Plan

An ad hoc plan for improving future work

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and less distracted

The customer wants
a new feature...

Issue

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Change Request

A proposal for changing a plan or design

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and less distracted

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If we had a simple first
aid kit, it wouldn't have
become such a disaster!

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A proposal for changing a plan or design

Lesson Learned

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

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An uncertain future condition that may impact the project

Improvement Plan

An ad hoc plan for improving future work

Change Request

A proposal for changing a plan or design

Lesson Learned

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

Need follow-up

Issue

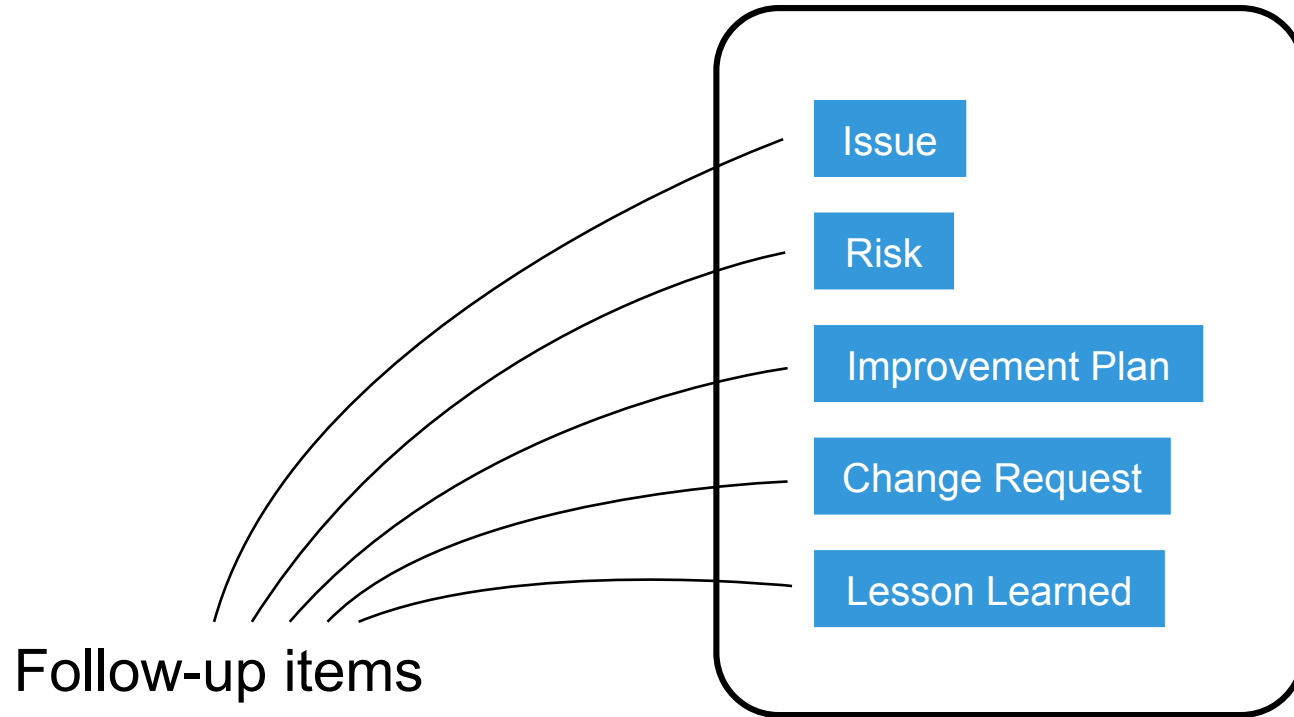
Risk

Improvement Plan

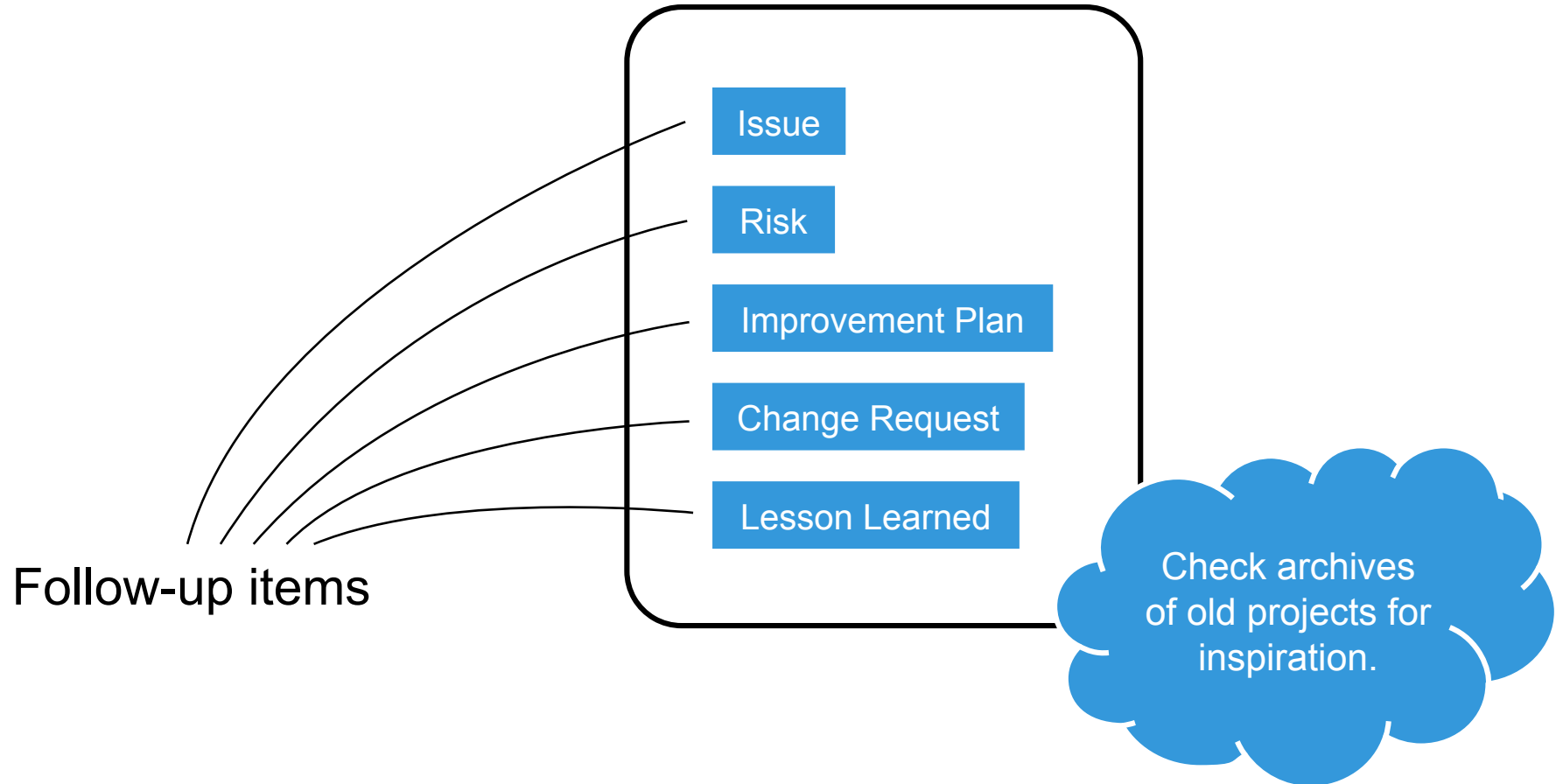
Change Request

Lesson Learned

Follow-Up Register



Follow-Up Register

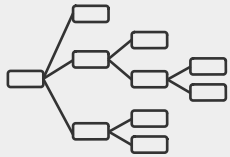


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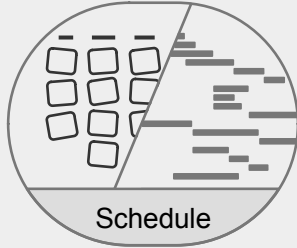


Project Description

2

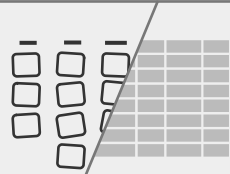


Deliverables Map



Schedule

3



Follow-Up Register

4



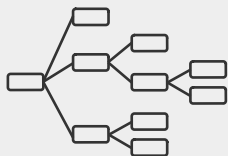
And here's the
third standard
document...

1

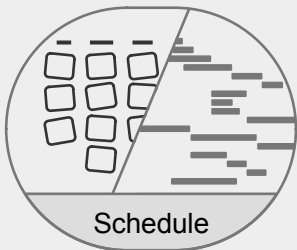


Project Description

2

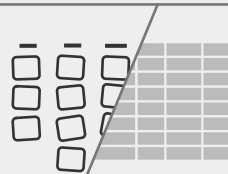


Deliverables Map



Schedule

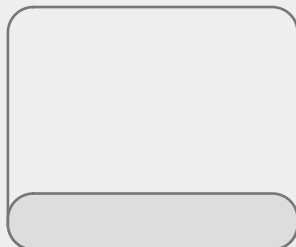
3



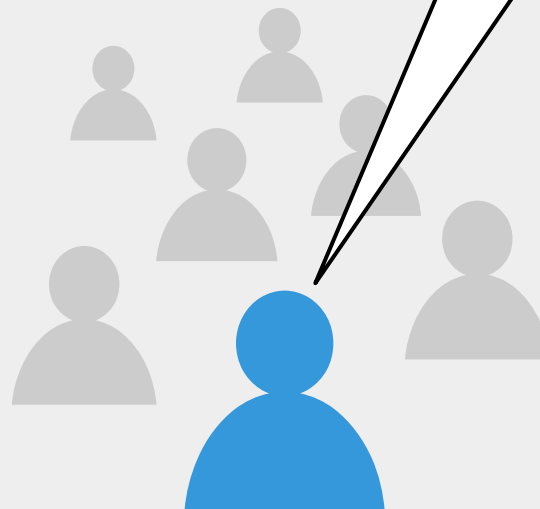
Follow-Up Register

Usually a
spreadsheet
or a board

4

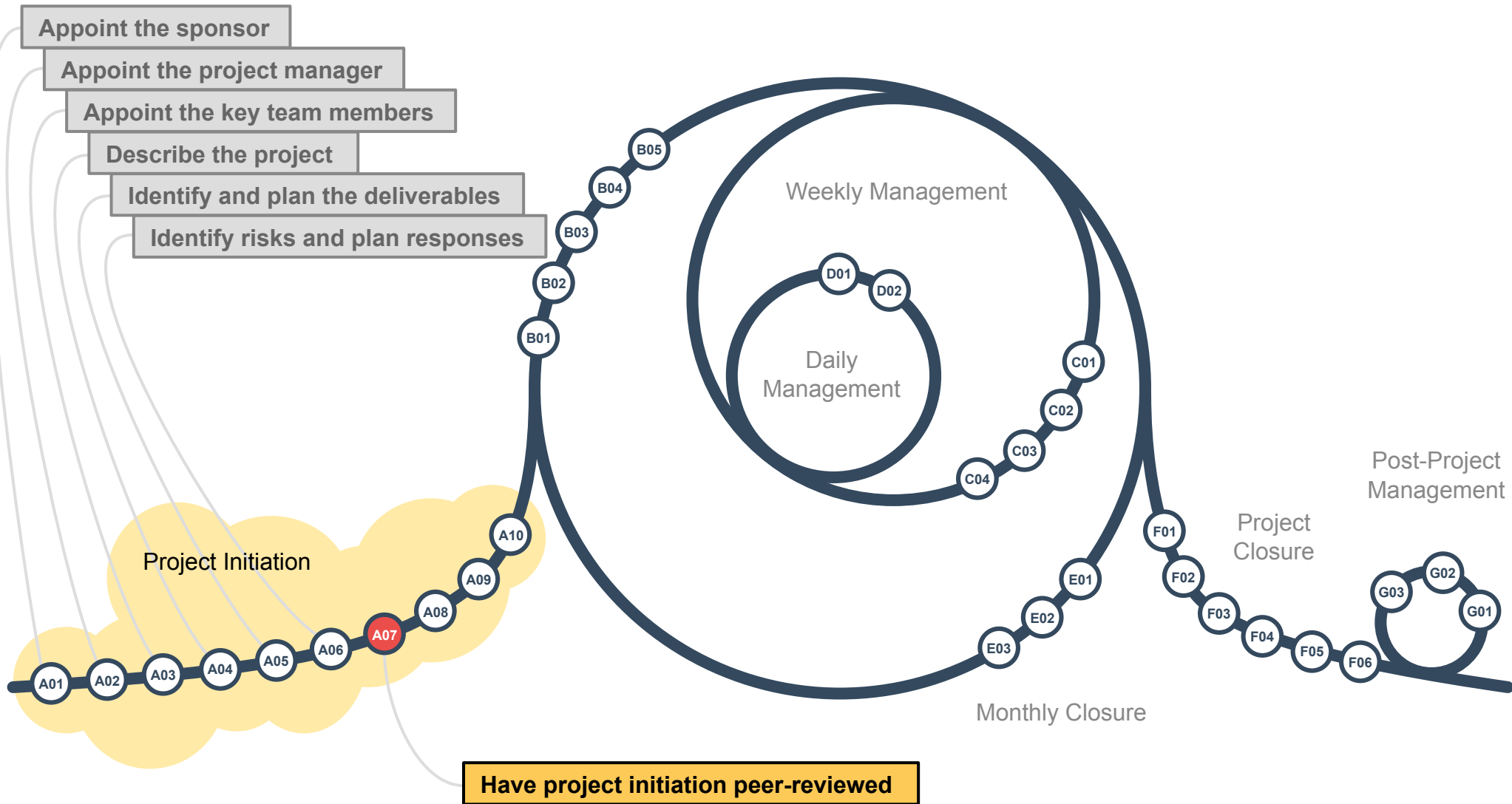


And here's the
third standard
document...



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



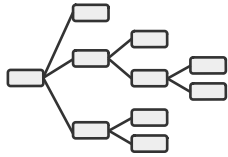


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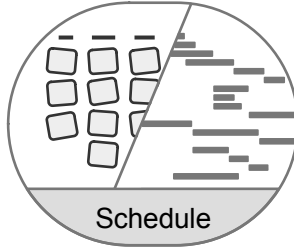


Project Description

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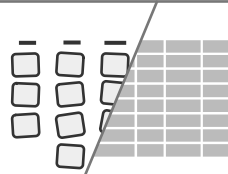


Deliverables Map



Schedule

3



Follow-Up Register

4



Peer Reviewer

A person with project management expertise,
external to the project

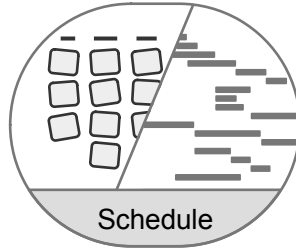
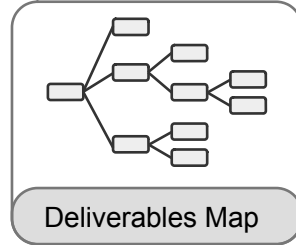


Project Manager

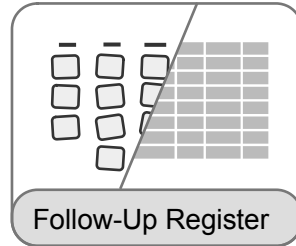
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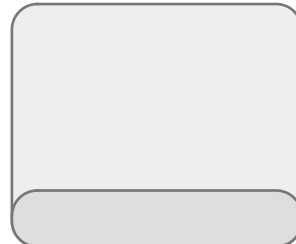
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3



4



To be
reviewed



Peer Reviewer

A person with project management expertise,
external to the project



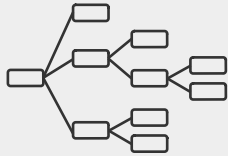
Project Manager

1

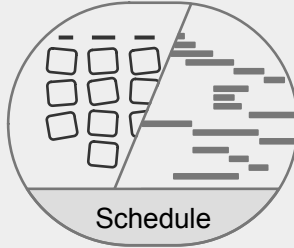


Project Description

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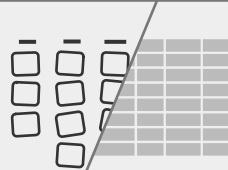


Deliverables Map



Schedule

3



Follow-Up Register

4



There are only a few follow-up items. Are you sure all the important ones are identified?

So, what do you think?



Peer Reviewer

A person with project management expertise,
external to the project



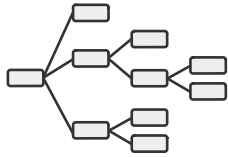
Project Manager

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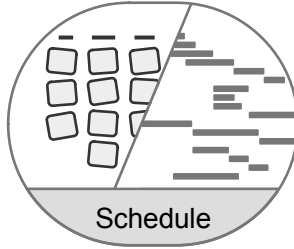


Project Description

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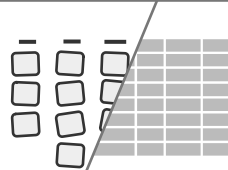


Deliverables Map



Schedule

3



Follow-Up Register

4



Peer Reviewer

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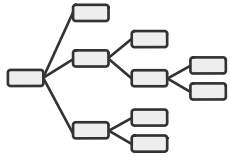
Project Manager

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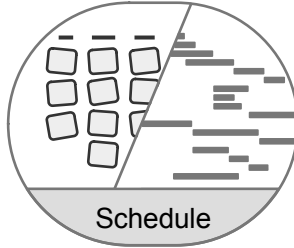


Project Description

2



Deliverables Map

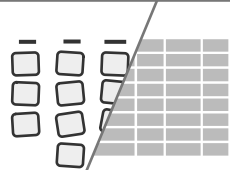


Schedule



Finding and fixing problems
as soon as possible

3



Follow-Up Register

4



Peer Reviewer

A person with project management expertise,
external to the project



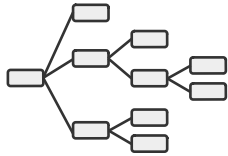
Project Manager

1

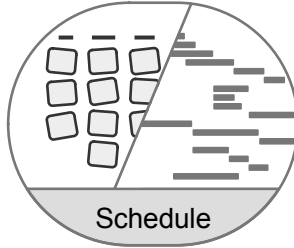


Project Description

2

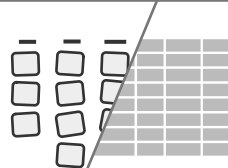


Deliverables Map



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



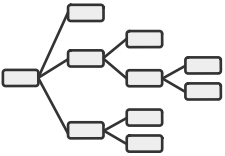
Project Manager

1

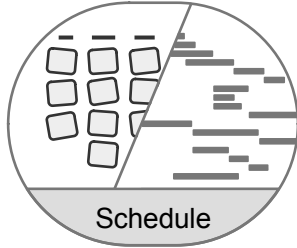


Project Description

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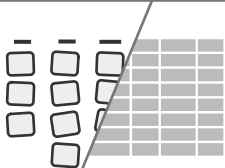


Deliverables Map



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

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external to the project

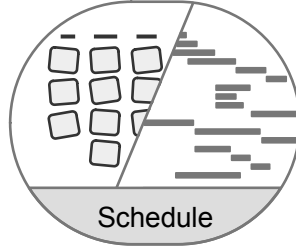
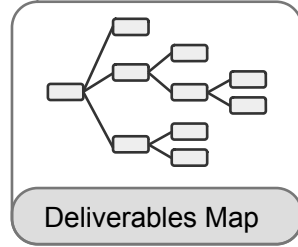


Project Manager

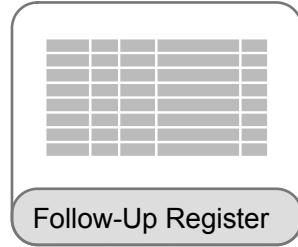
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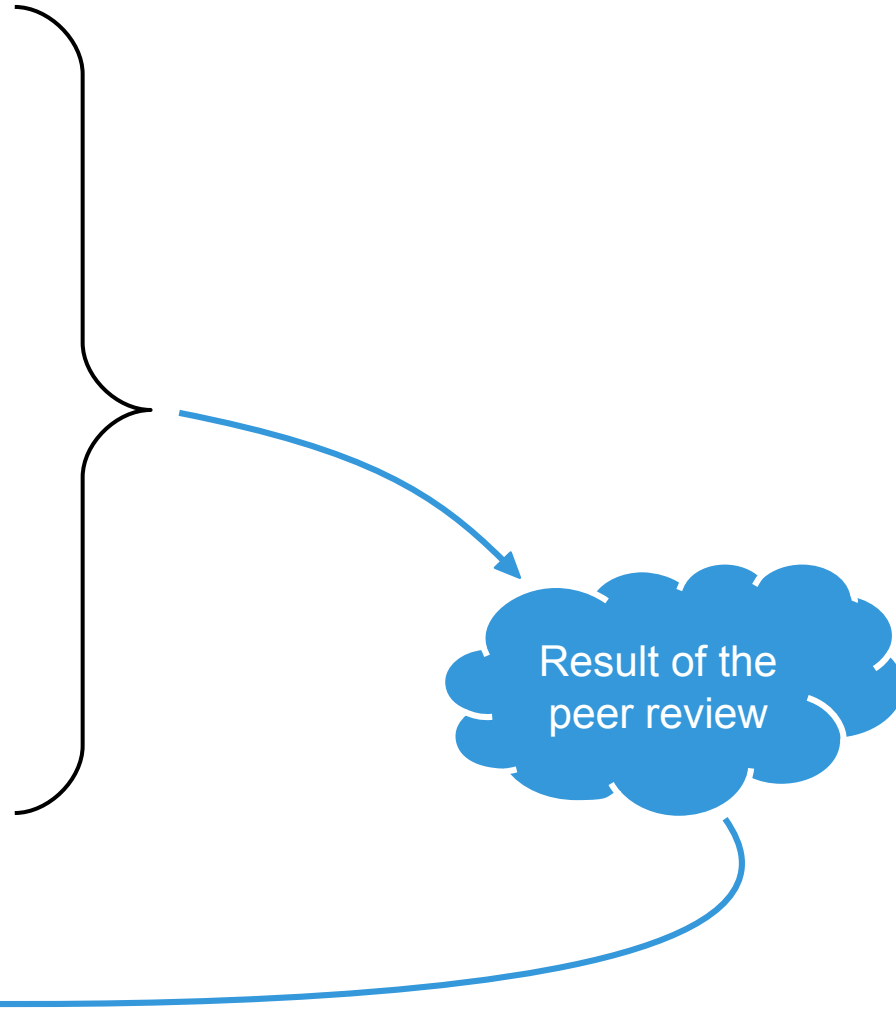
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3

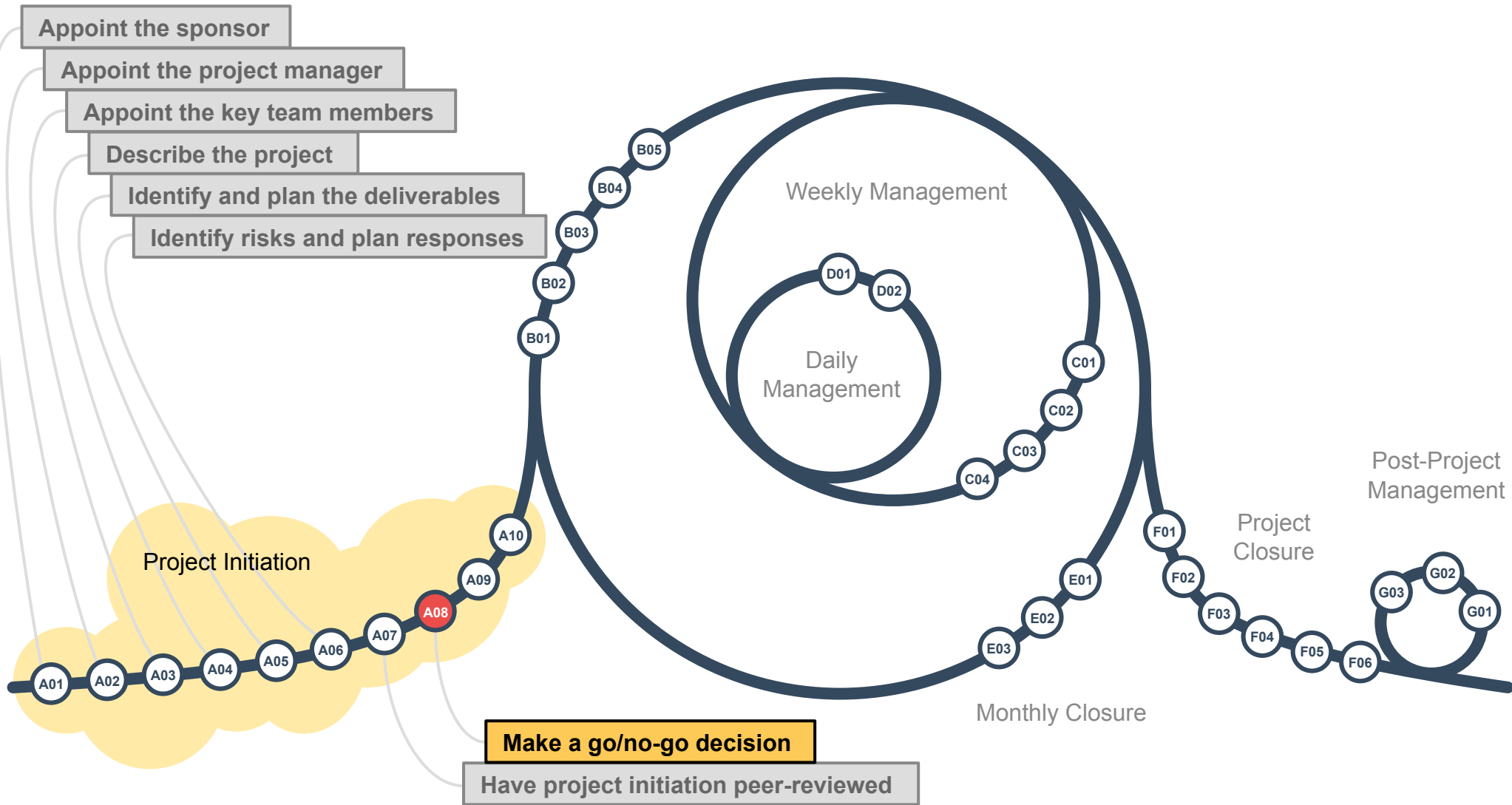


4



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



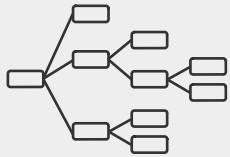


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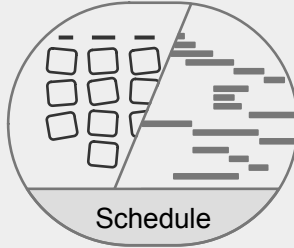


Project Description

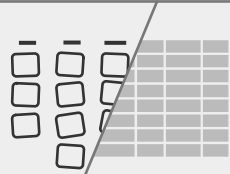
2



Deliverables Map

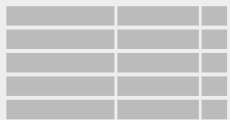


3



Follow-Up Register

4



Health Register

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



Project Manager



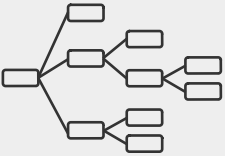
Sponsor

1



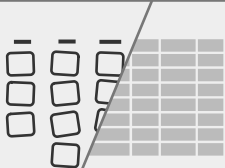
Project Description

2



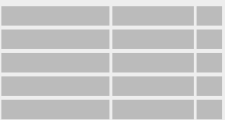
Deliverables Map

3

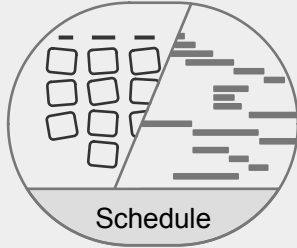


Follow-Up Register

4



Health Register



Schedule

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

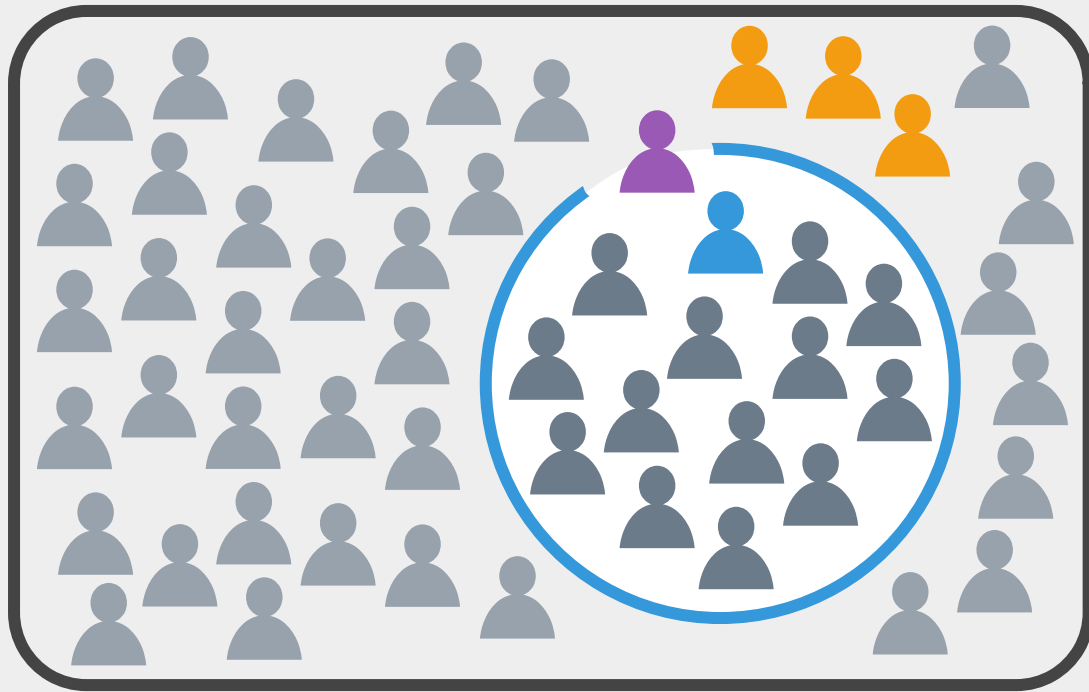


Project Manager

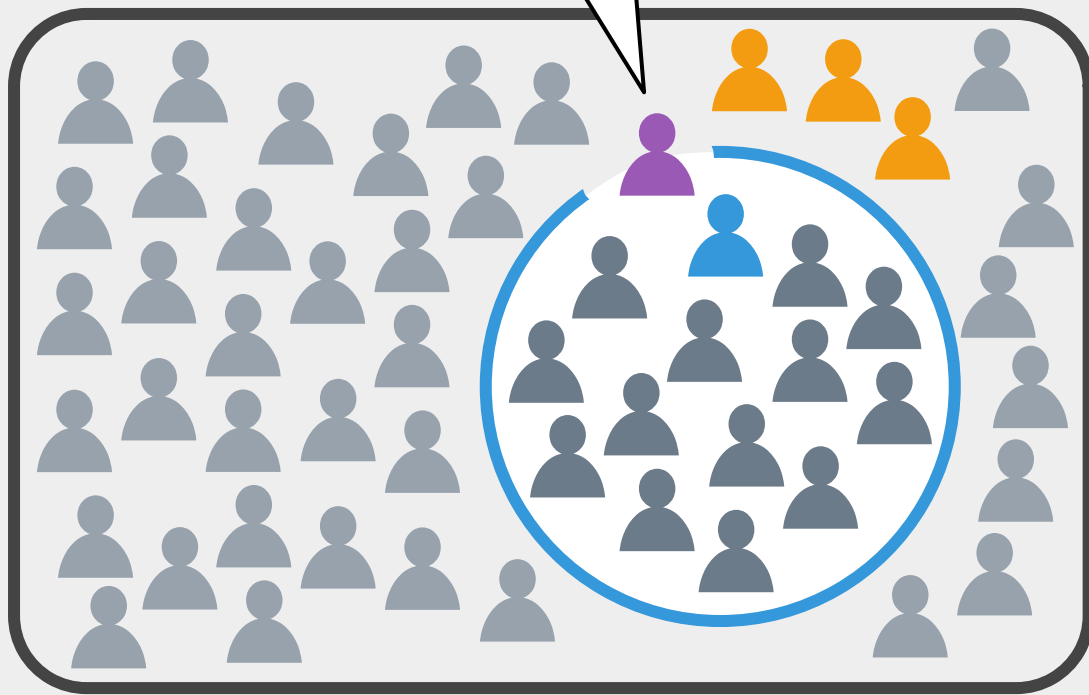
Hmm... let me
check with a few
people and get
back to you.

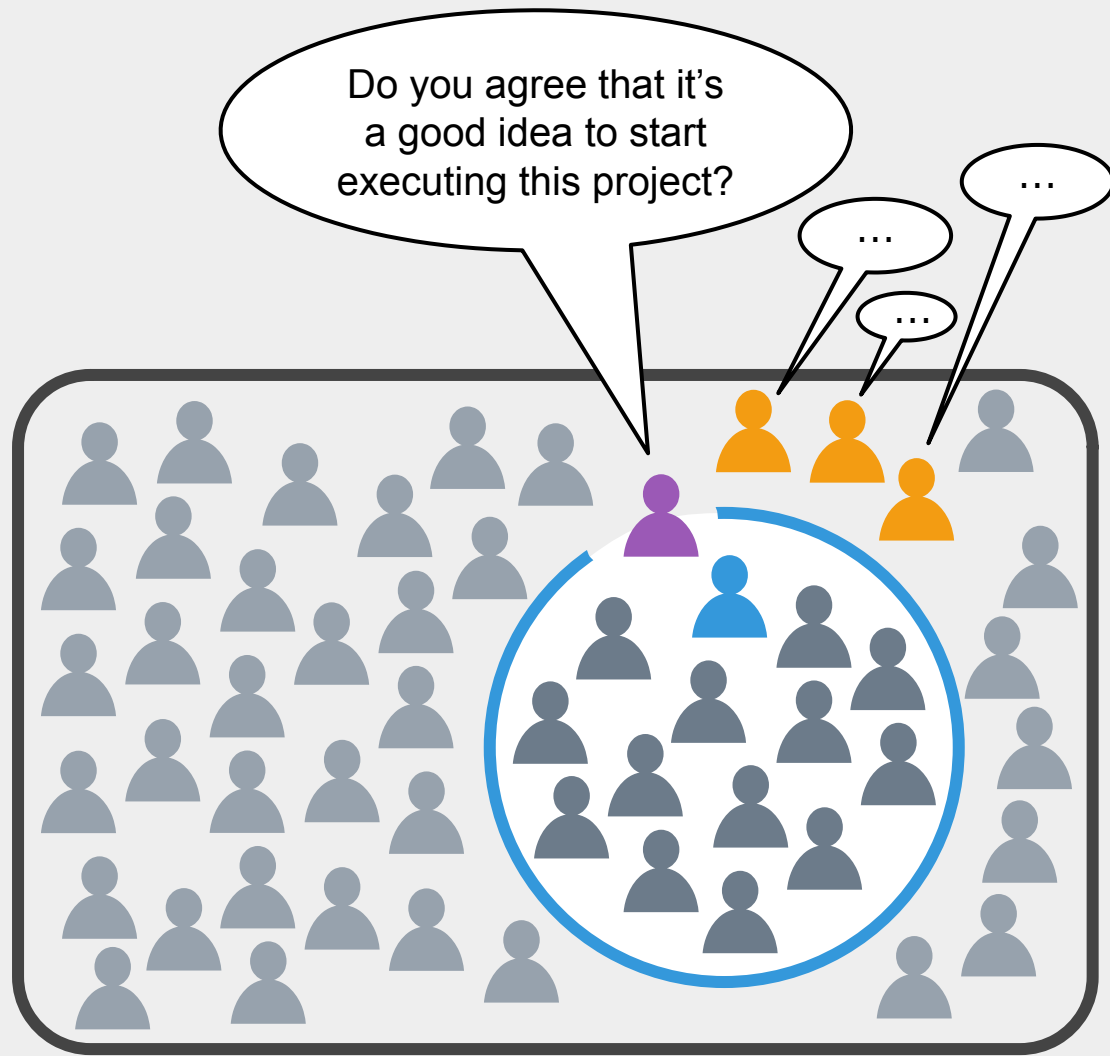


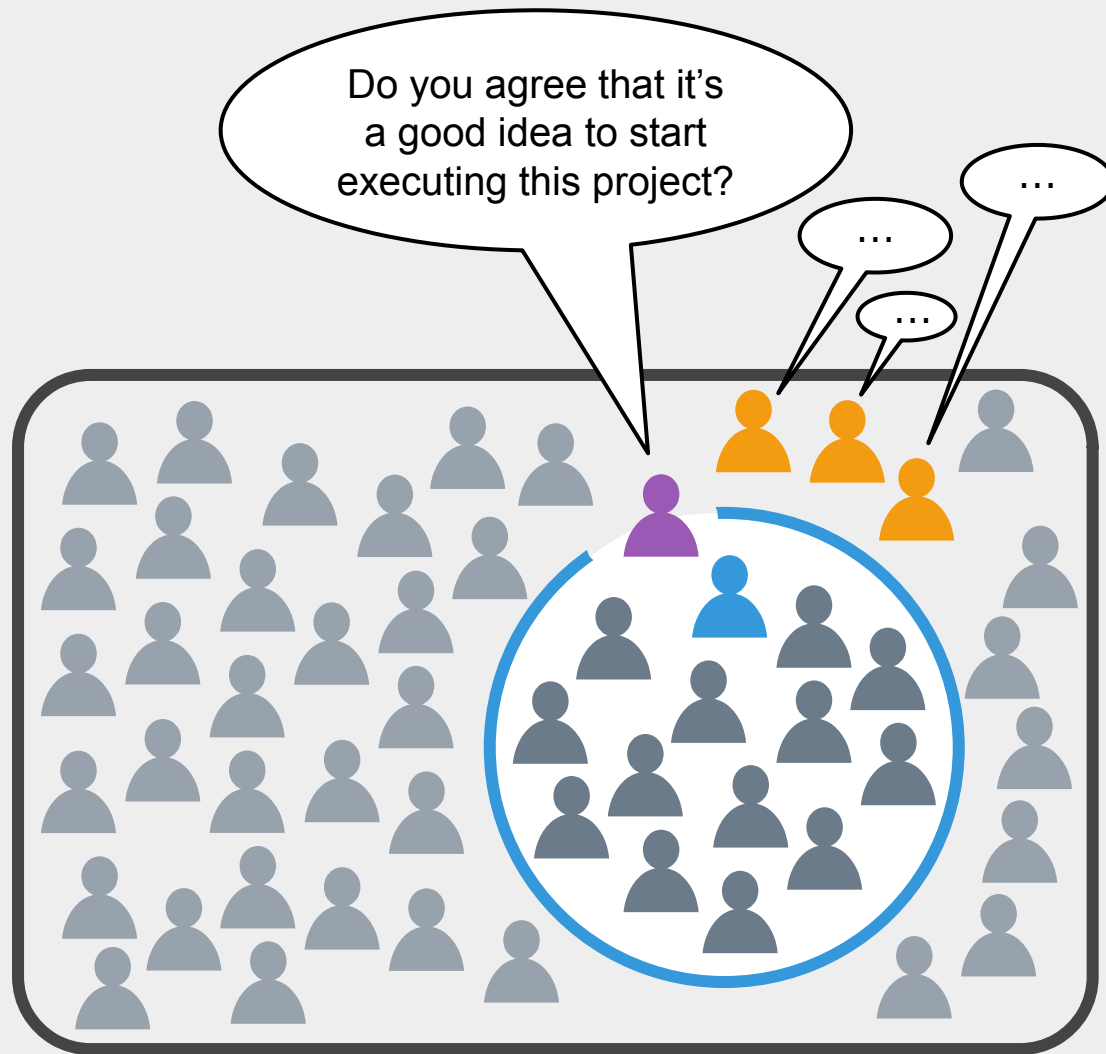
Sponsor



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



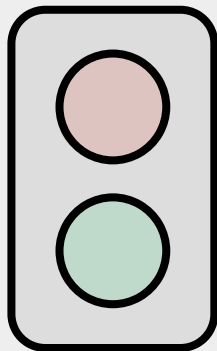




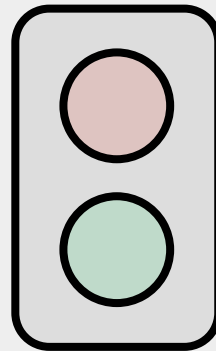
Understanding who needs to be involved in high-level decisions can be complicated.

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.

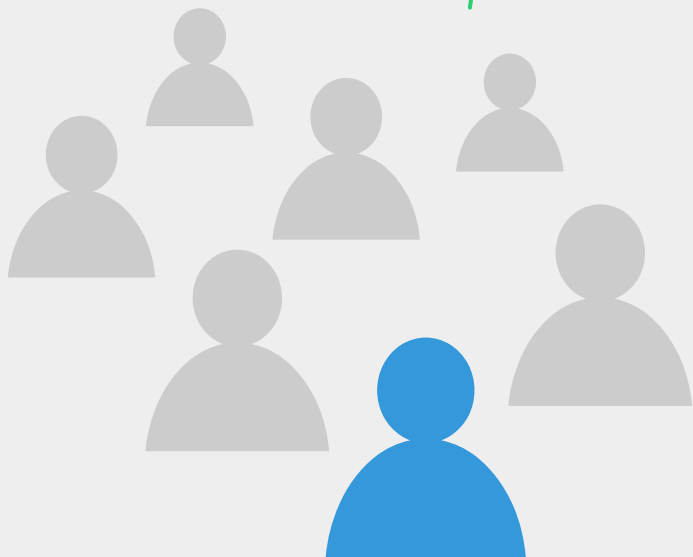
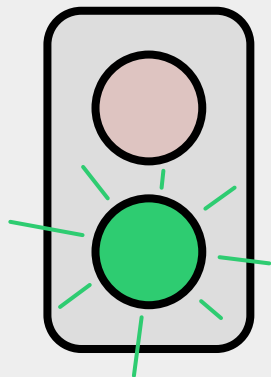
World #63



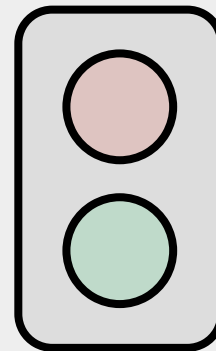
World #64



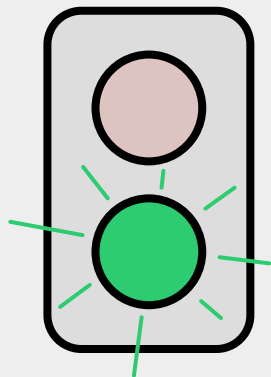
World #63



World #64

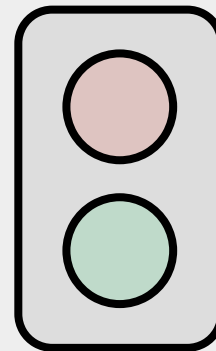


World #63

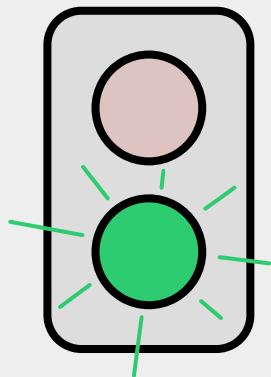


OK... let's
move on to the
next activity!

World #64

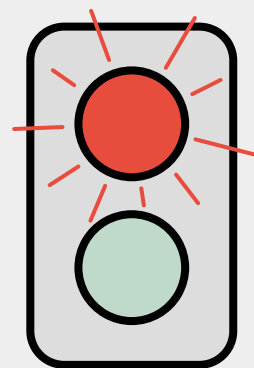


World #63

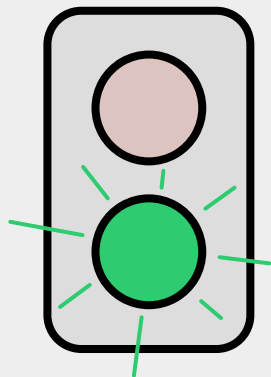


OK... let's
move on to the
next activity!

World #64

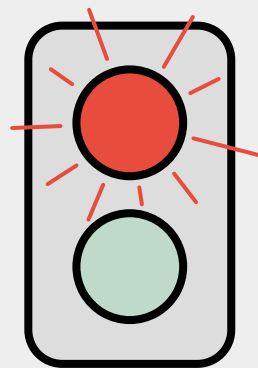


World #63



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

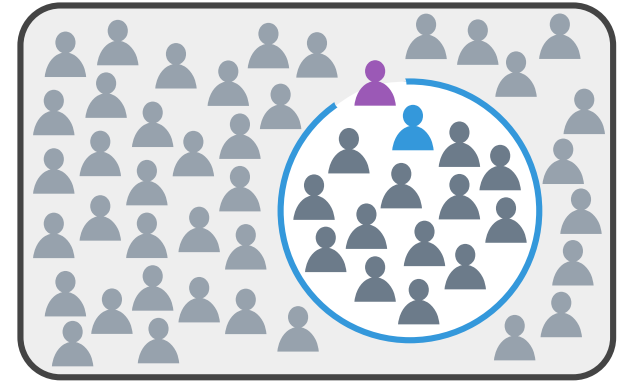
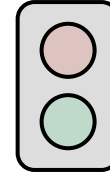
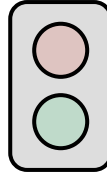
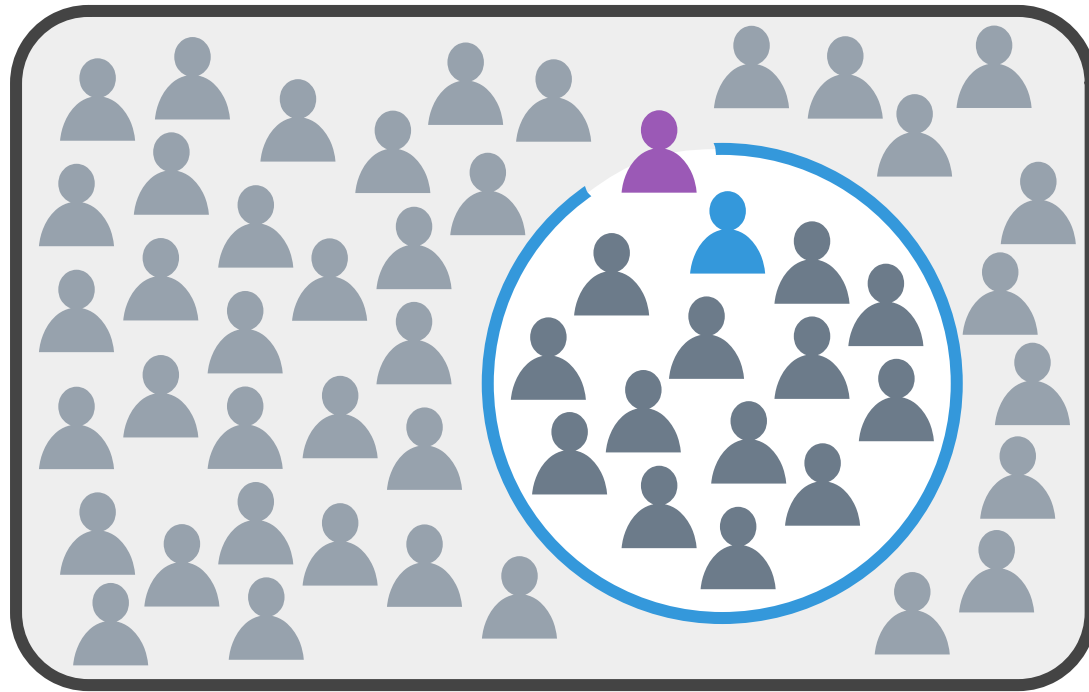
World #64



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

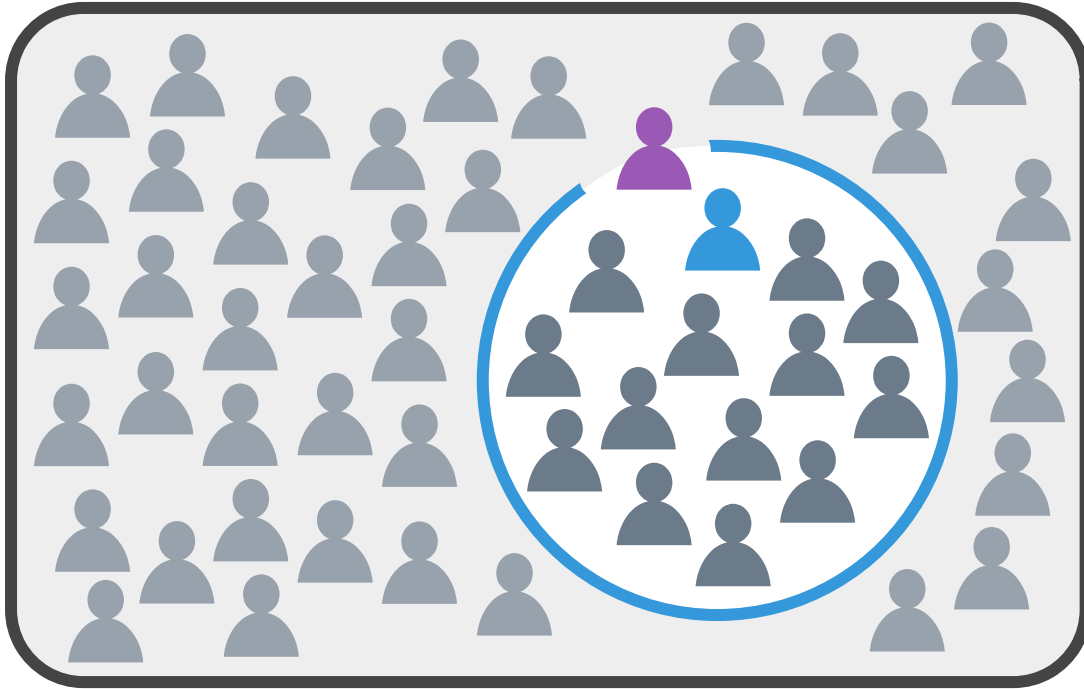
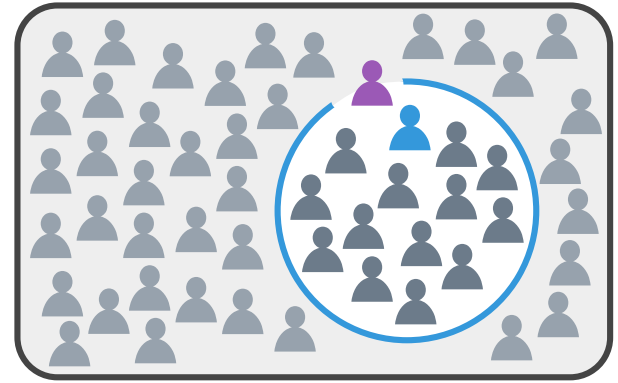
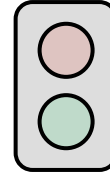
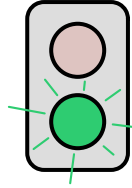
Customer (if any)

Your organization



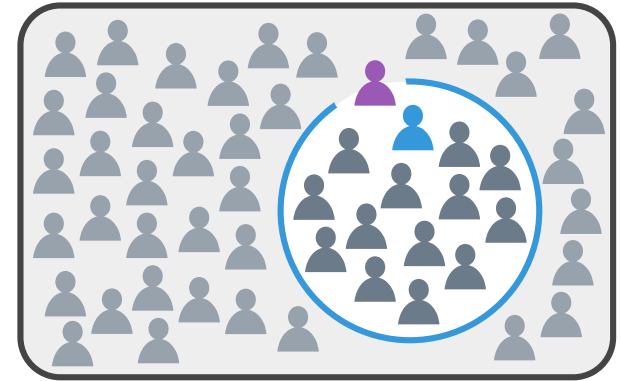
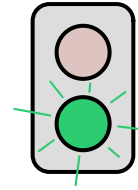
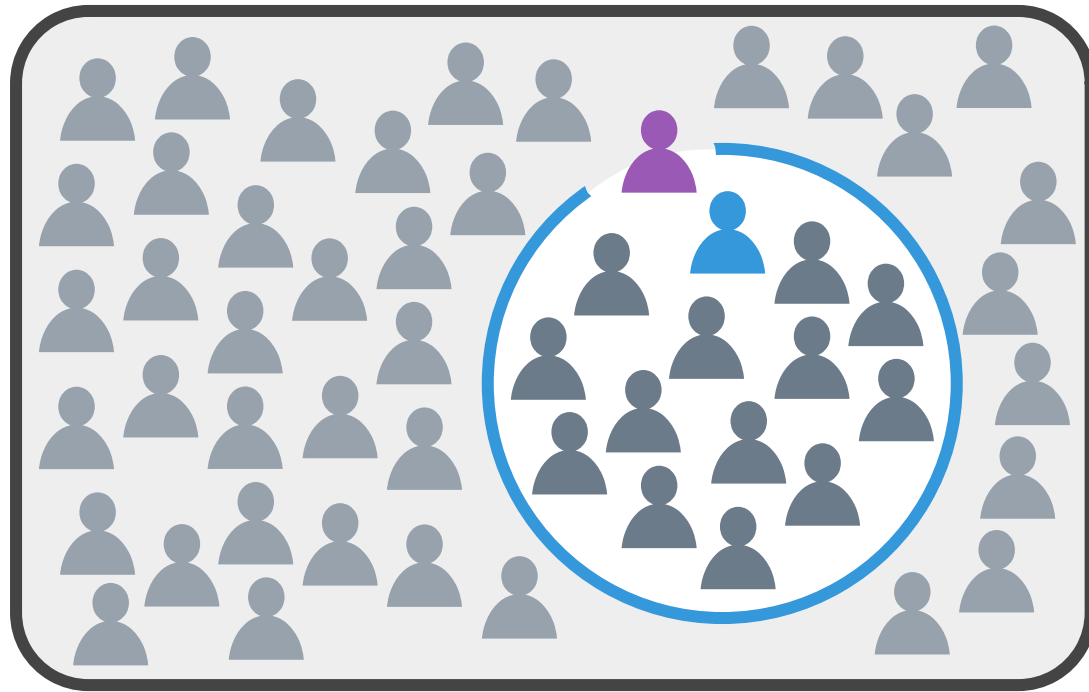
Customer (if any)

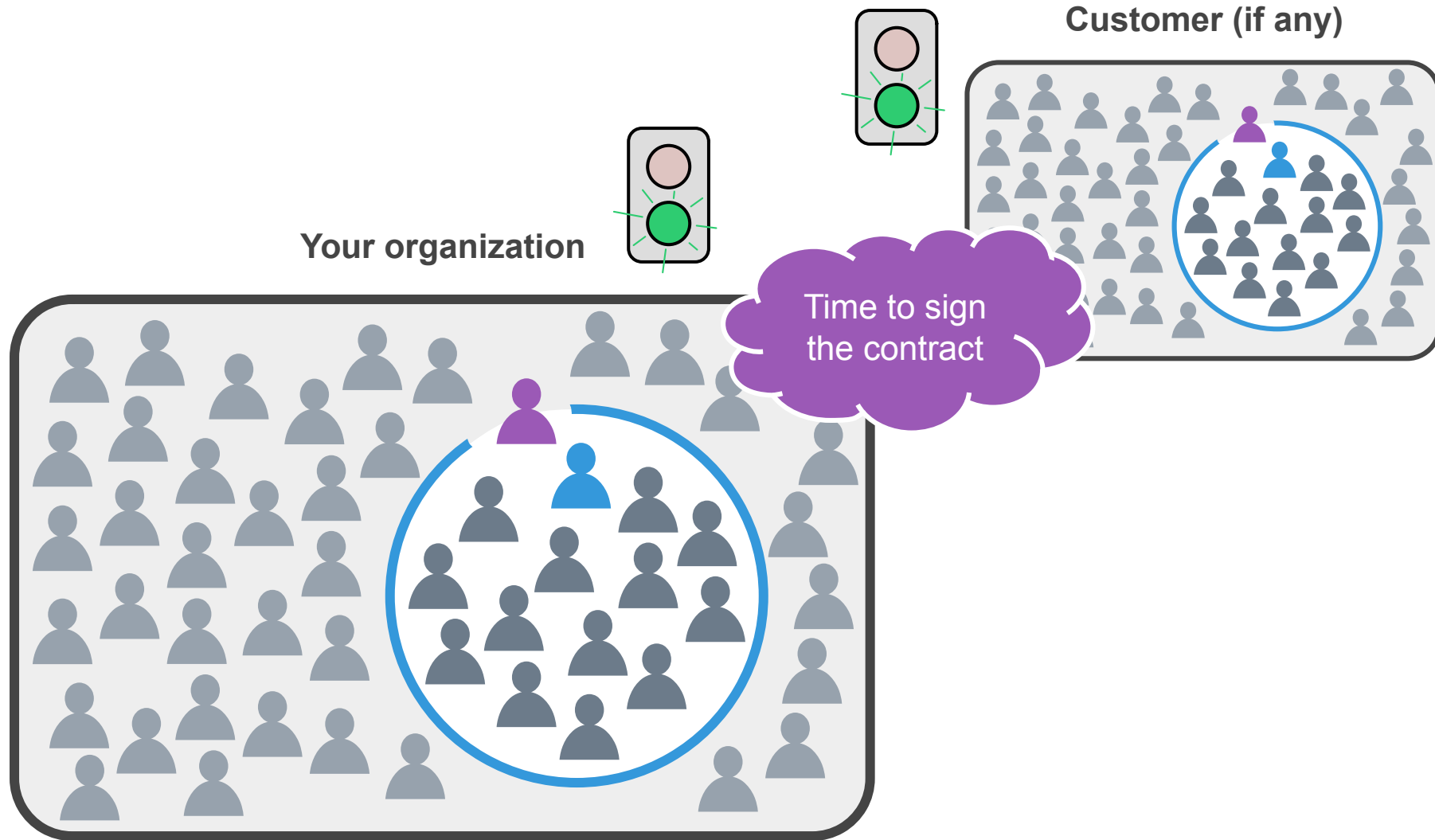
Your organization



Customer (if any)

Your organization





A08



A08

Project #852



A08

Project #853



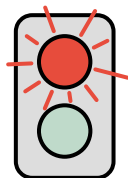
A08

Project #854

A08



Project #852



Project #853

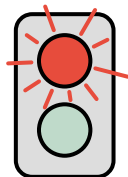


Project #854

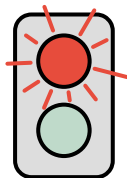
A08



Project #852



Project #853

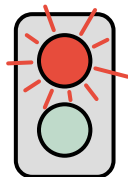


Project #854

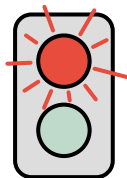
A08



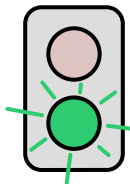
Project #852

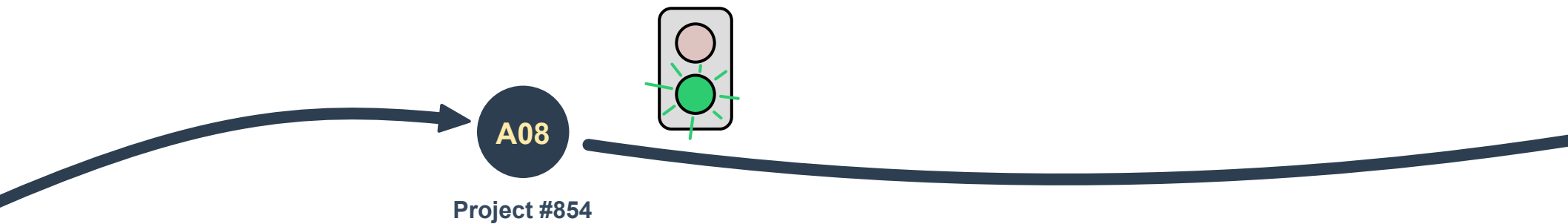


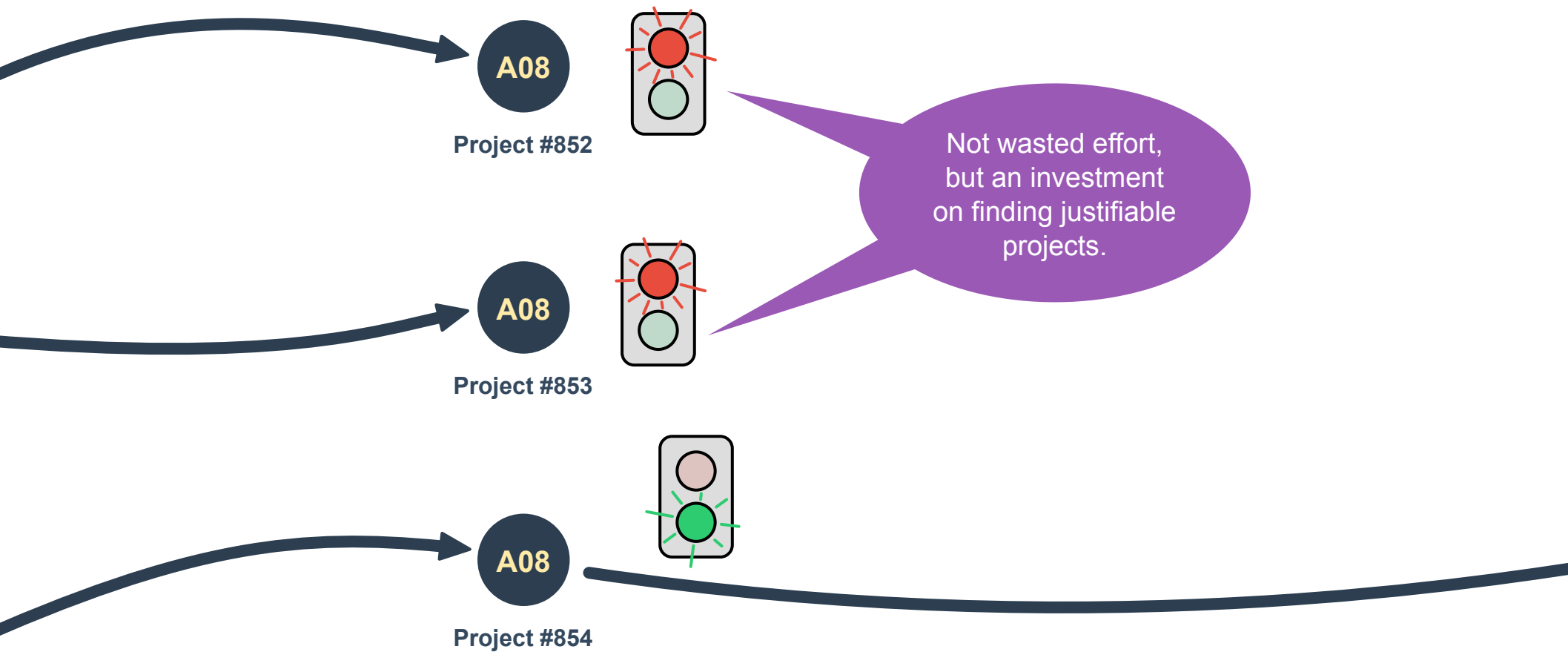
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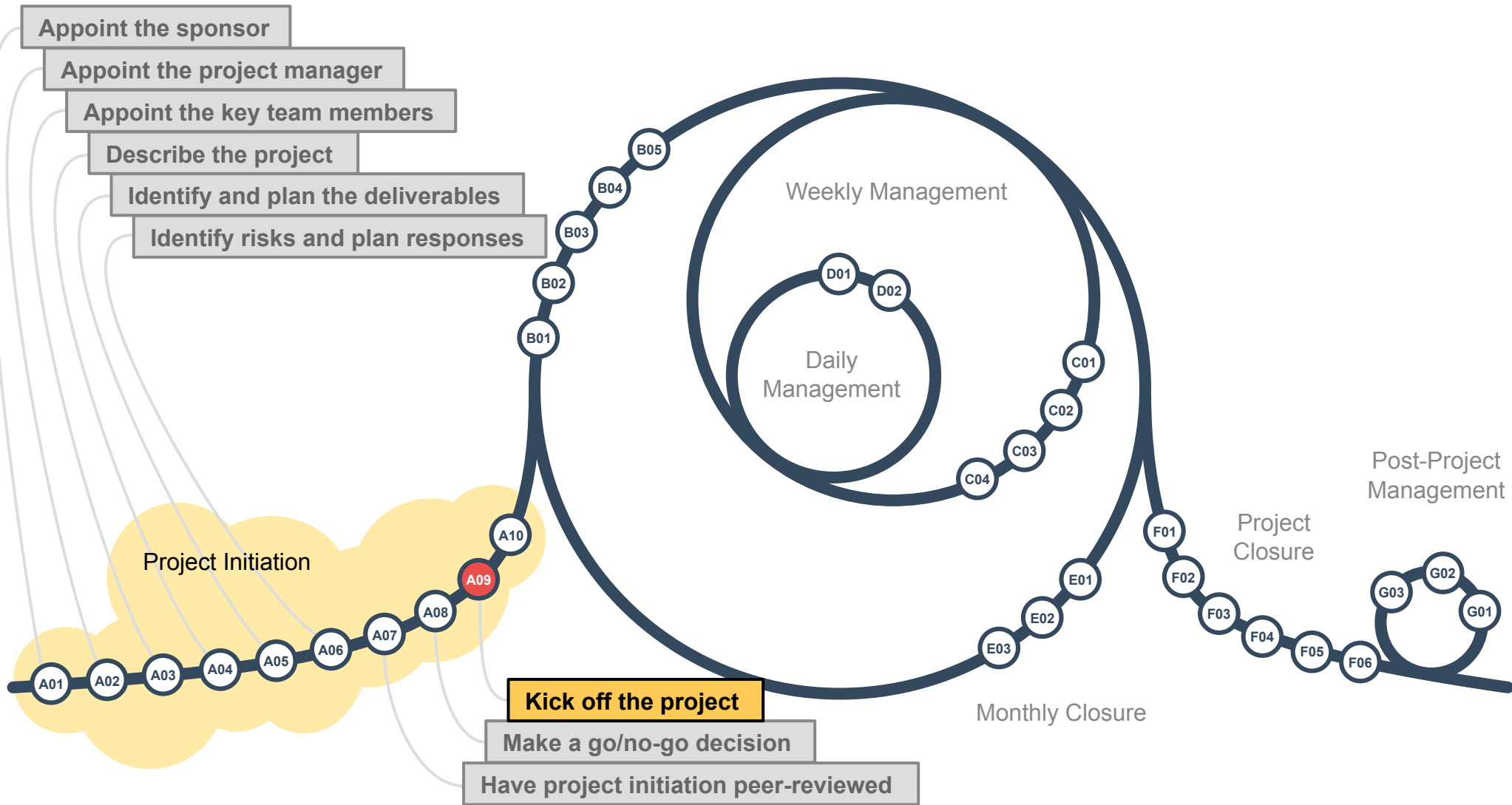


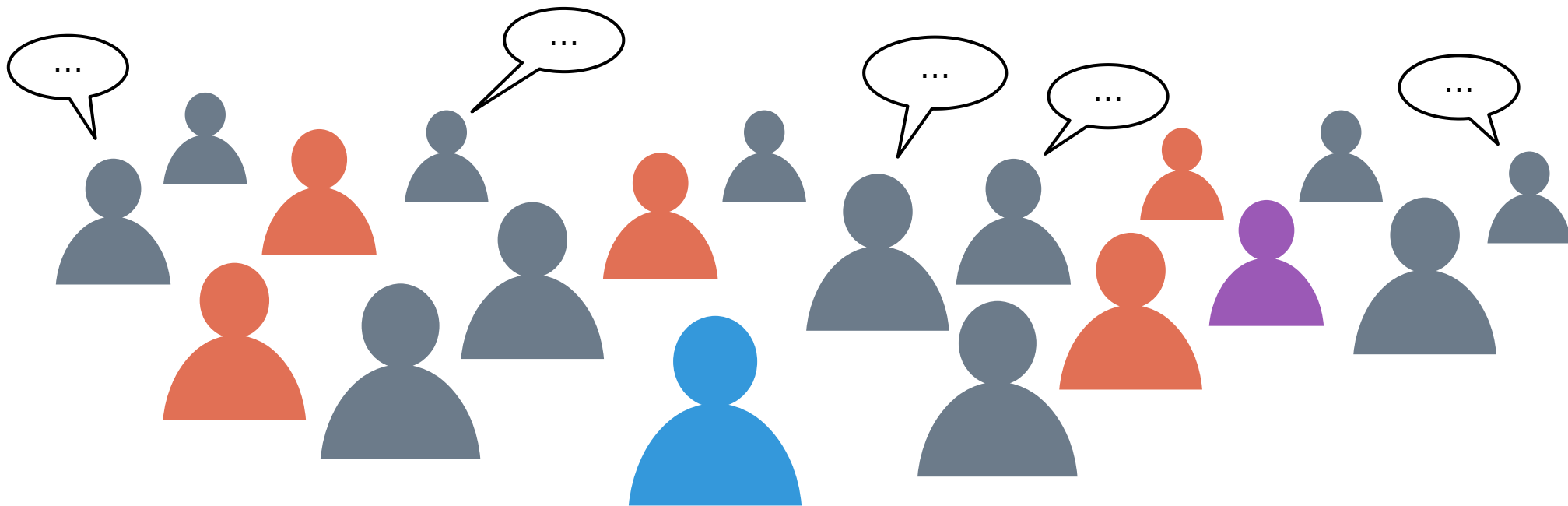
Project #854

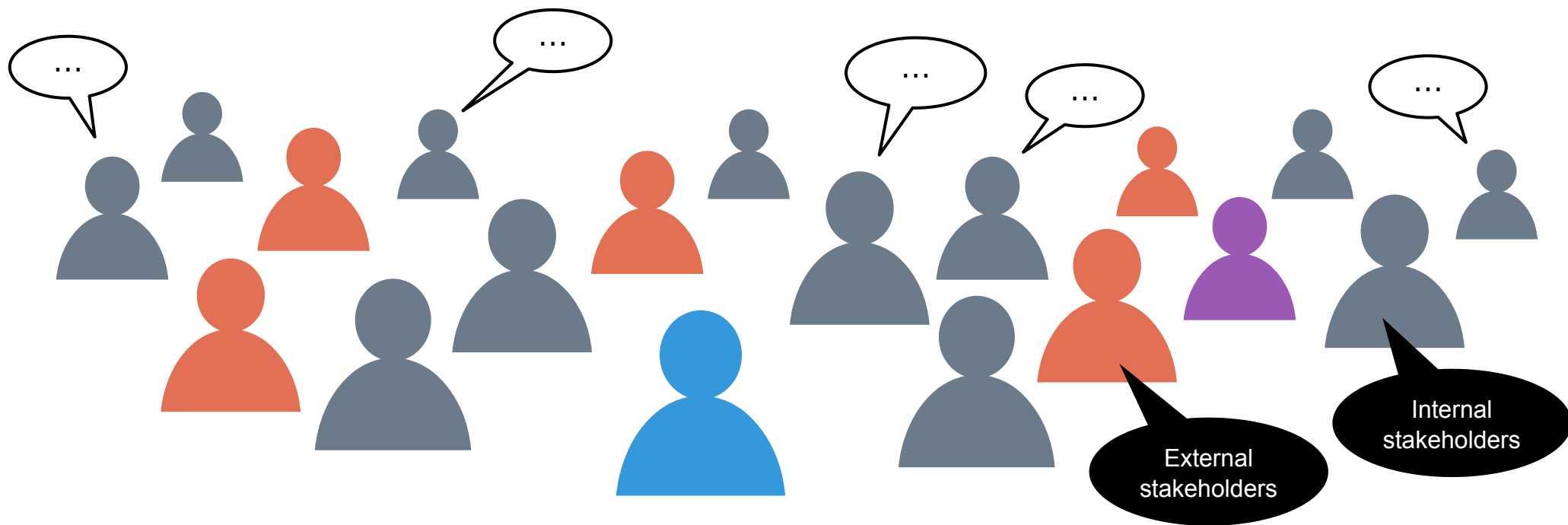


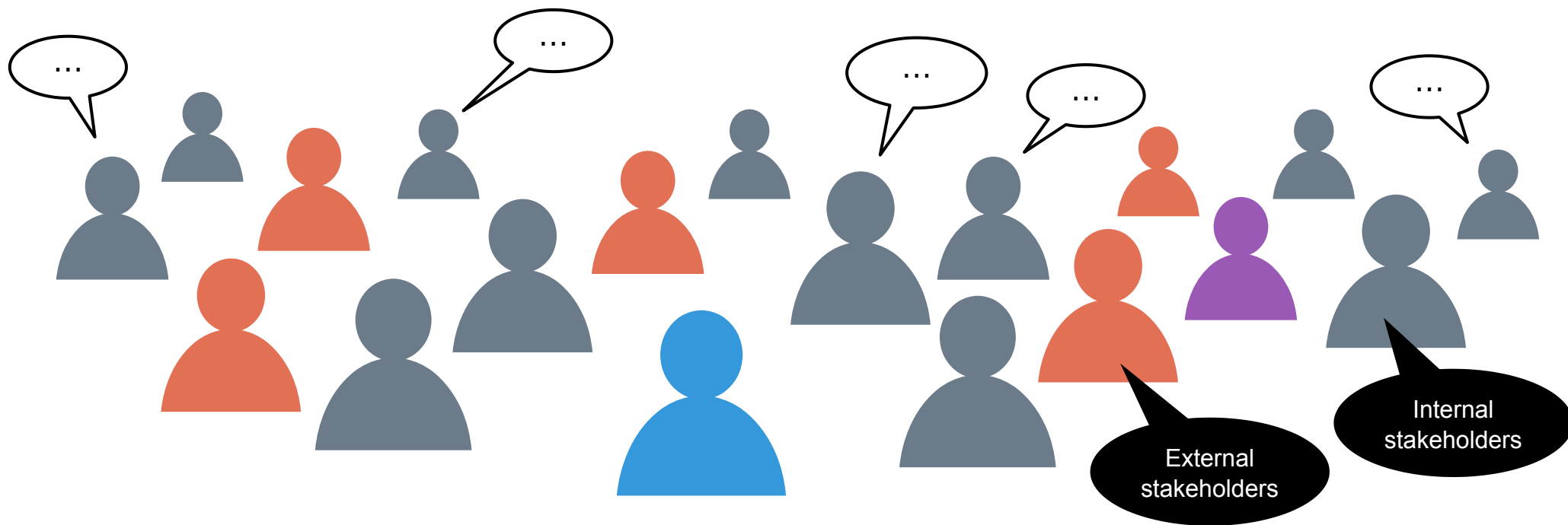
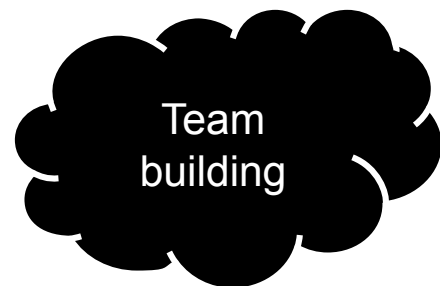


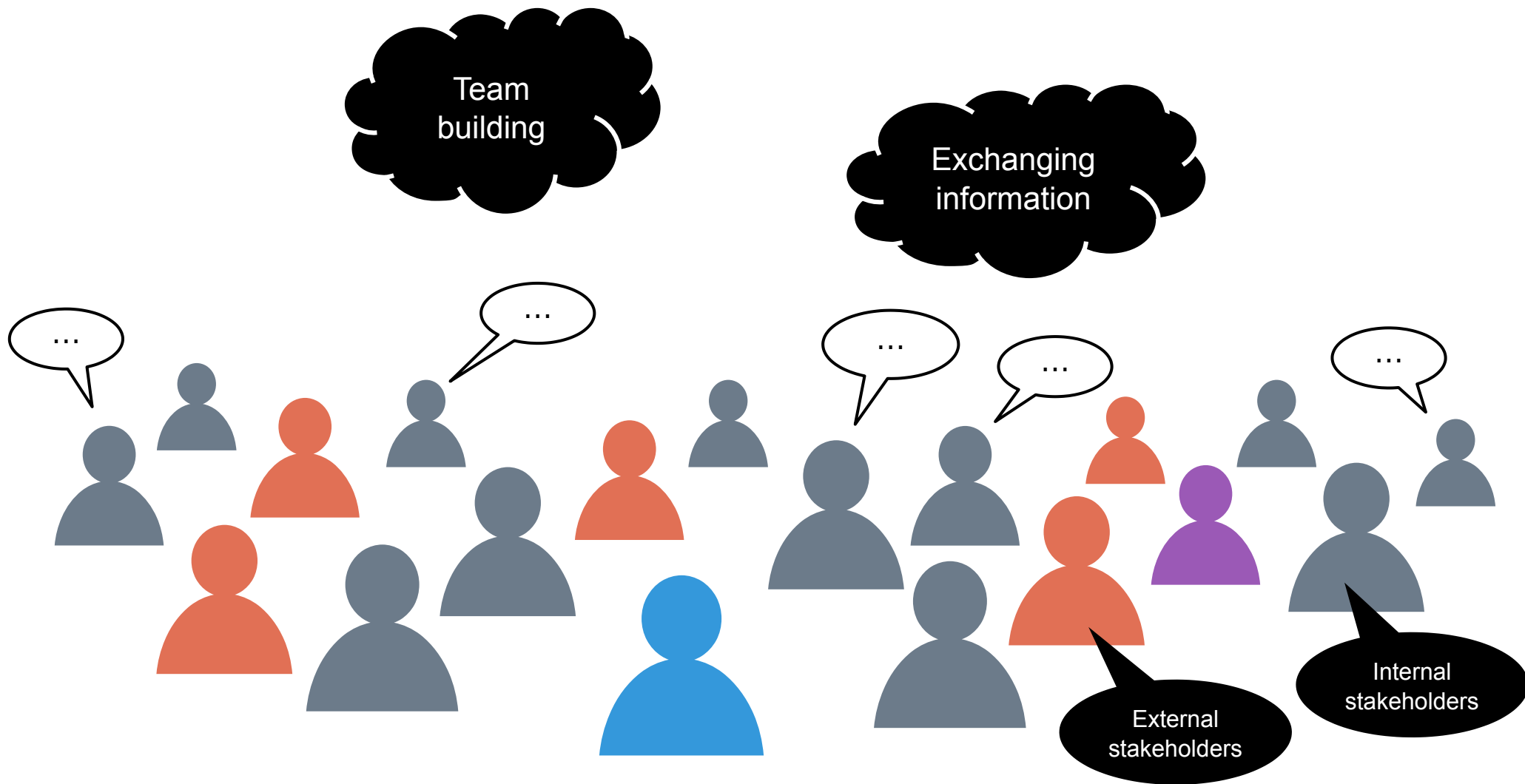


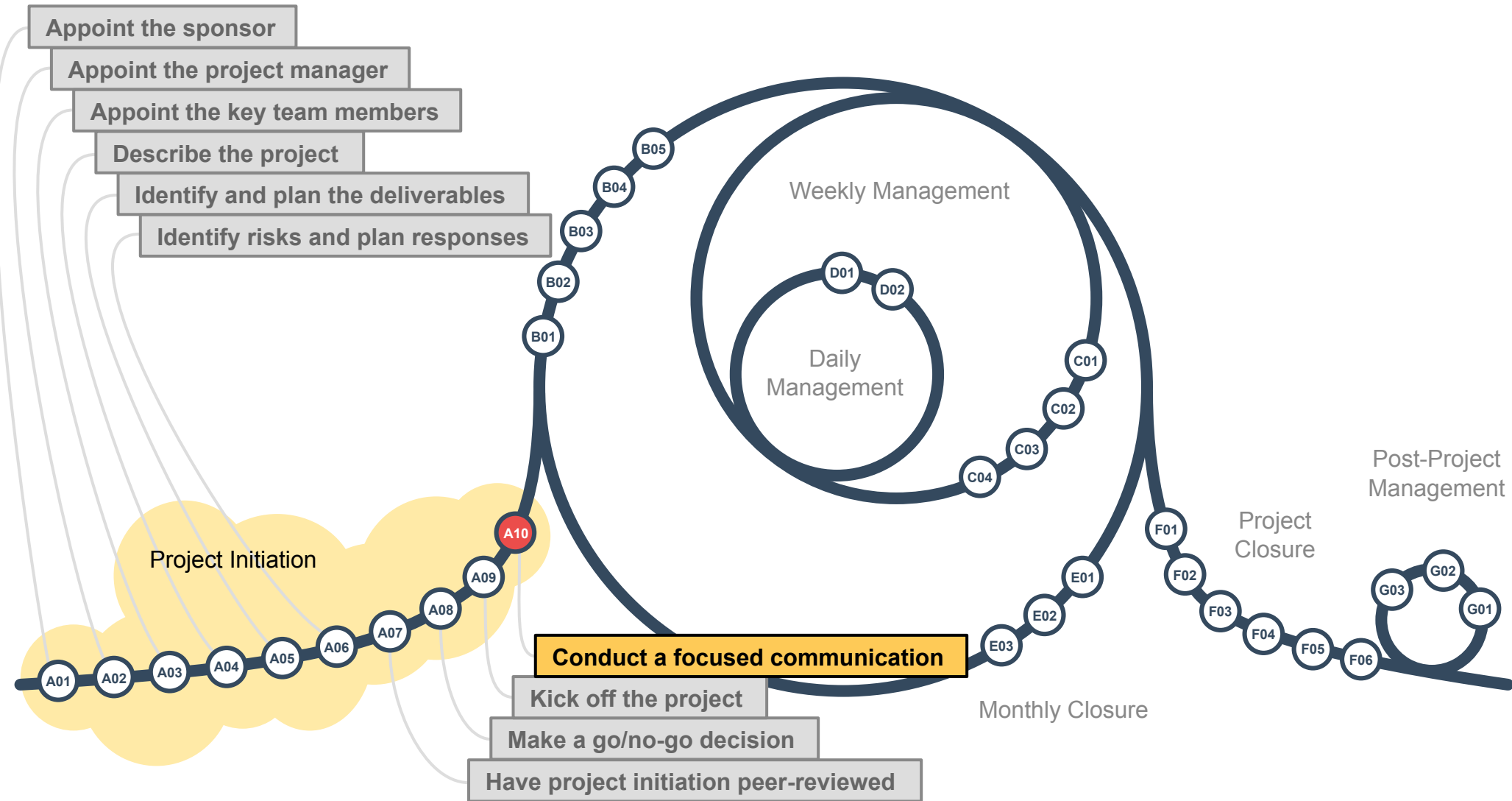


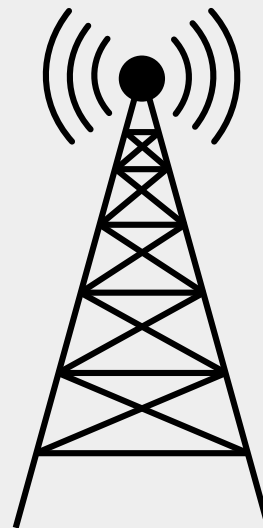
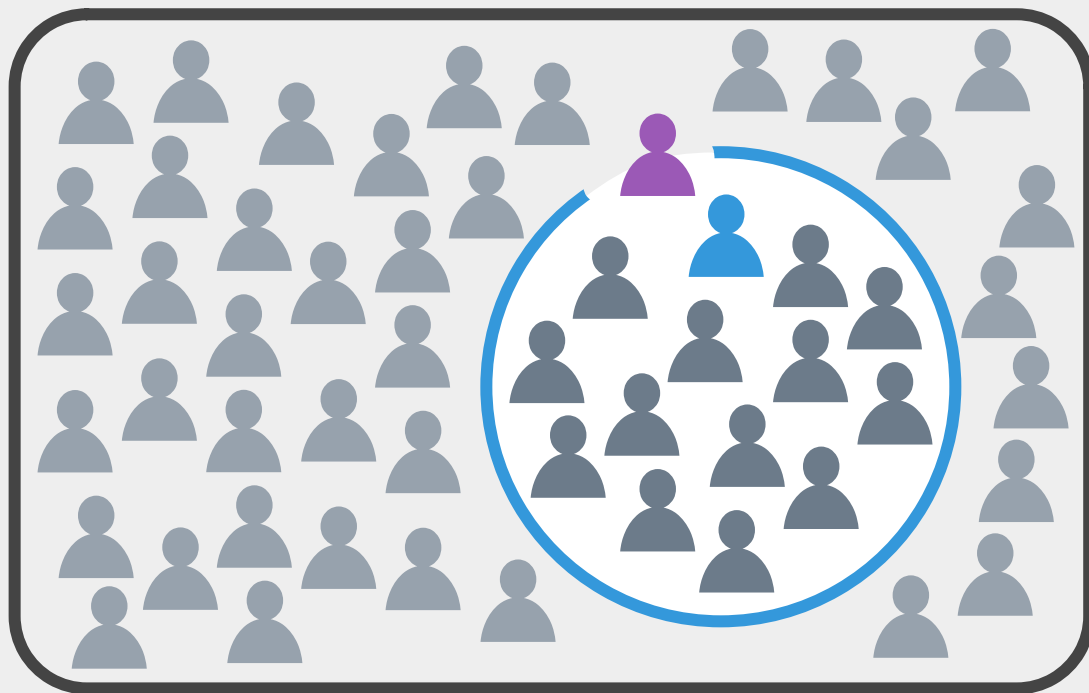


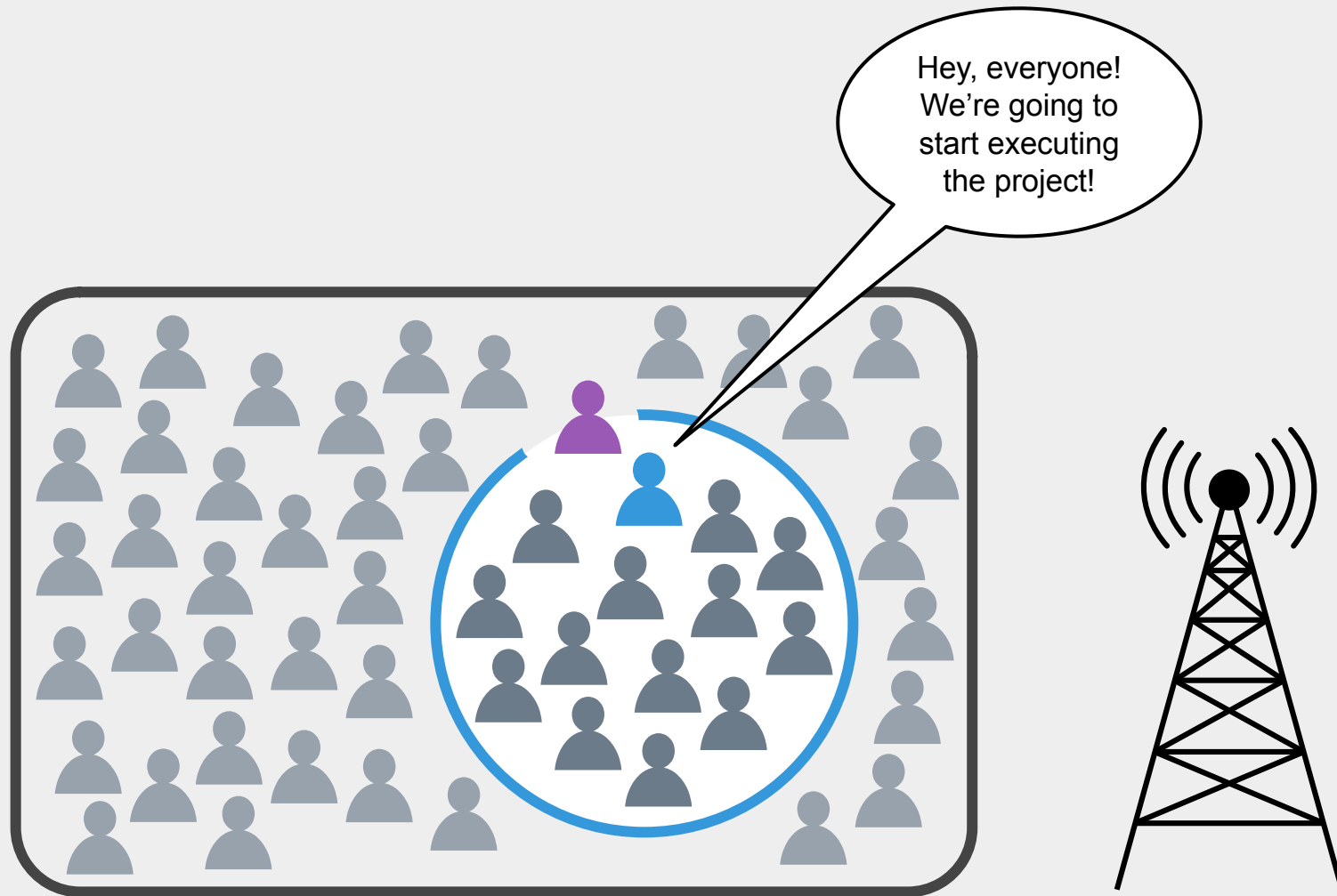


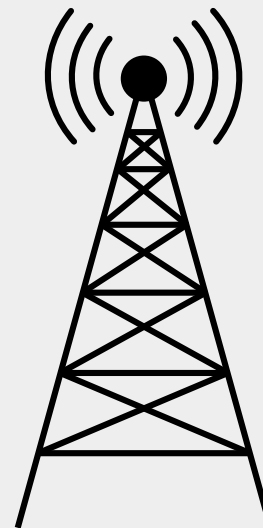
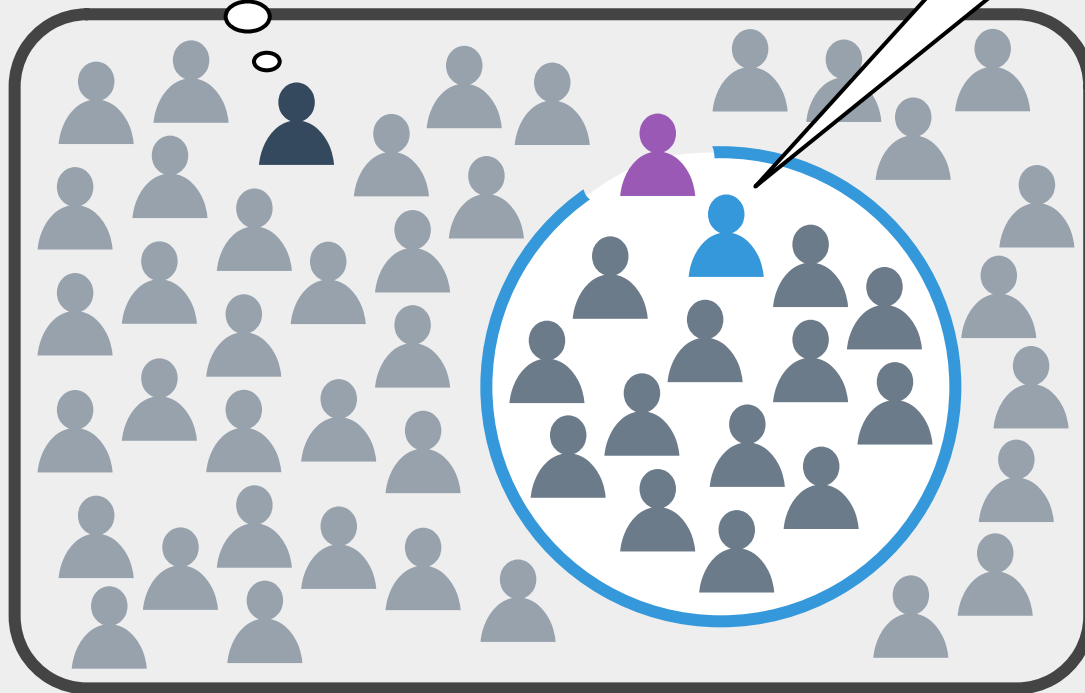
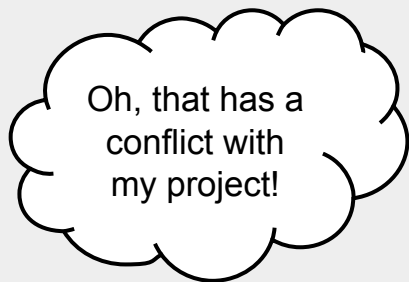


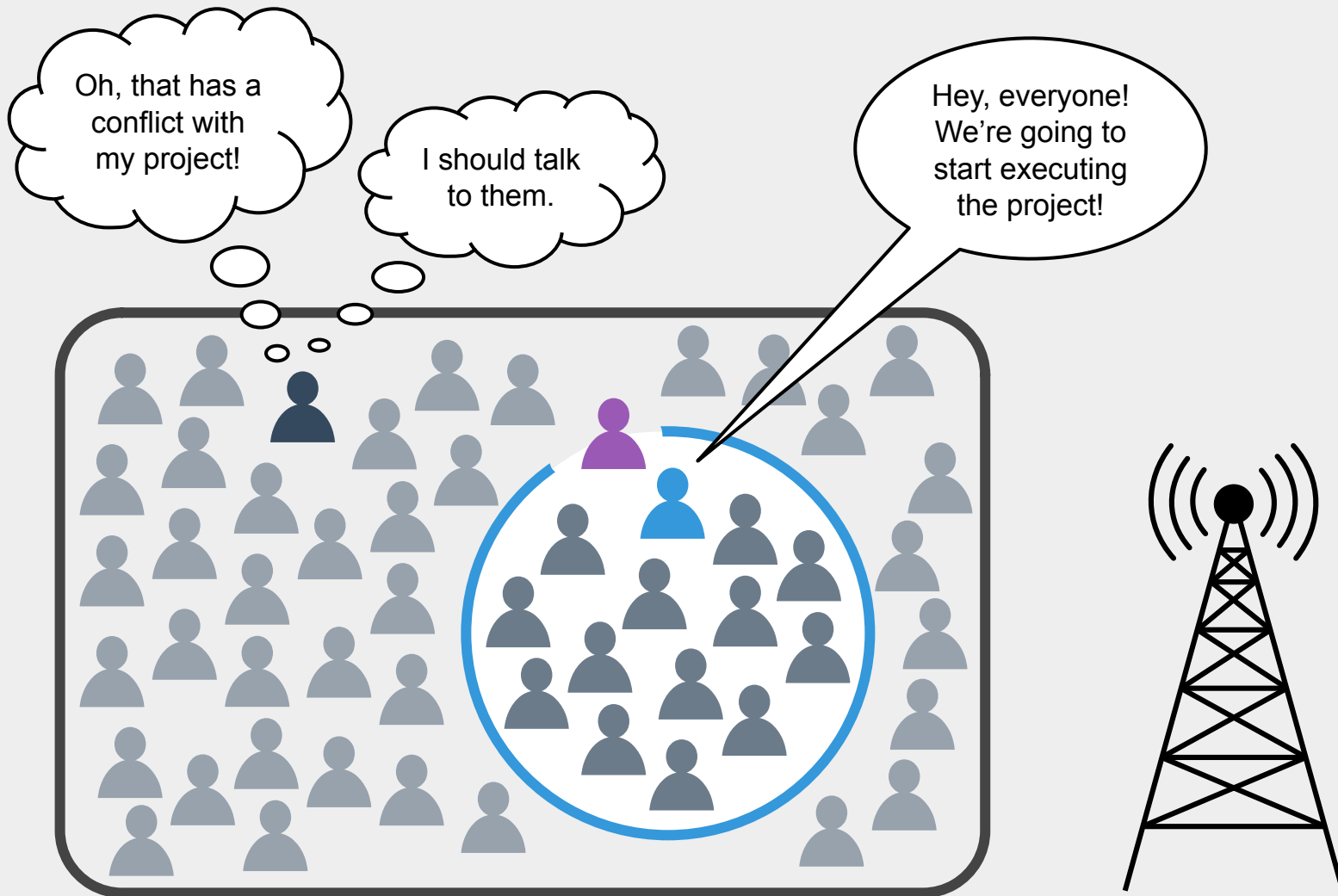


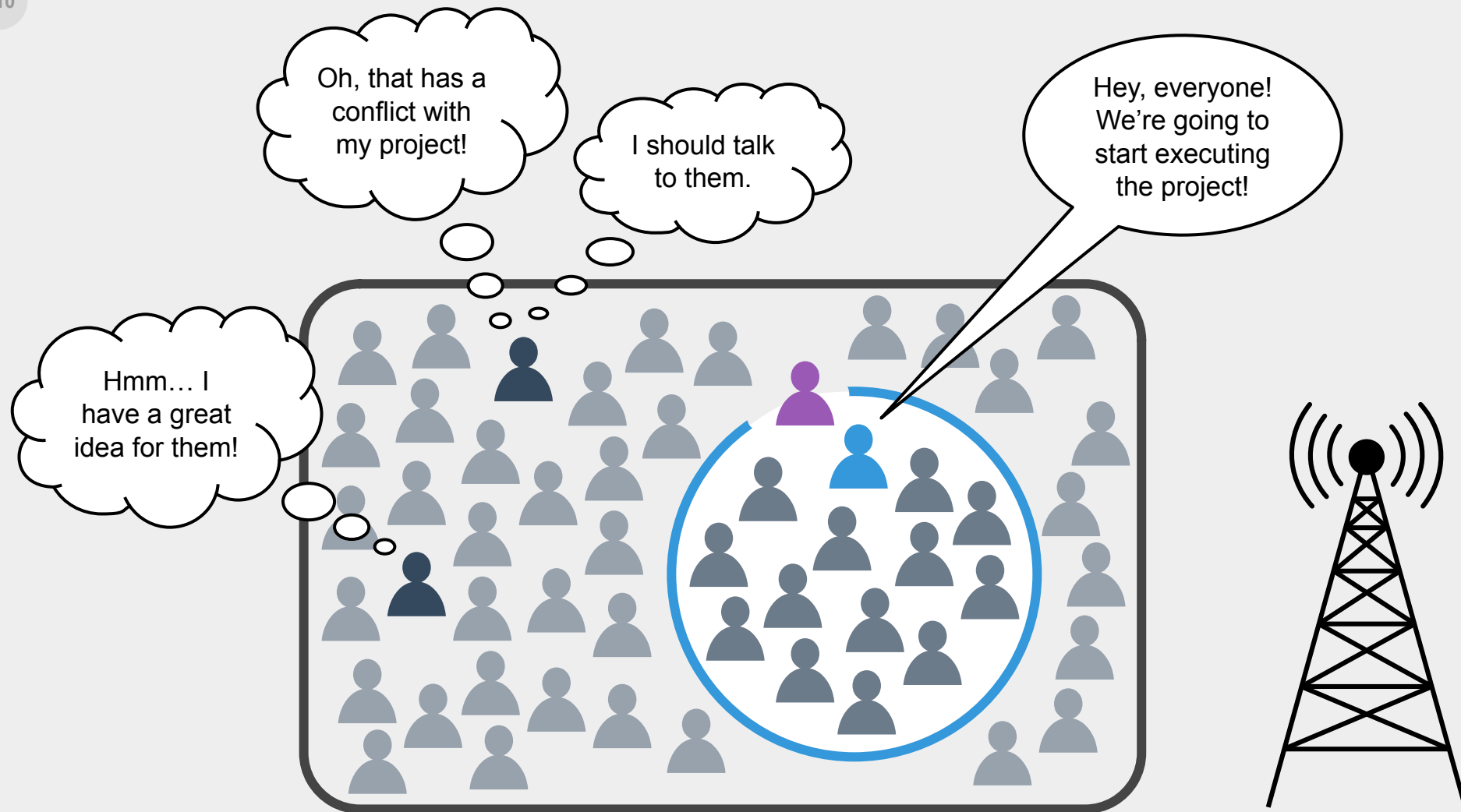


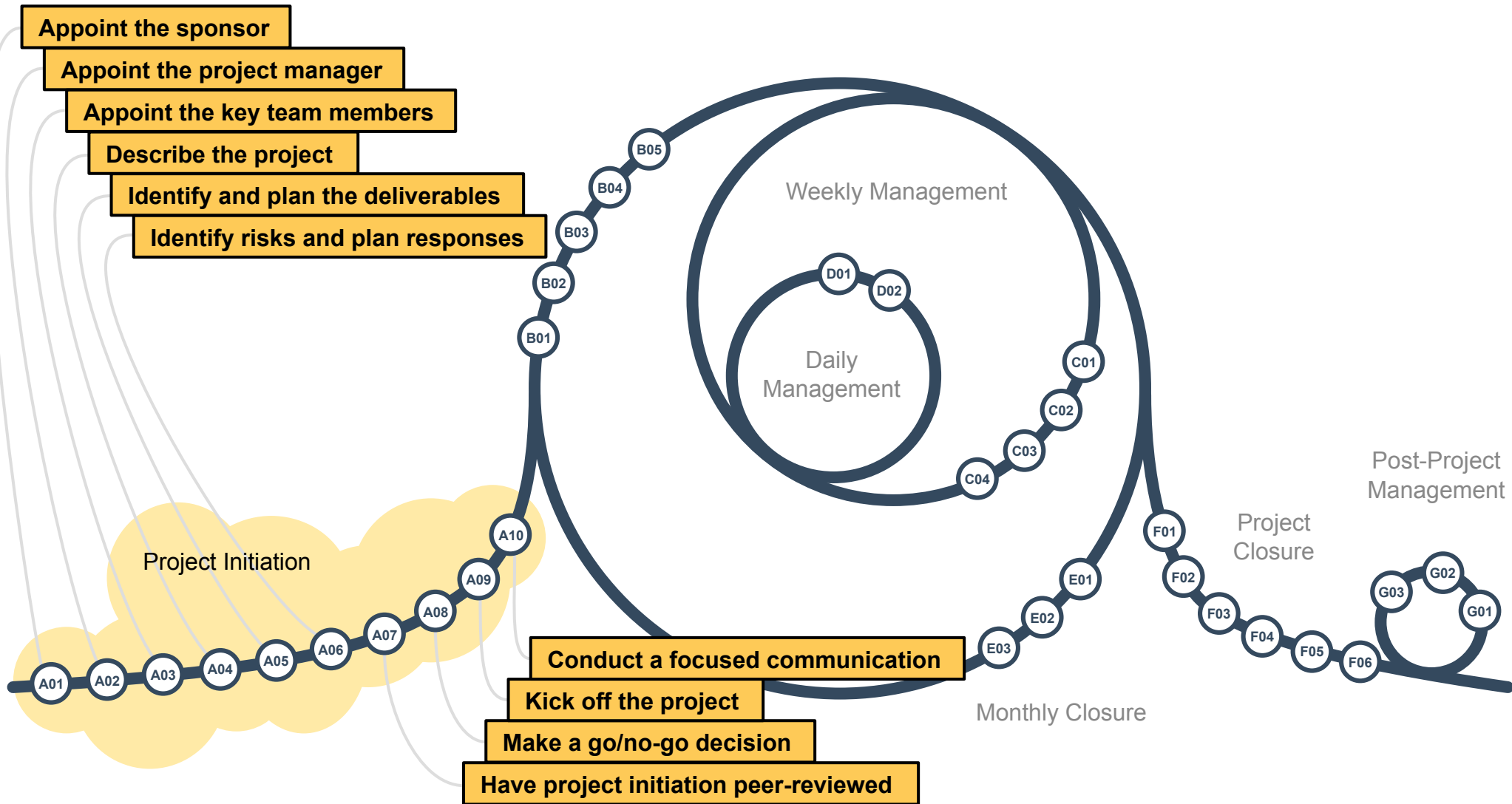




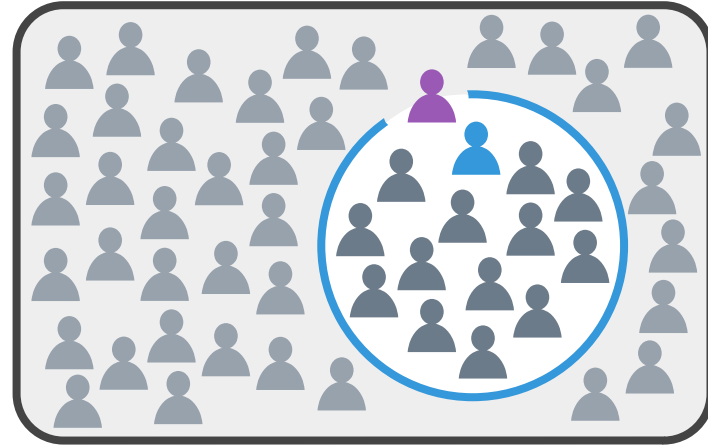




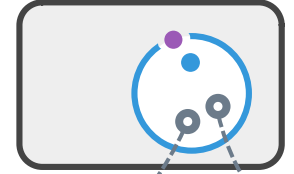




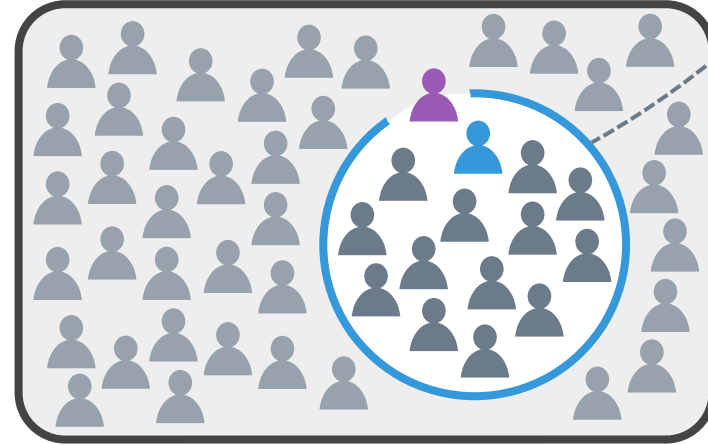
Your organization

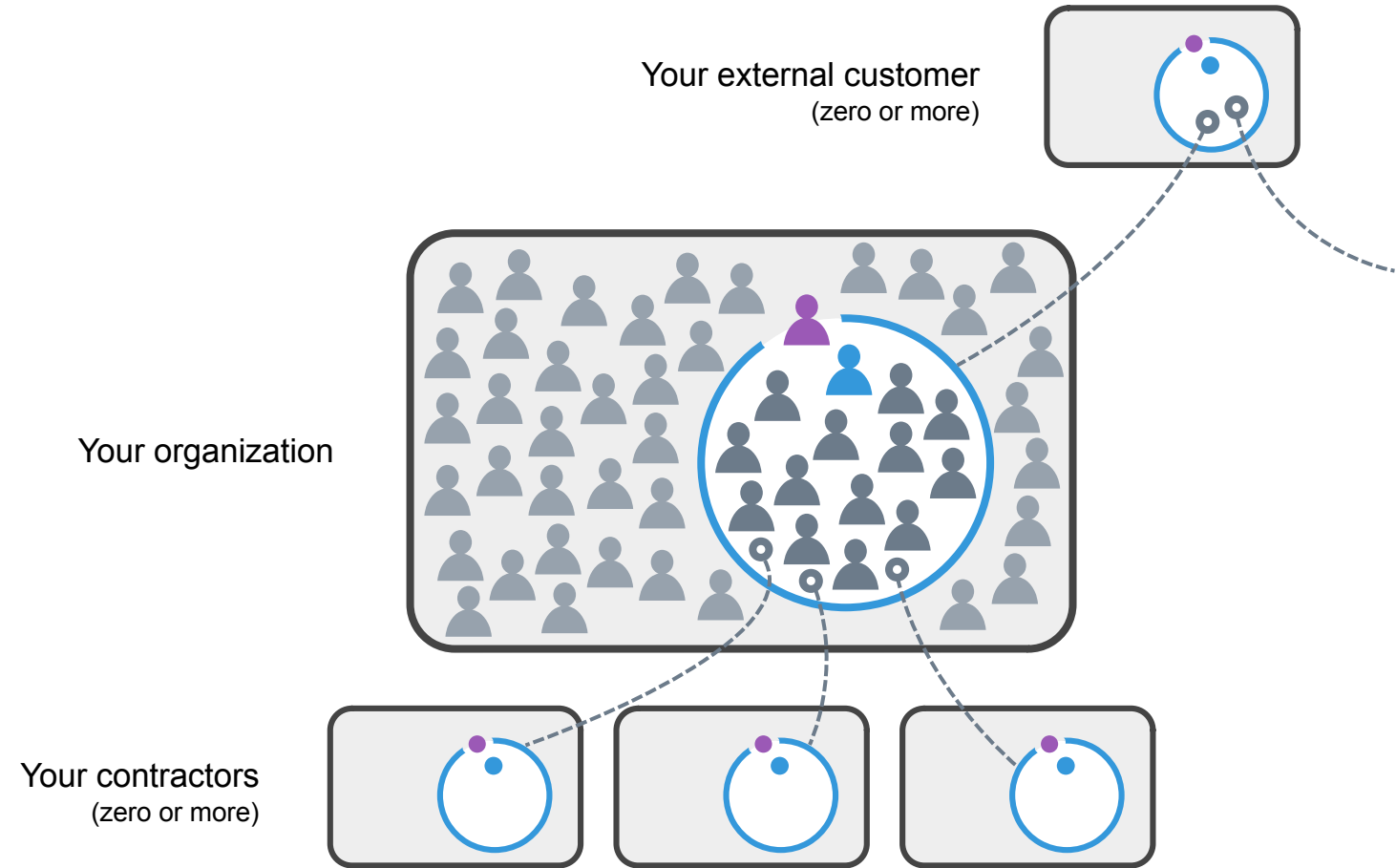


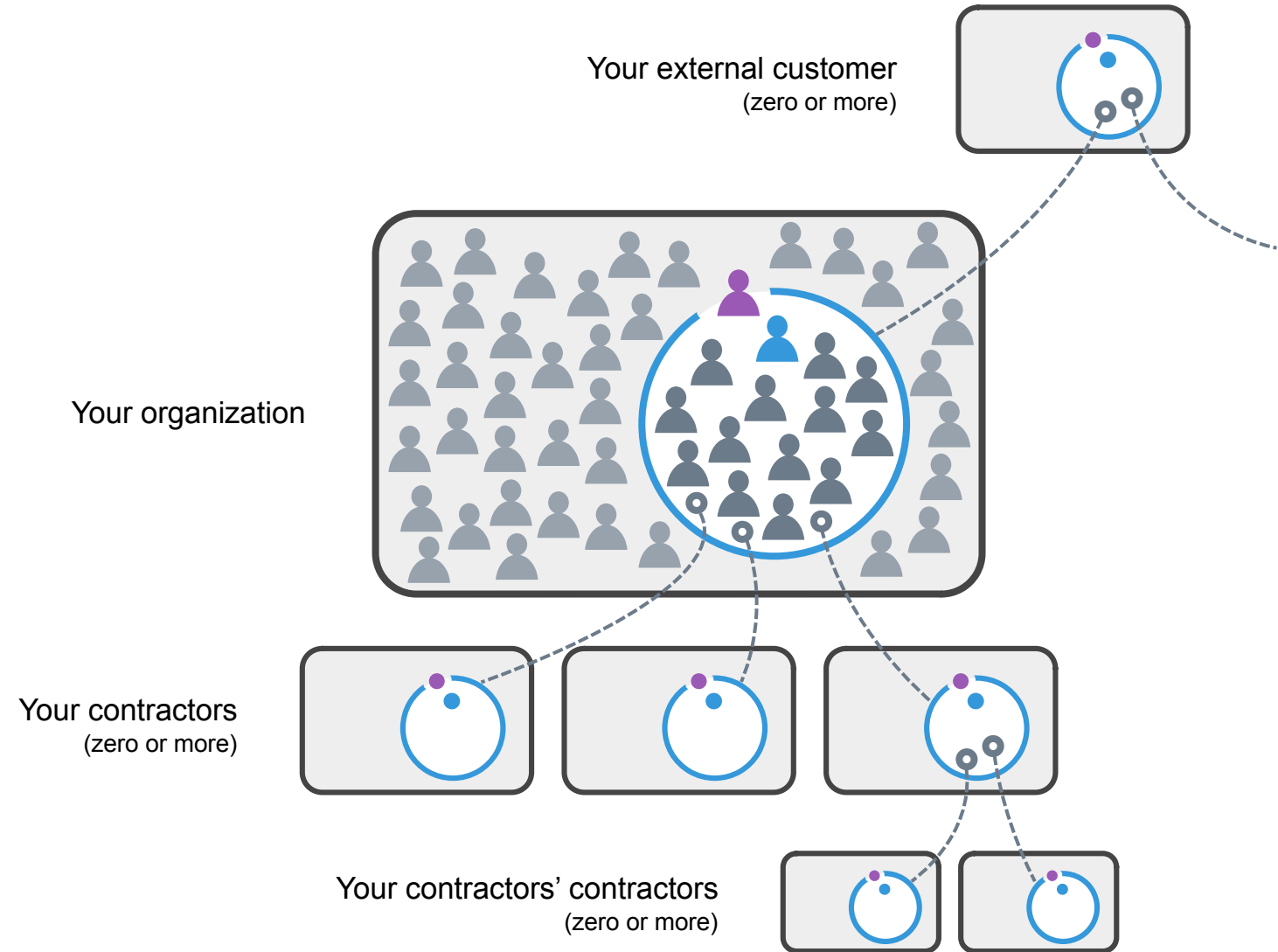
Your external customer
(zero or more)



Your organization





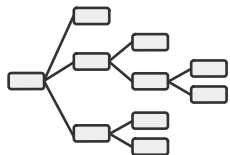


1



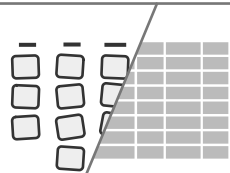
Project Description

2



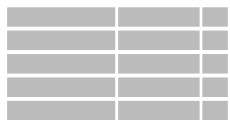
Deliverables Map

3

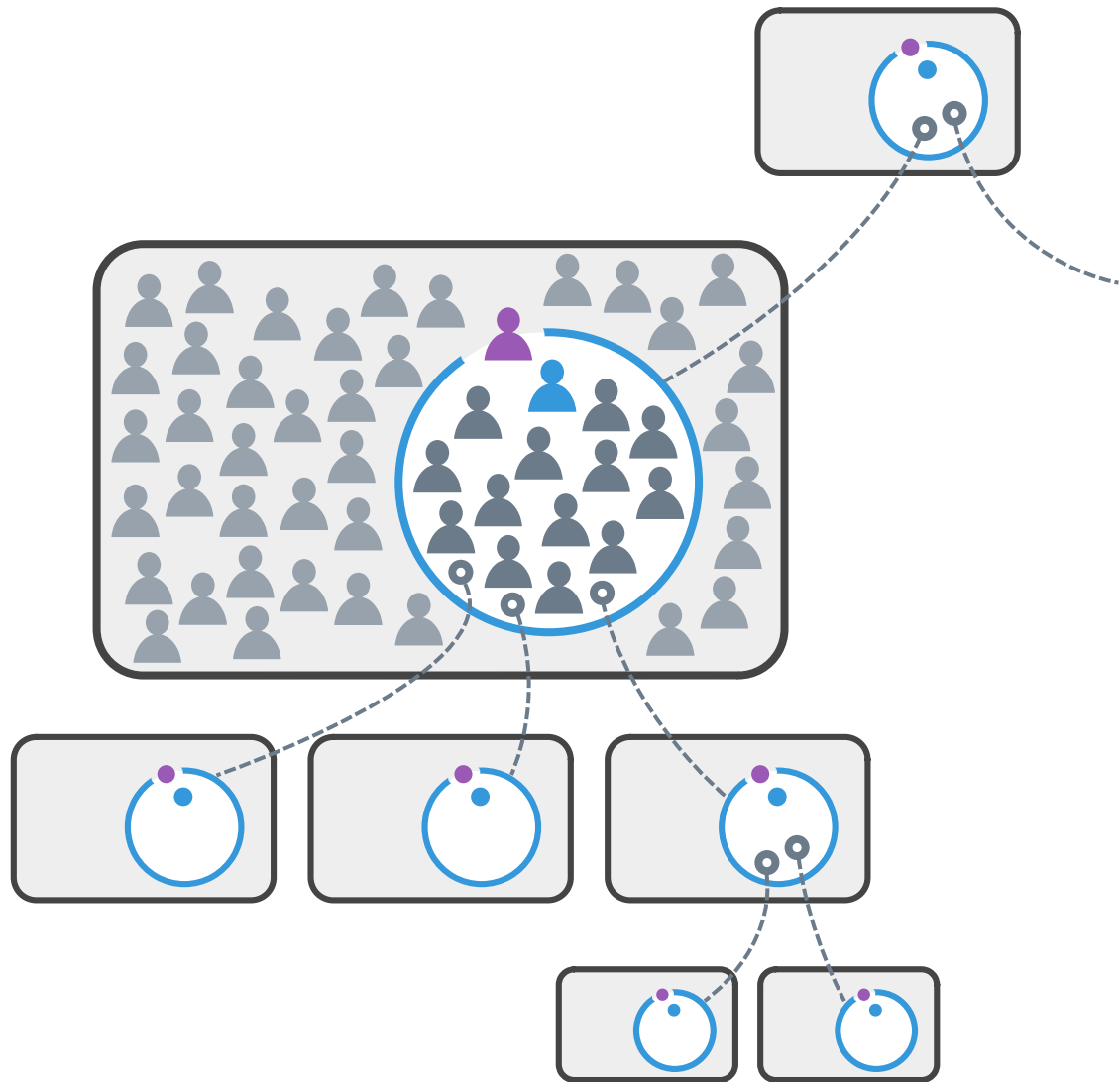


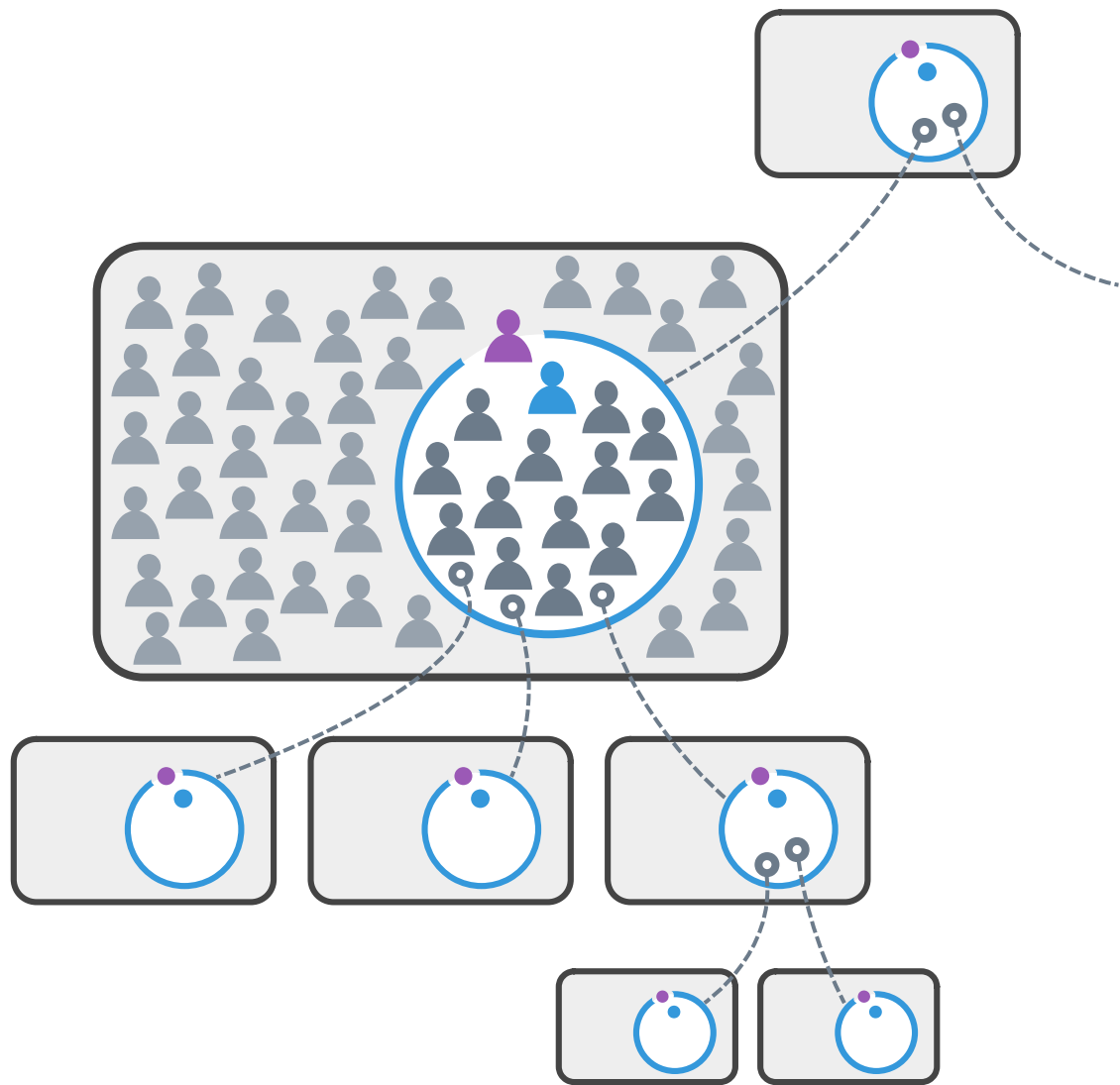
Follow-Up Register

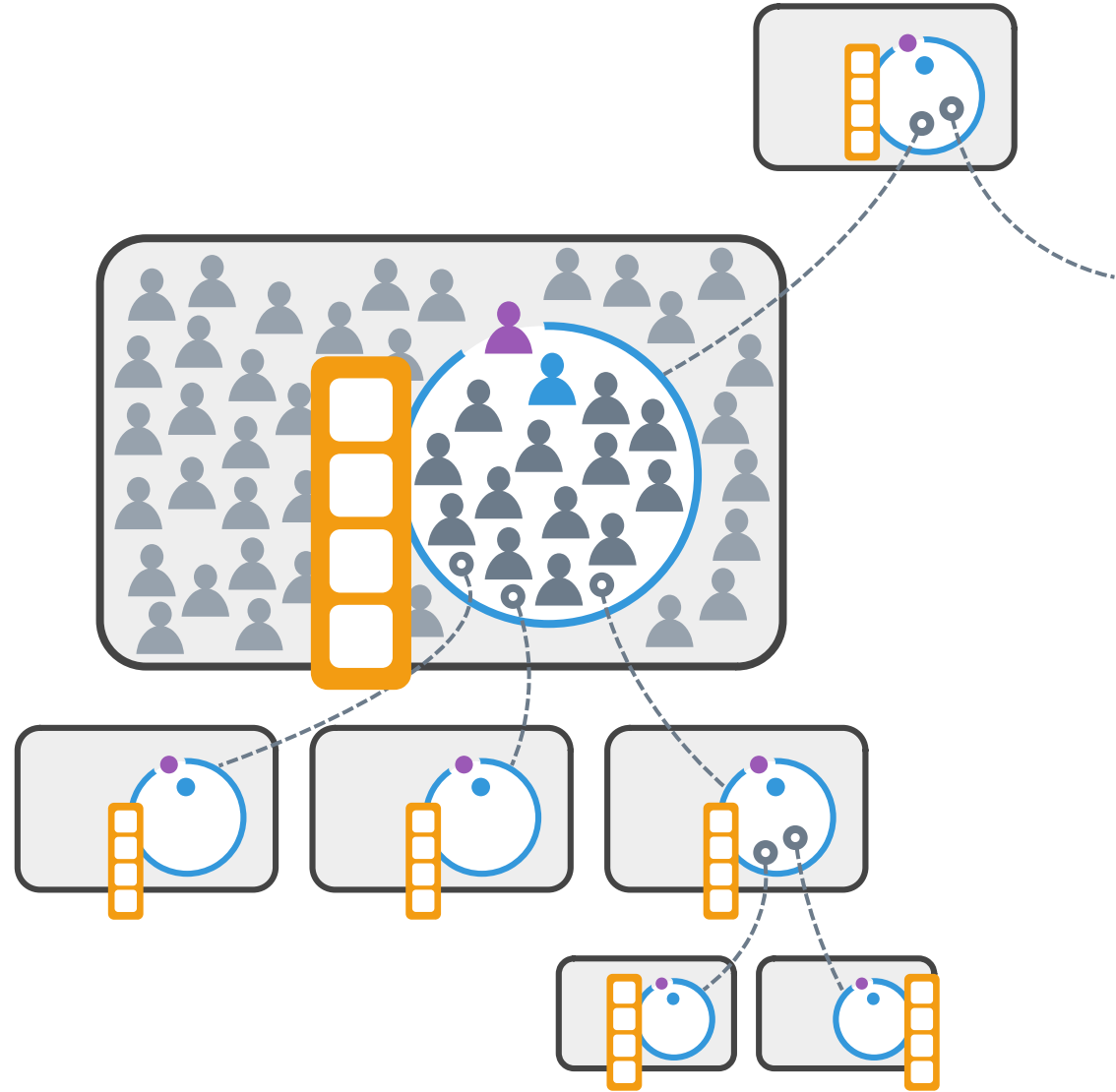
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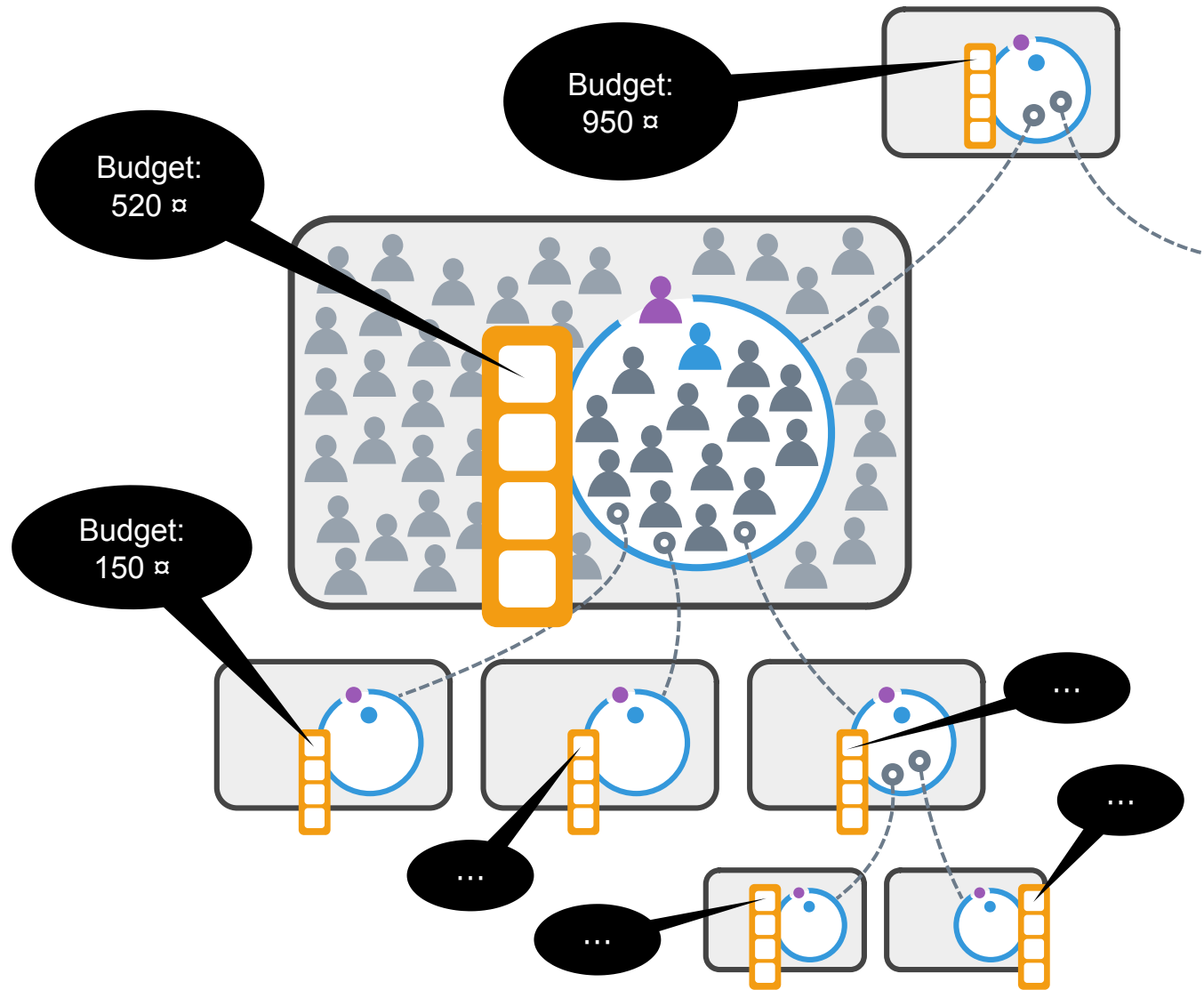


Health Register

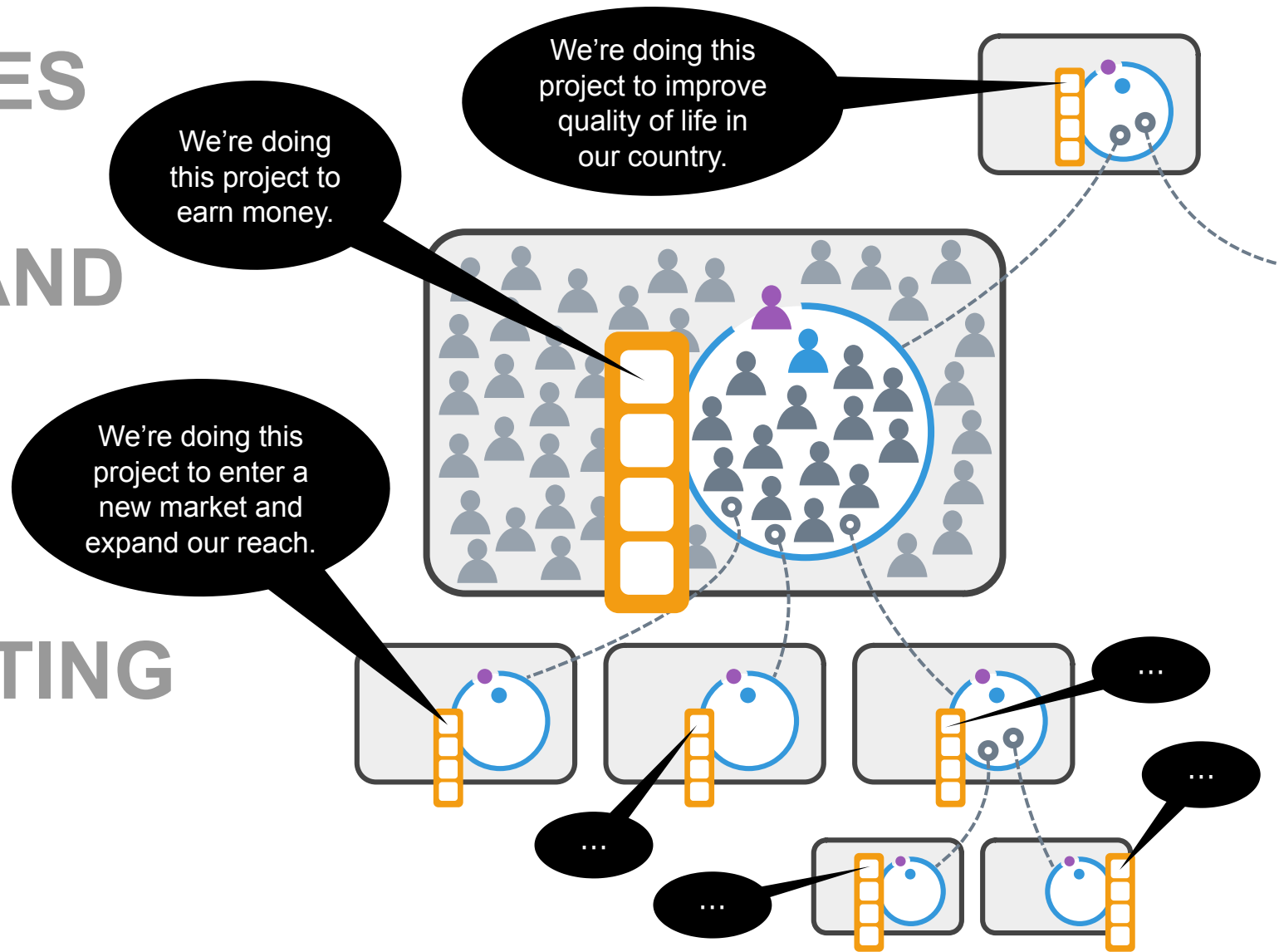








ALL PARTIES
MUST
UNDERSTAND
OTHERS'
REASONS
FOR
PARTICIPATING
IN THE
PROJECT.



① High-level overview

② Full review



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

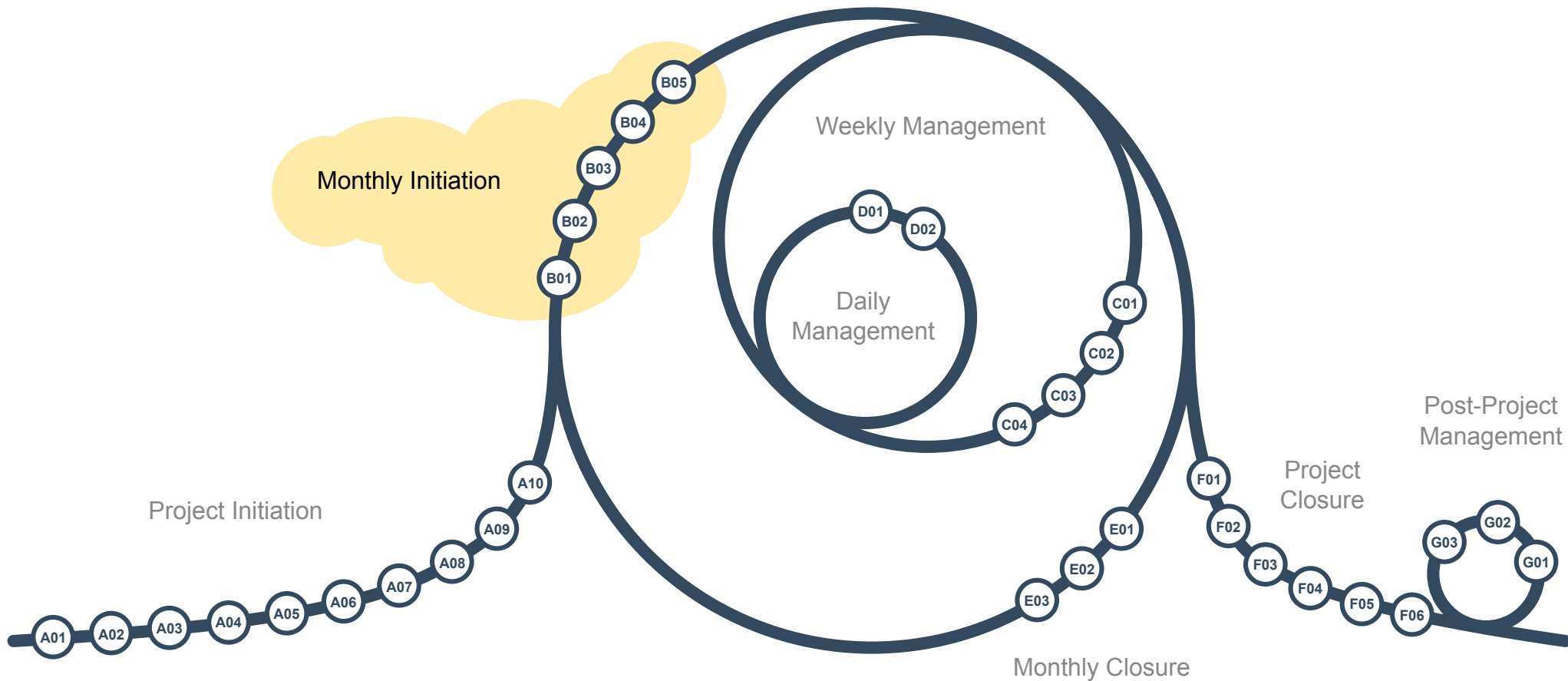
③ NUPP

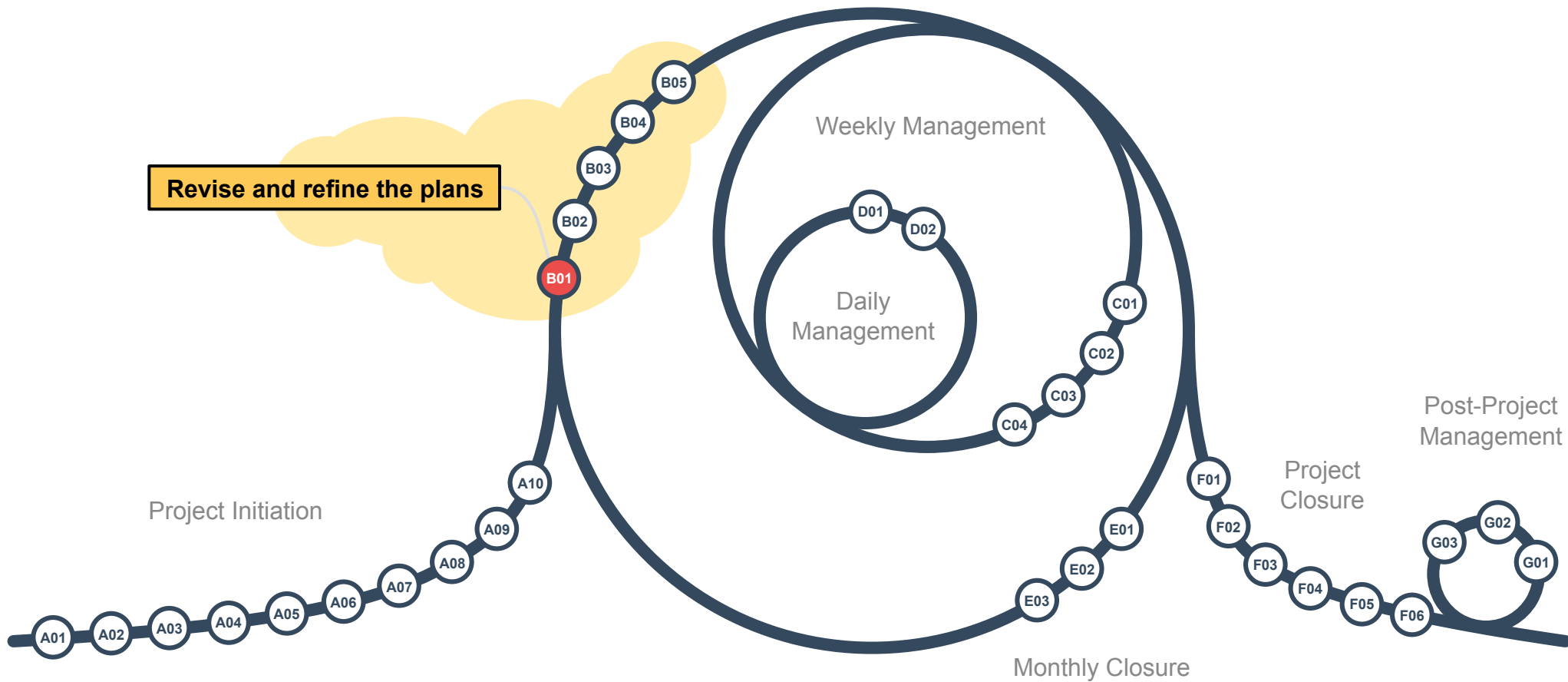
④ Tailoring

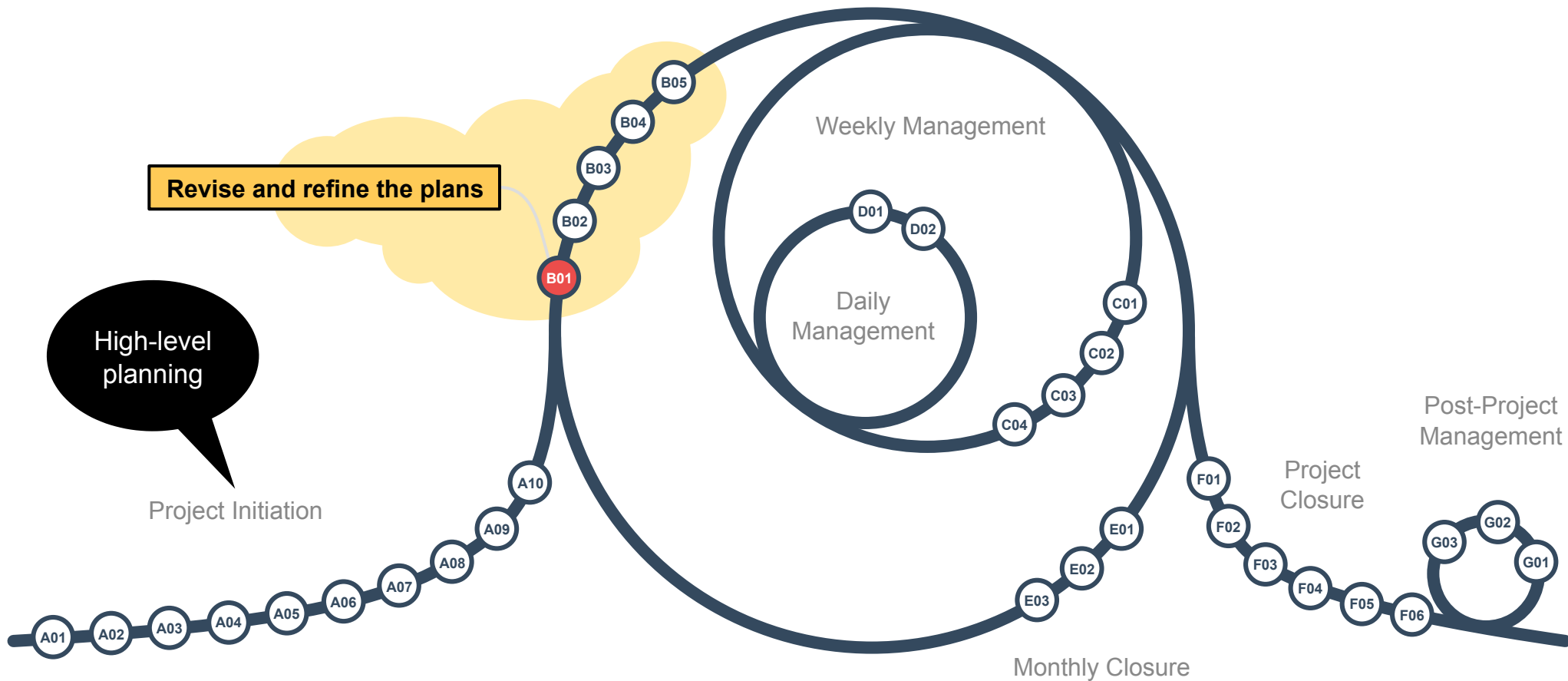
⑤ Development methods

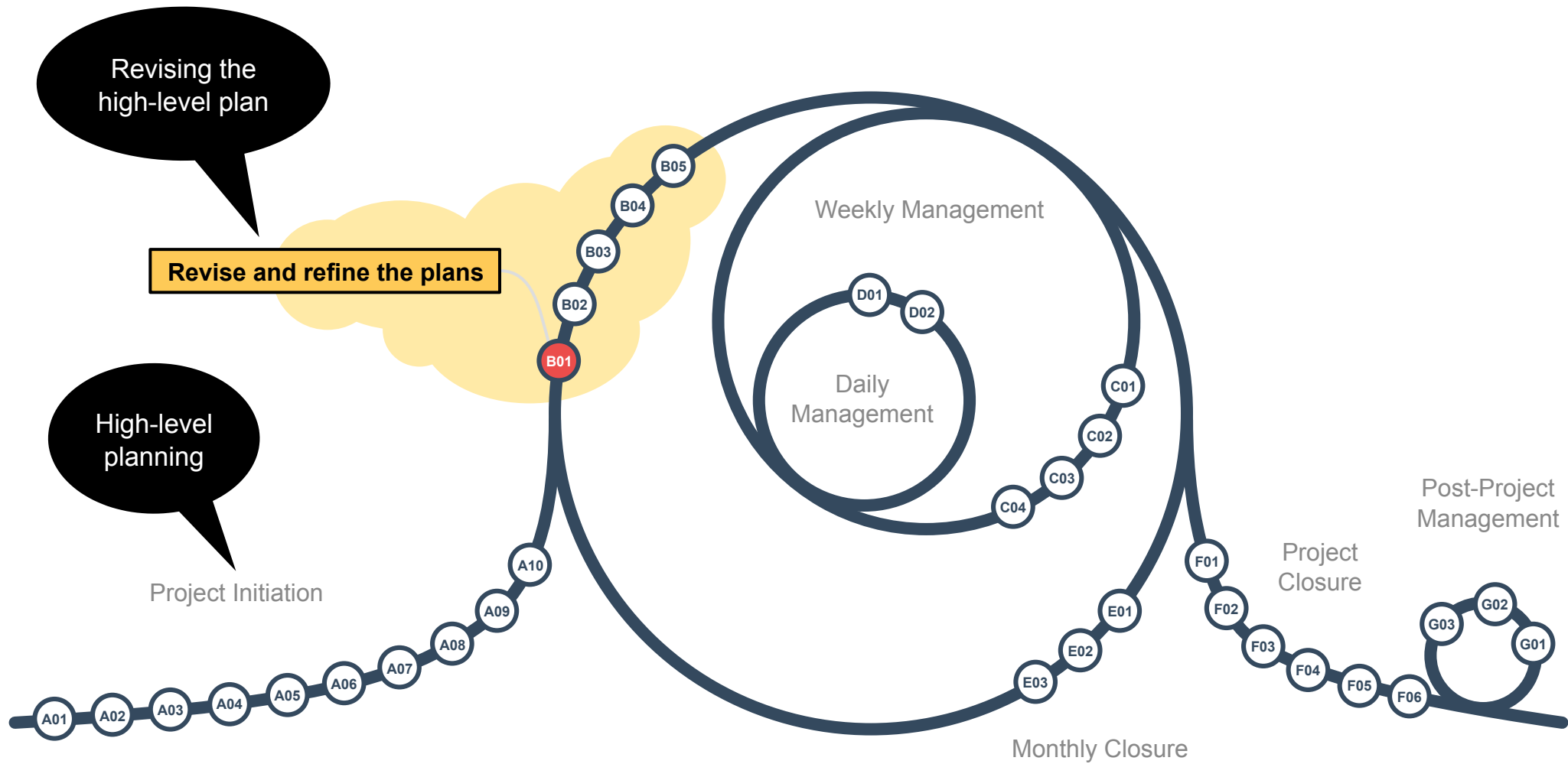
⑥ Context

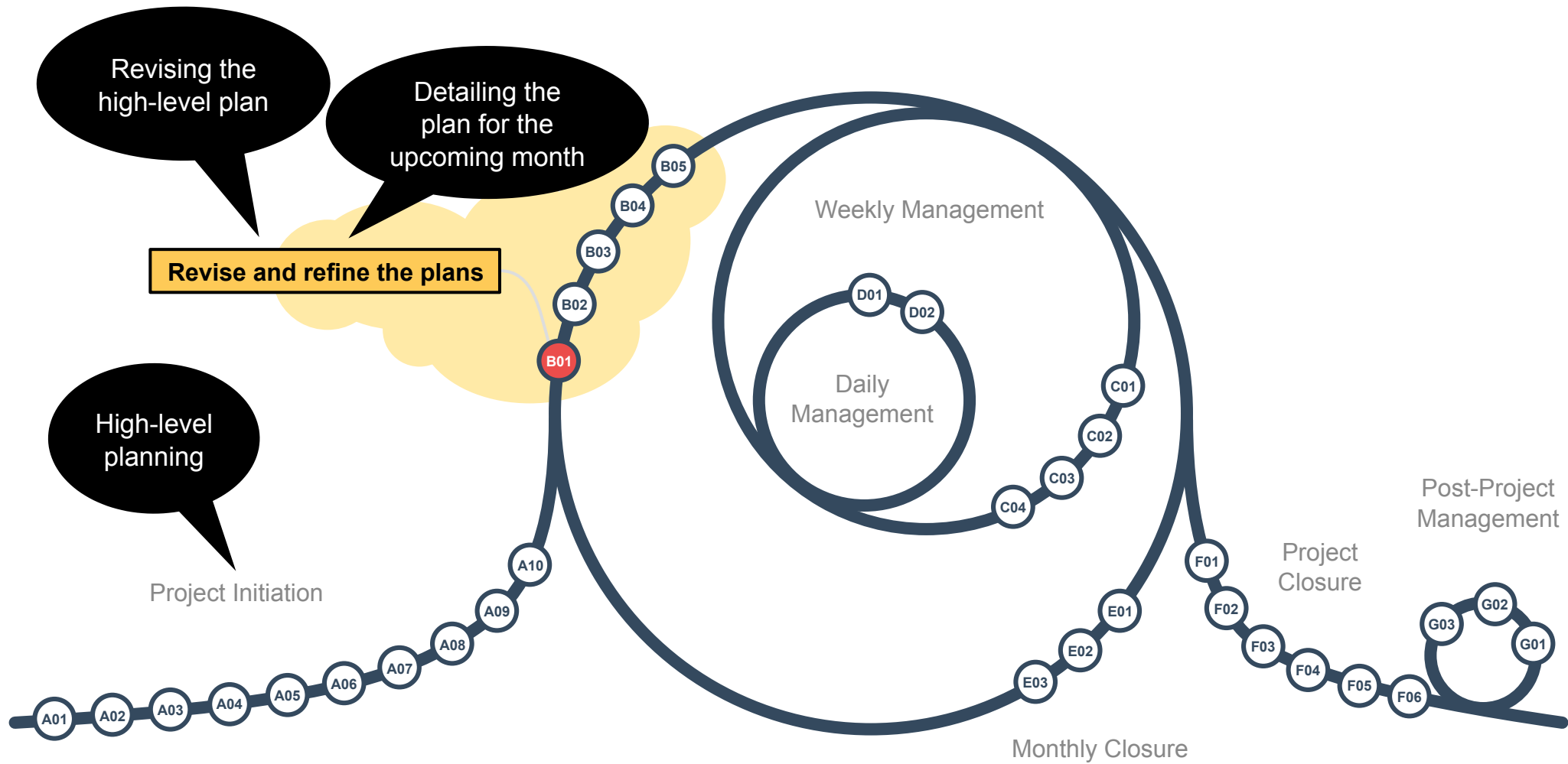
⑦ Certification program





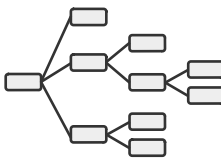




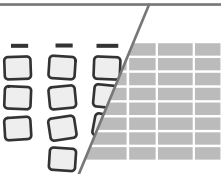




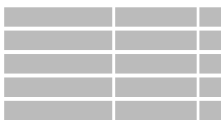
Project Description



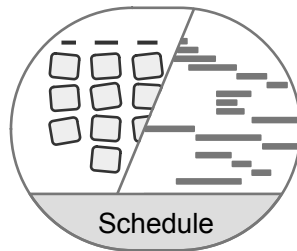
Deliverables Map



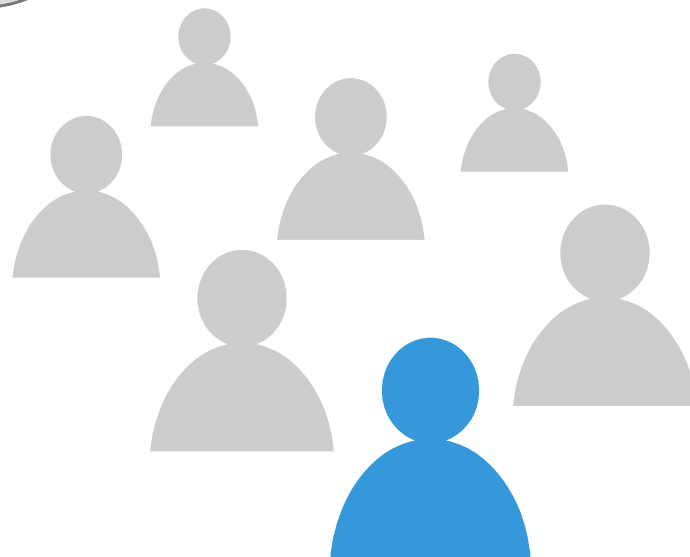
Follow-Up Register



Health Register



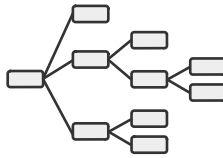
Schedule



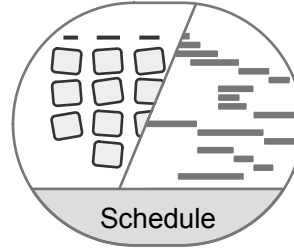
Any new or
adjusted
requirements?



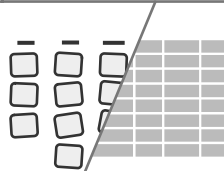
Project Description



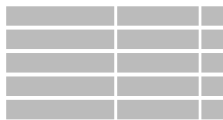
Deliverables Map



Schedule



Follow-Up Register



Health Register



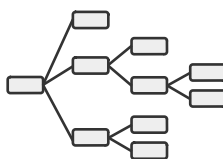
Any new or
adjusted
requirements?

Any new
stakeholders?

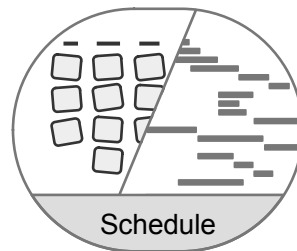
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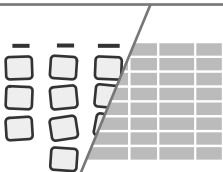
Project Description



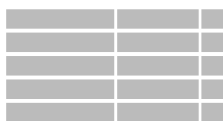
Deliverables Map



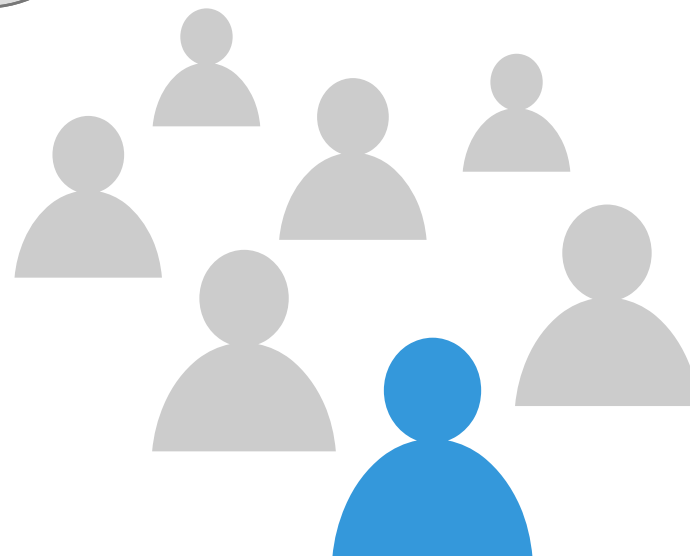
Schedule



Follow-Up Register



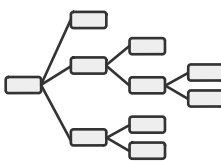
Health Register



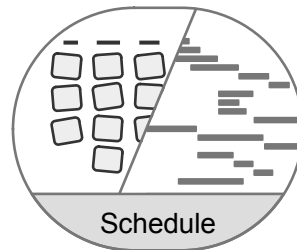
Add new
deliverables if
needed.



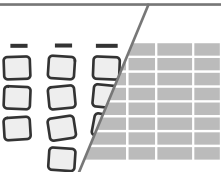
Project Description



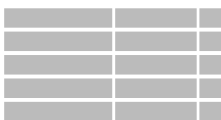
Deliverables Map



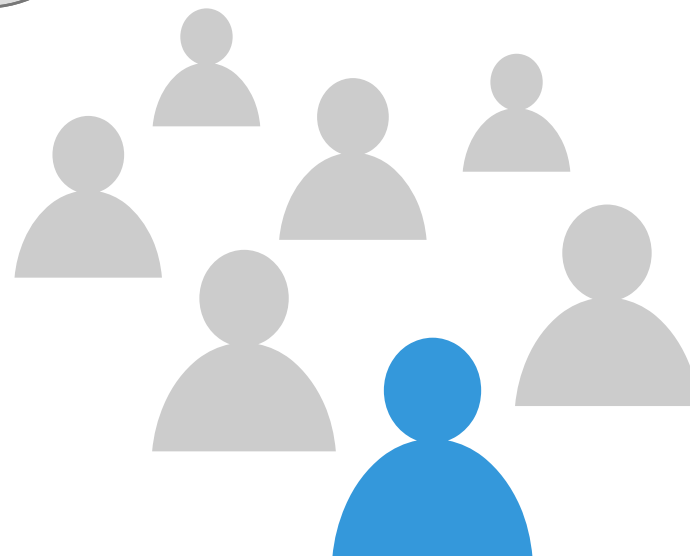
Schedule



Follow-Up Register



Health Register

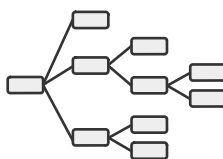


Add new deliverables if needed.

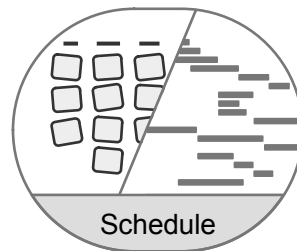
Break down the deliverables for the upcoming month



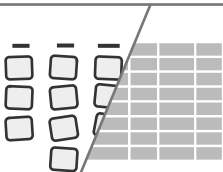
Project Description



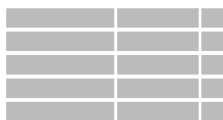
Deliverables Map



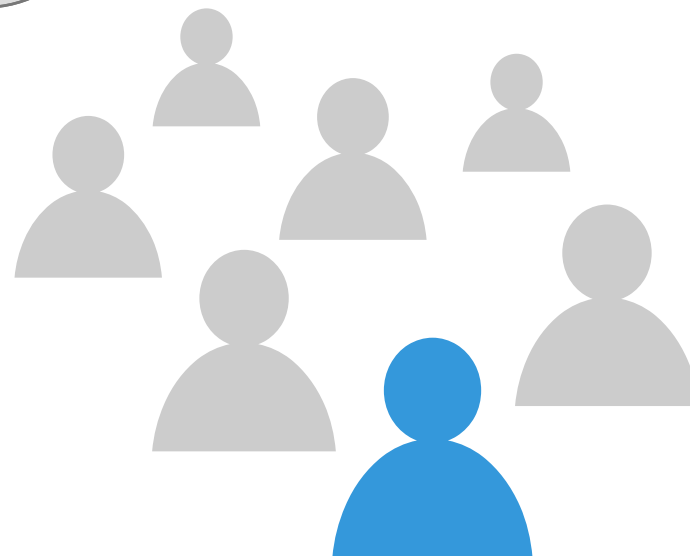
Schedule



Follow-Up Register

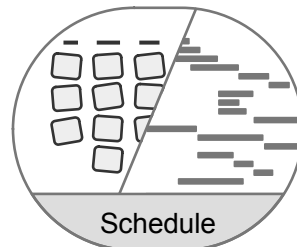
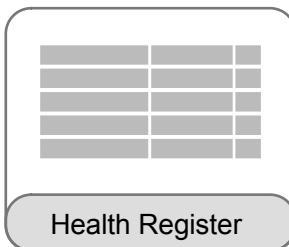
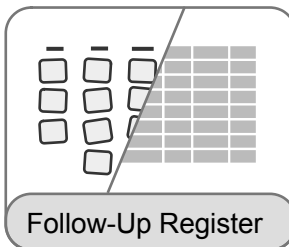
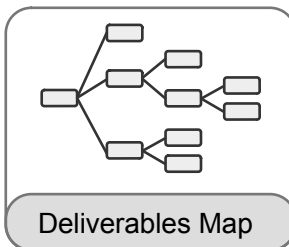


Health Register



Add new deliverables if needed.

Break down the deliverables for the upcoming month



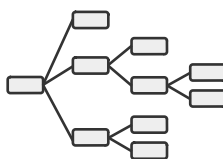
Schedule the new or decomposed deliverables.



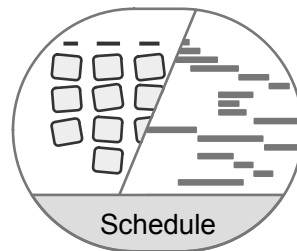
Did we introduce
new follow-up
items with our
changes?



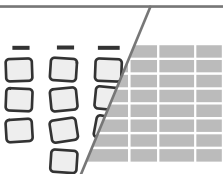
Project Description



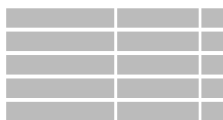
Deliverables Map



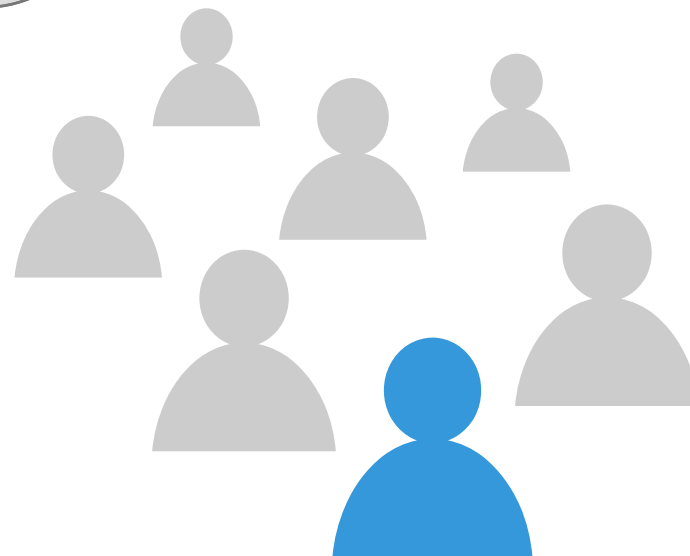
Schedule



Follow-Up Register



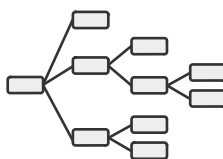
Health Register



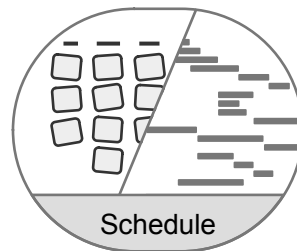
Check archives
of old projects for
inspiration.



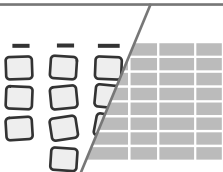
Project Description



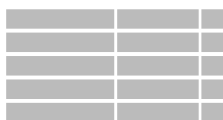
Deliverables Map



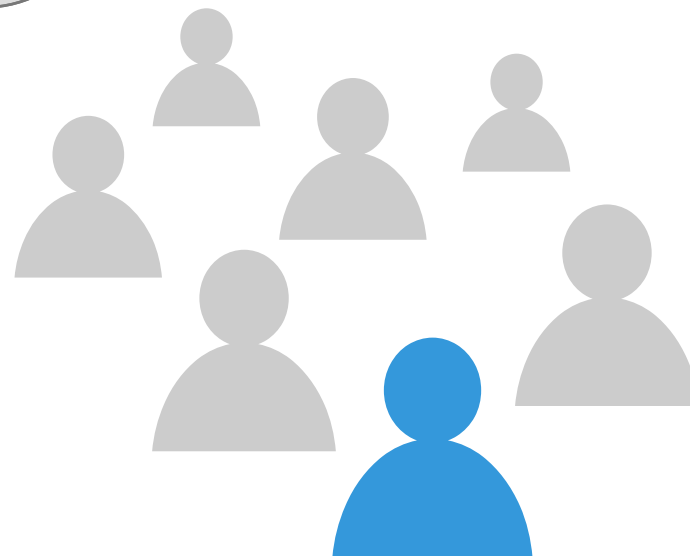
Schedule

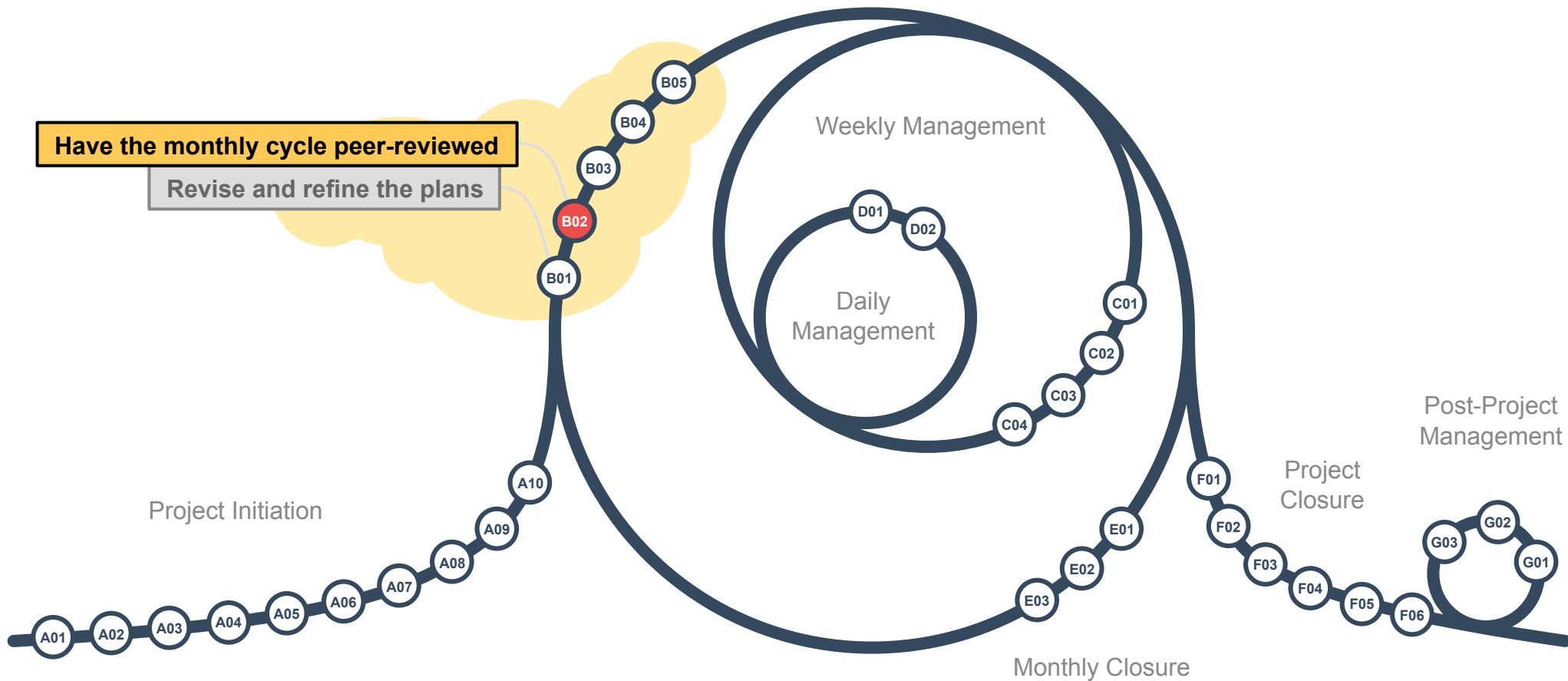


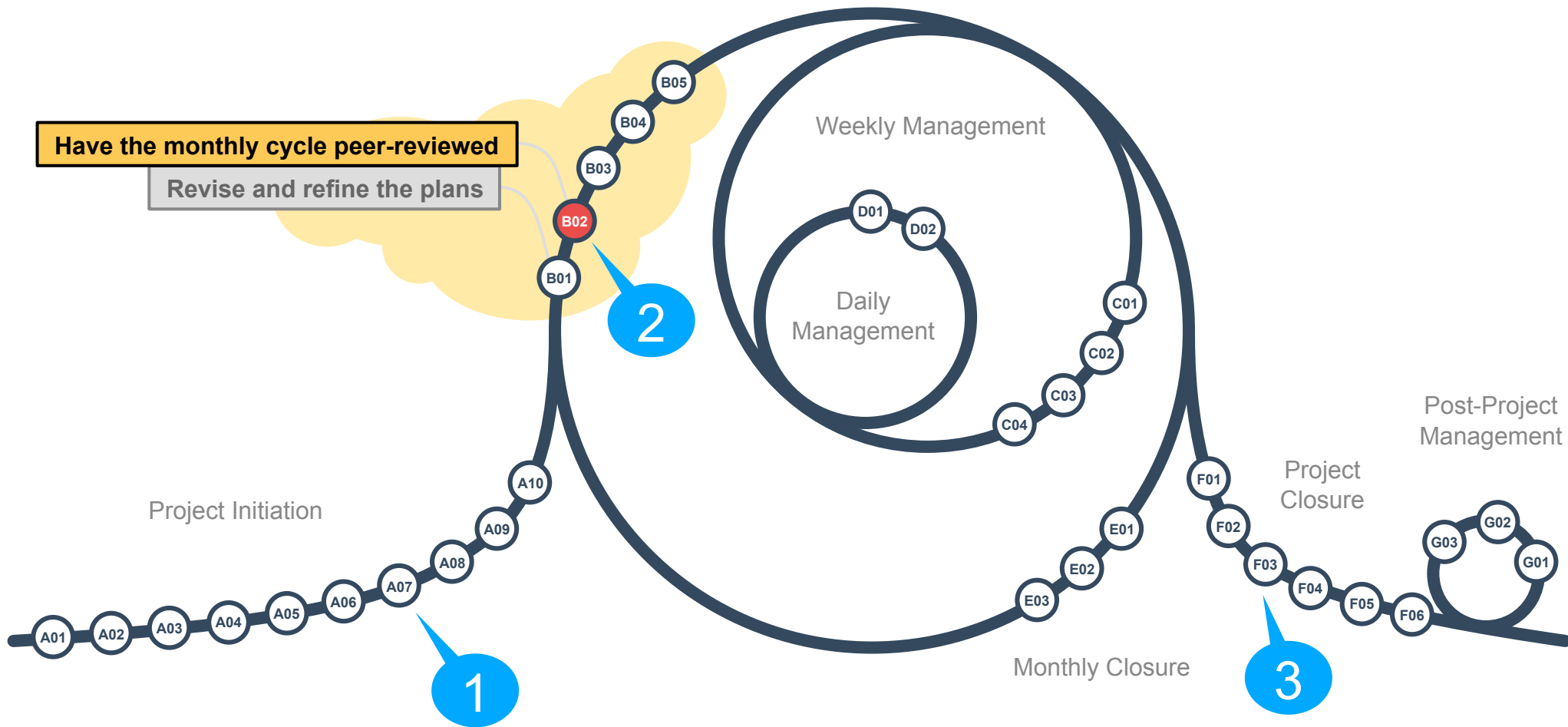
Follow-Up Register



Health Register





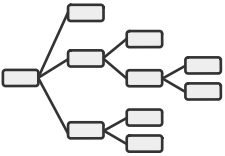


1



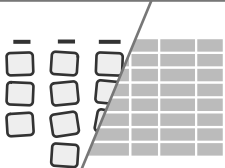
Project Description

2



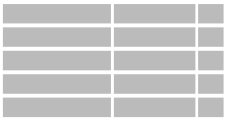
Deliverables Map

3

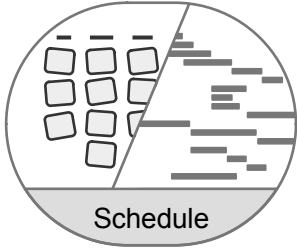


Follow-Up Register

4



Health Register



Schedule

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



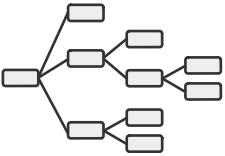
Project Manager

1



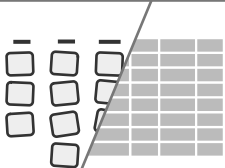
Project Description

2



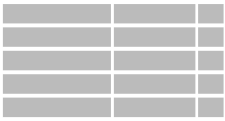
Deliverables Map

3

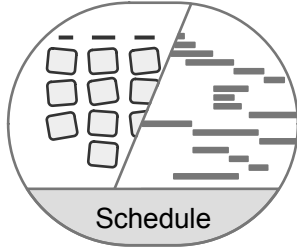


Follow-Up Register

4



Health Register



Schedule

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



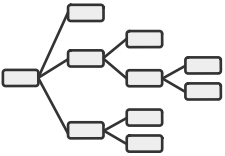
Project Manager

1



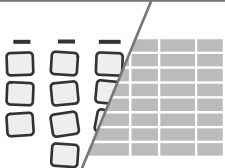
Project Description

2



Deliverables Map

3

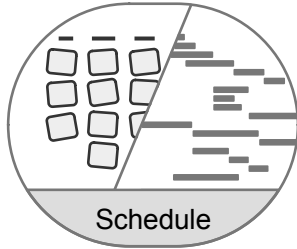


Follow-Up Register

4



Health Register



Schedule

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



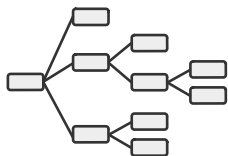
Project Manager

1

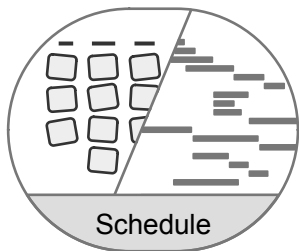


Project Description

2

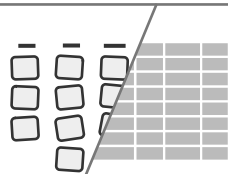


Deliverables Map



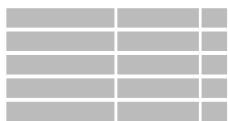
Schedule

3



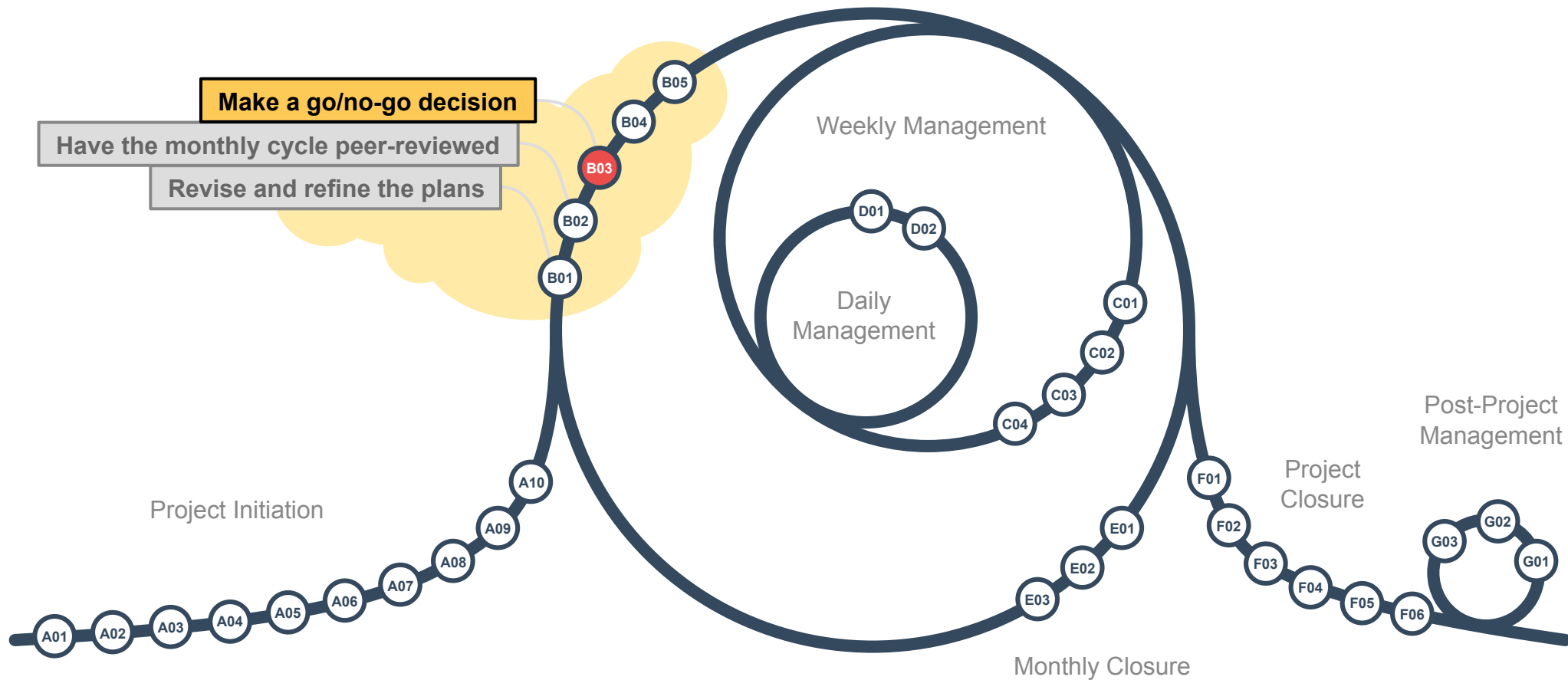
Follow-Up Register

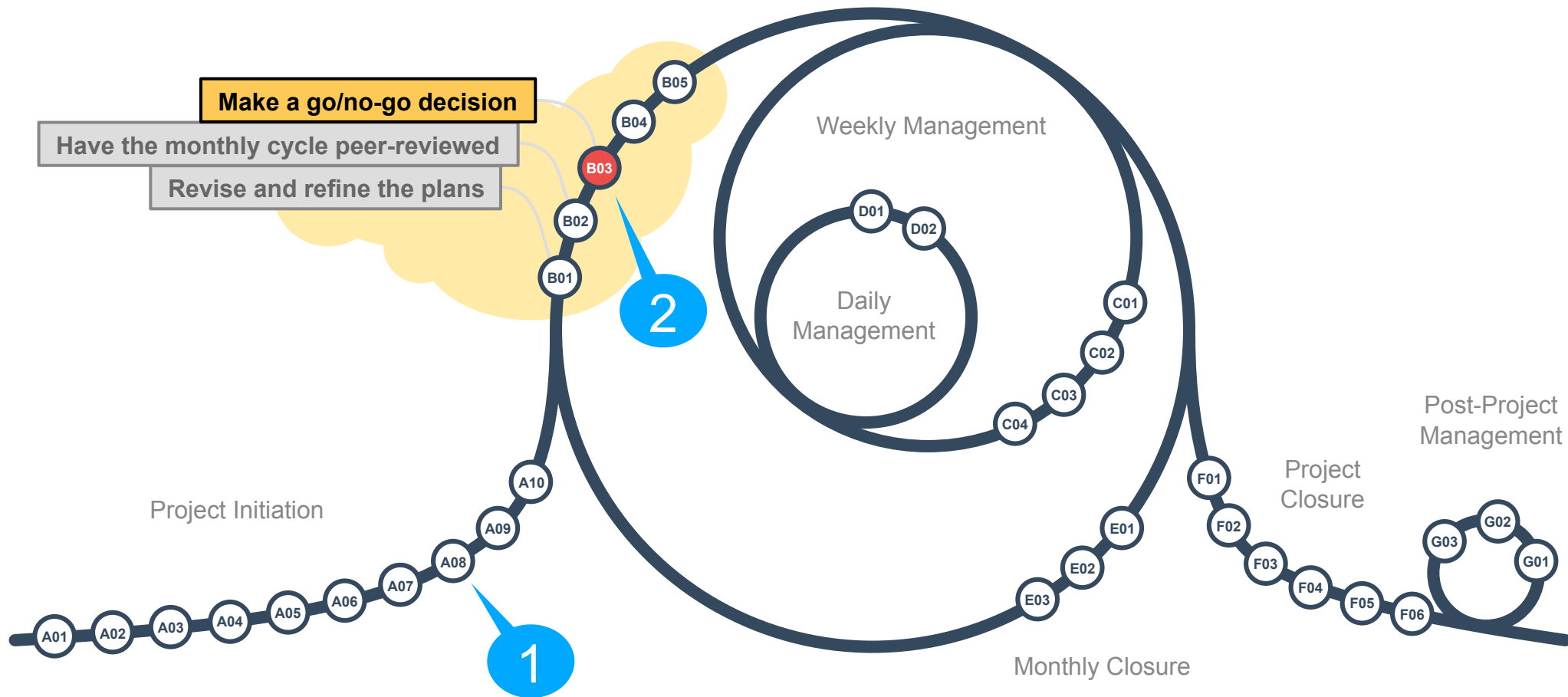
4



Health Register

Result of the peer review



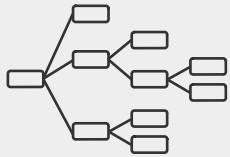


1

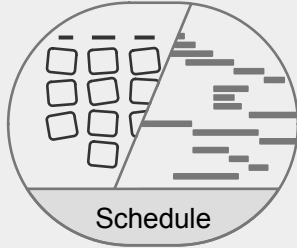


Project Description

2

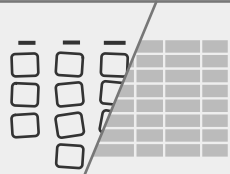


Deliverables Map



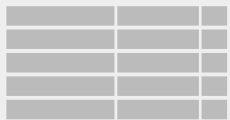
Schedule

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



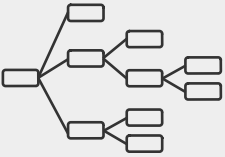
Sponsor

1



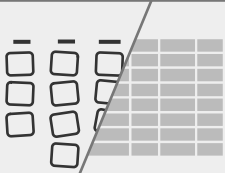
Project Description

2



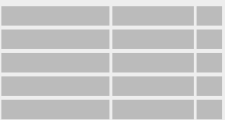
Deliverables Map

3

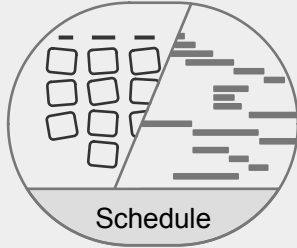


Follow-Up Register

4



Health Register



Schedule

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

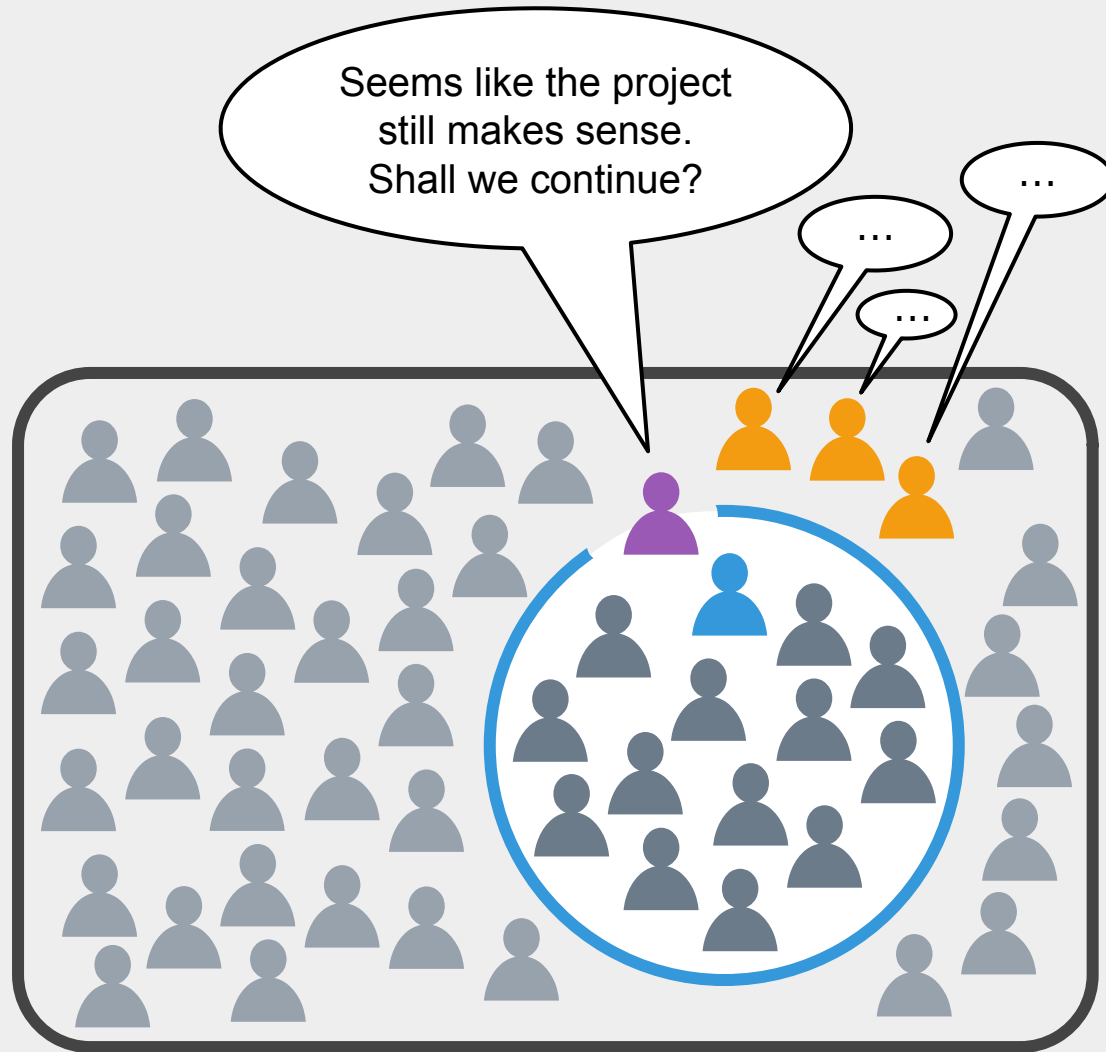
Hmm... let me check with a few people and get back to you.



Project Manager

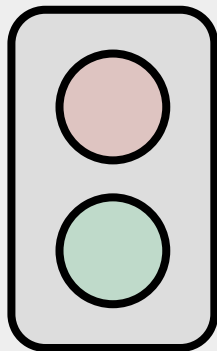


Sponsor

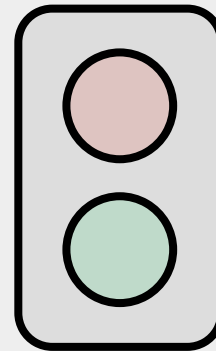


It's up to the **sponsor** to make arrangements with other decision makers (if any), and not the **project manager**.

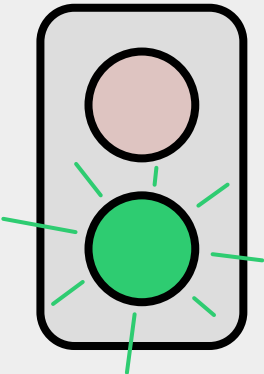
World #81



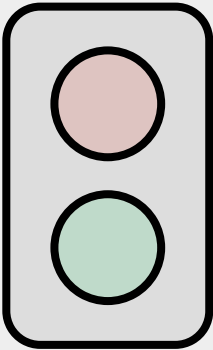
World #82



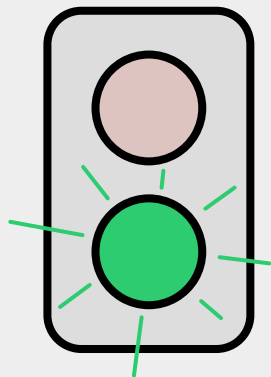
World #81



World #82



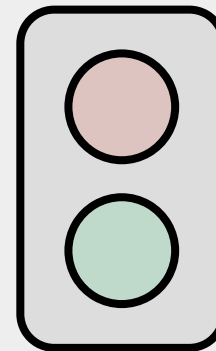
World #81



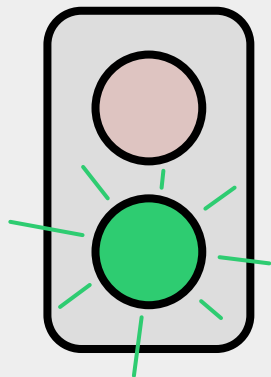
OK... let's
move on to the
next activity!



World #82

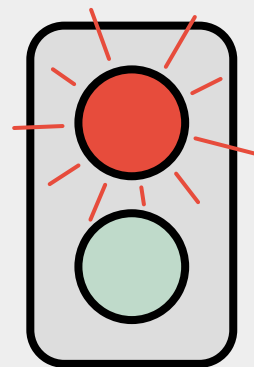


World #81

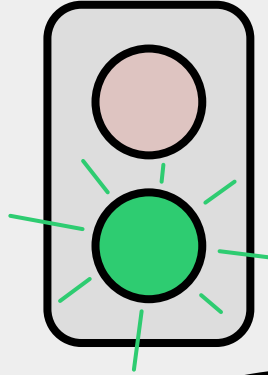


OK... let's
move on to the
next activity!

World #82

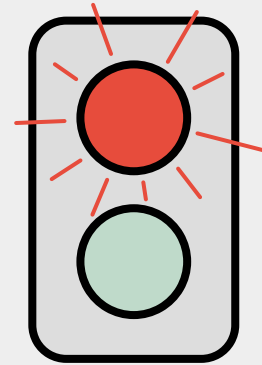


World #81

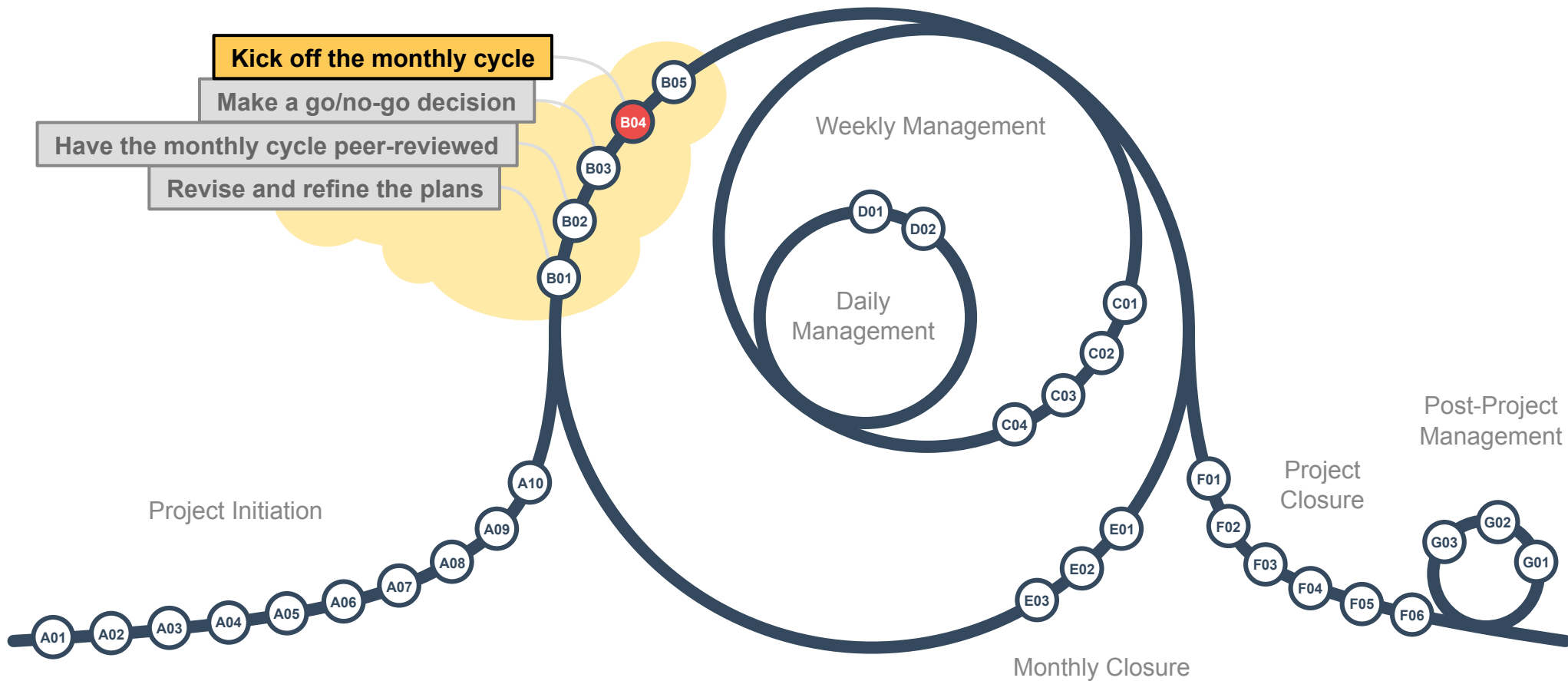


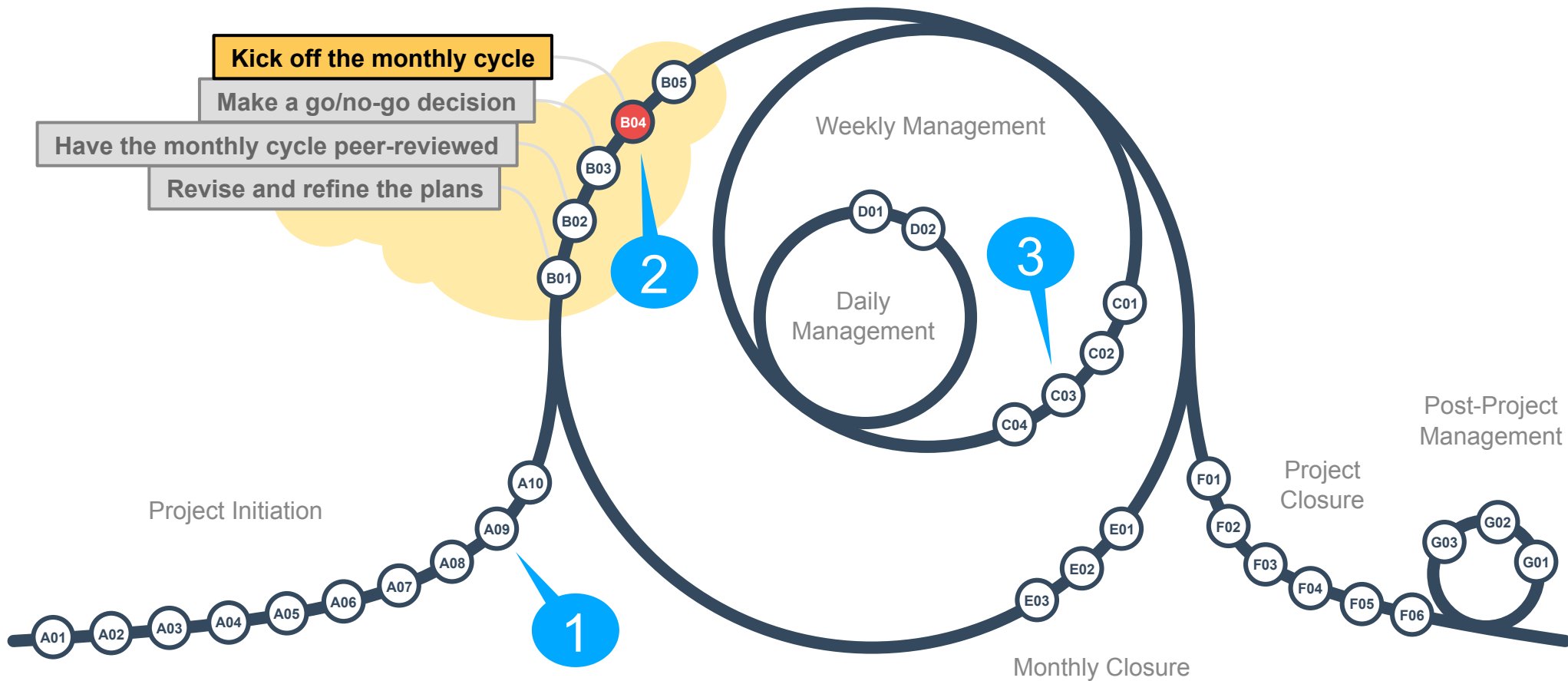
OK... let's
move on to the
next activity!

World #82

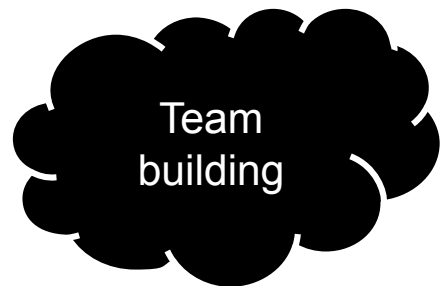


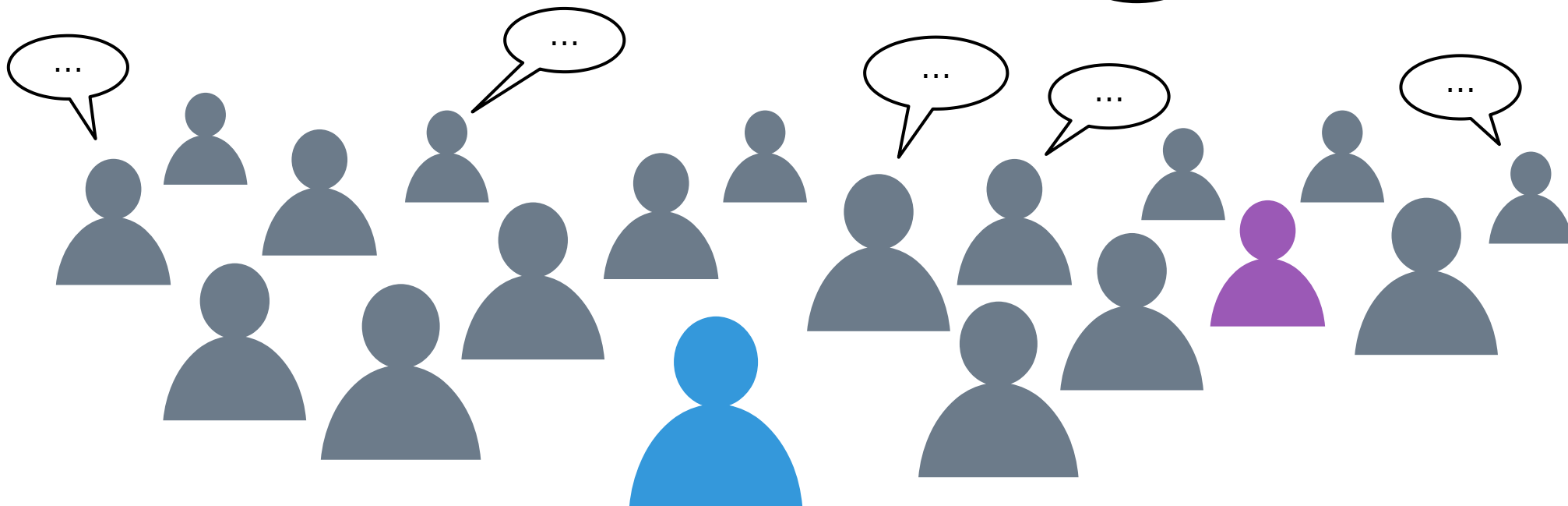
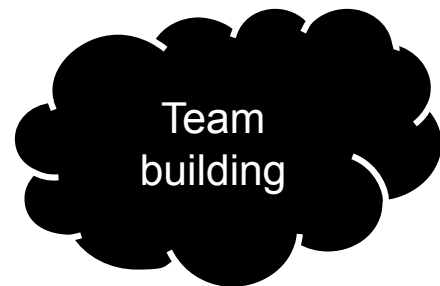
Oh... OK...
let's go to Project
Closure activities.

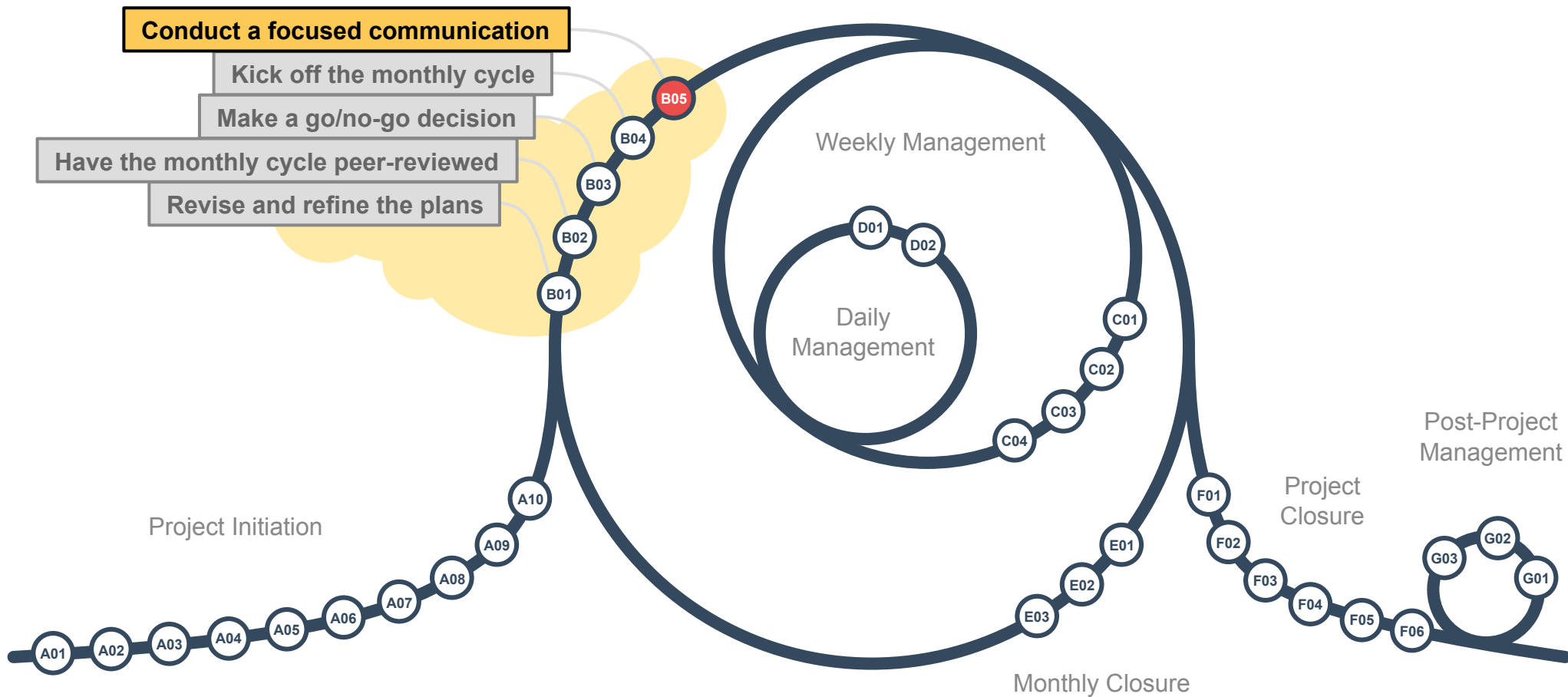


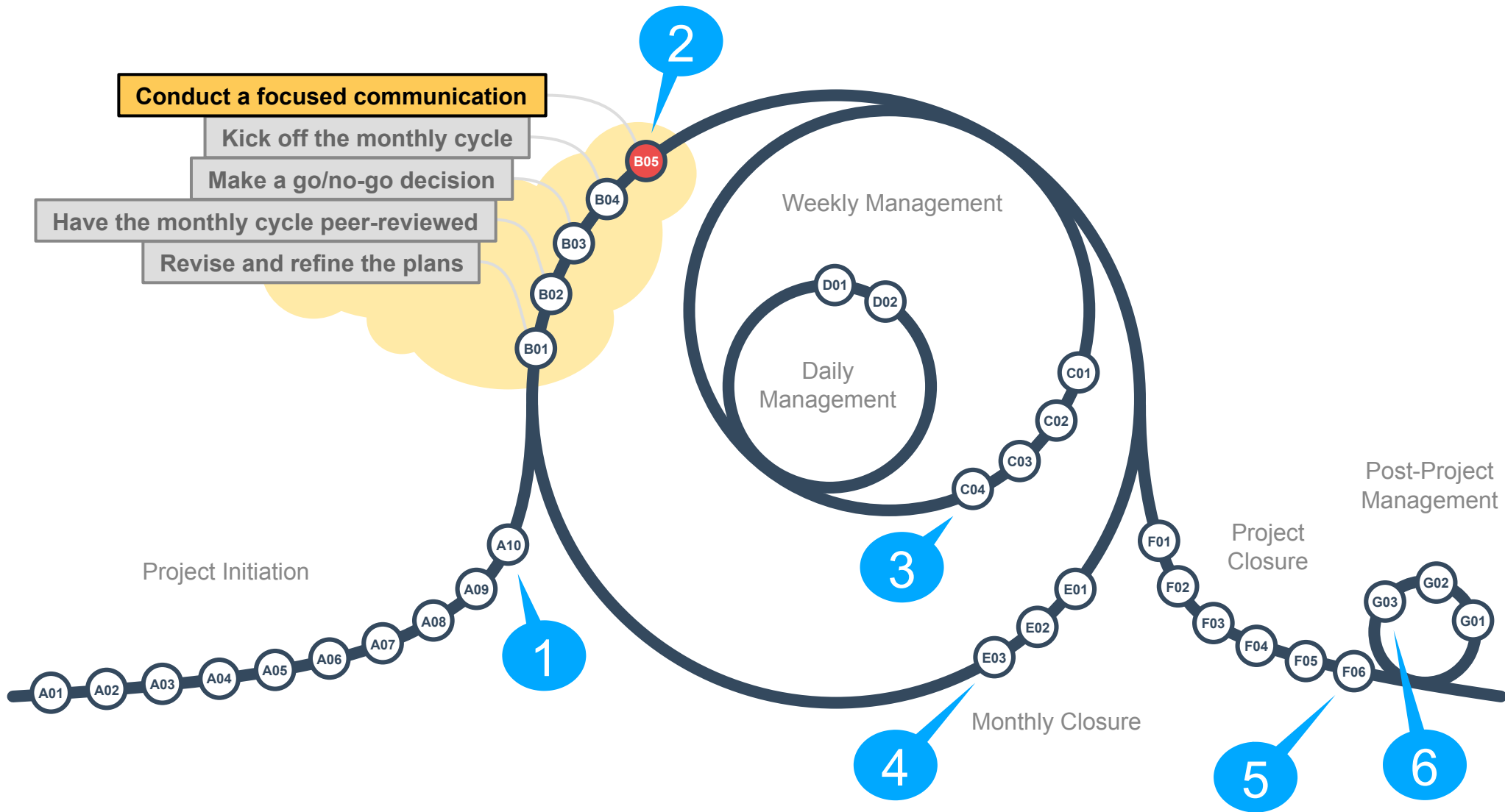


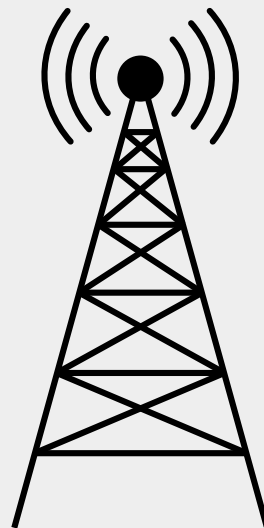
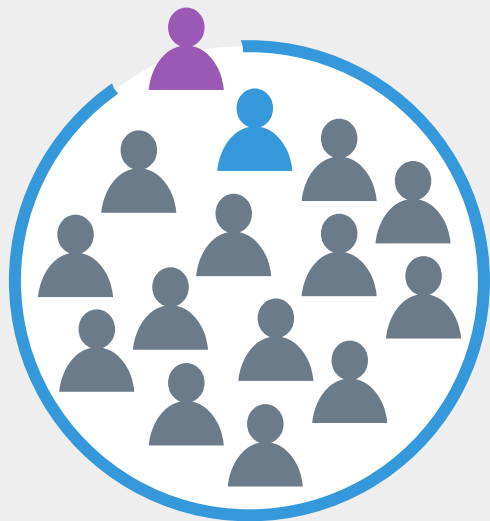


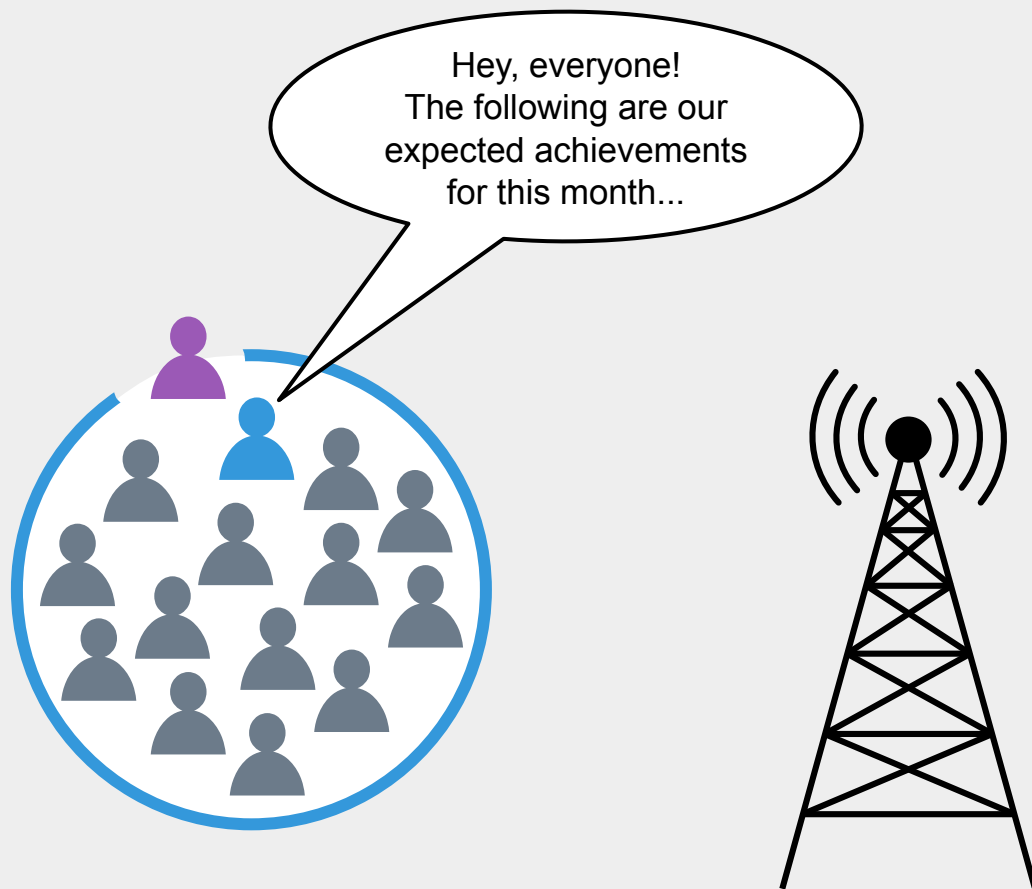


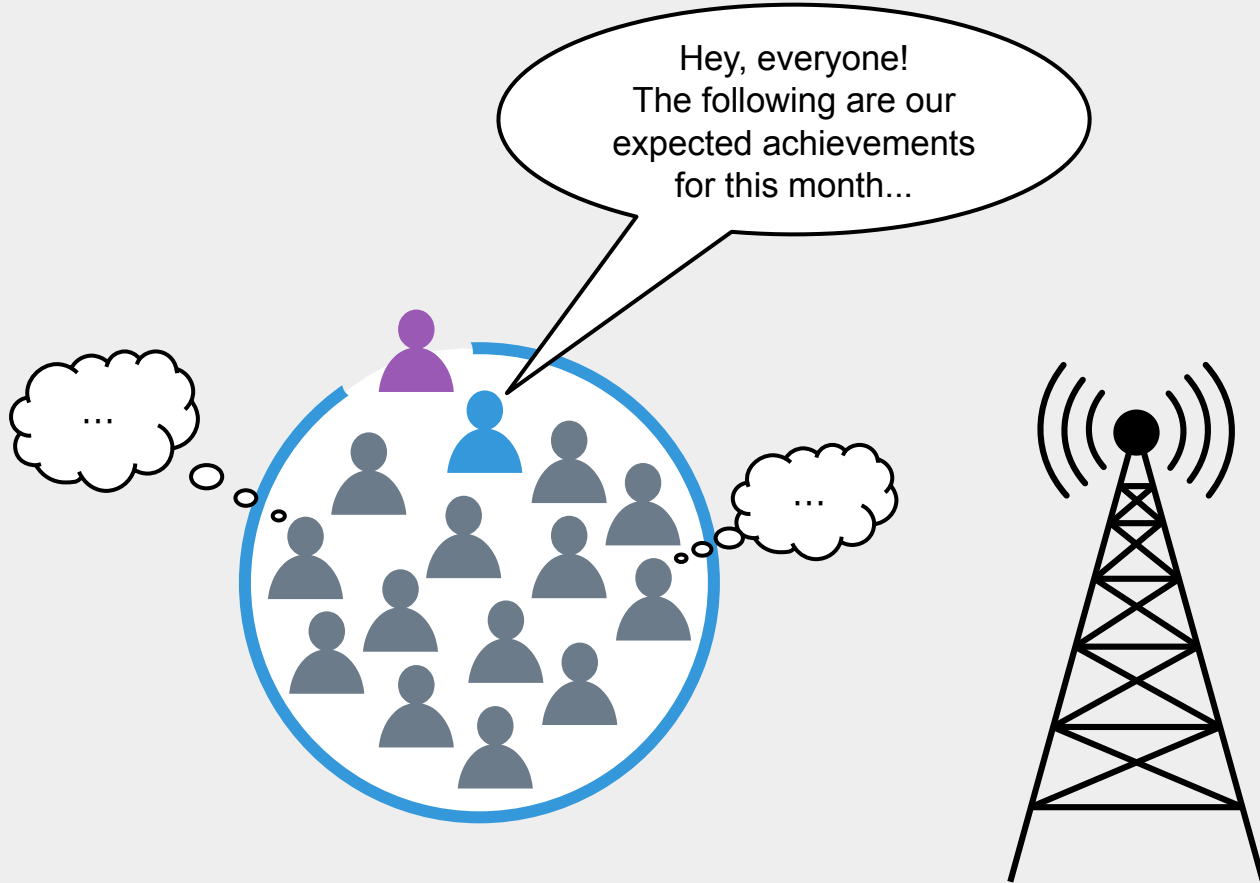


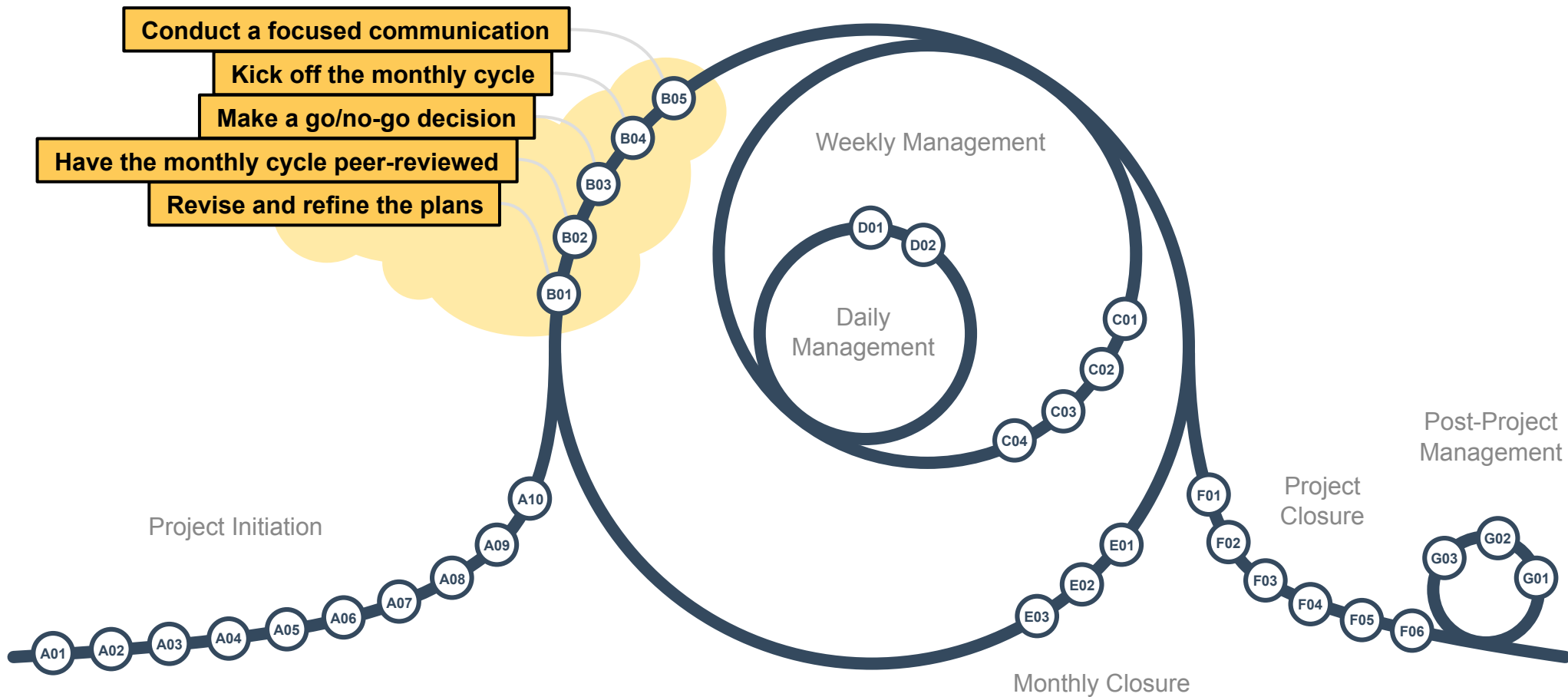












① High-level overview

② Full review

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



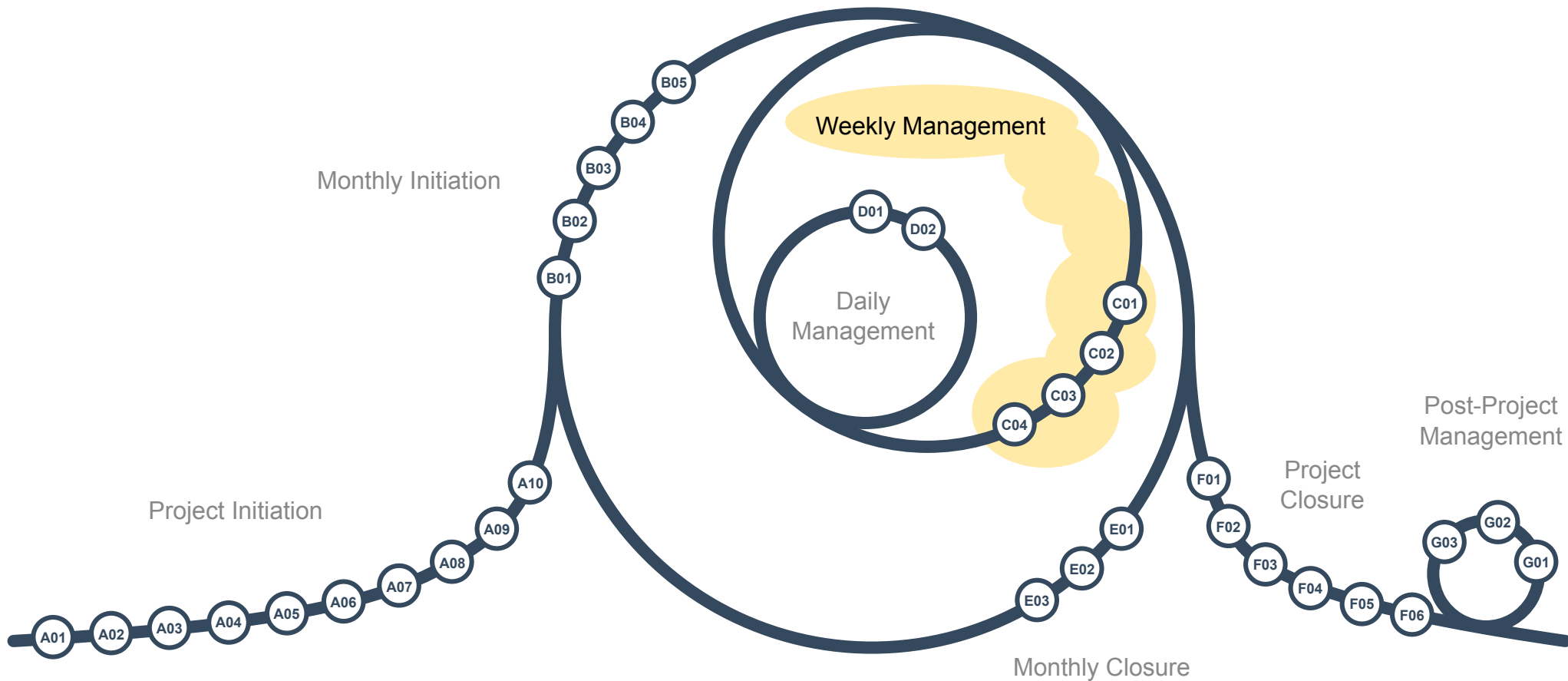
③ NUPP

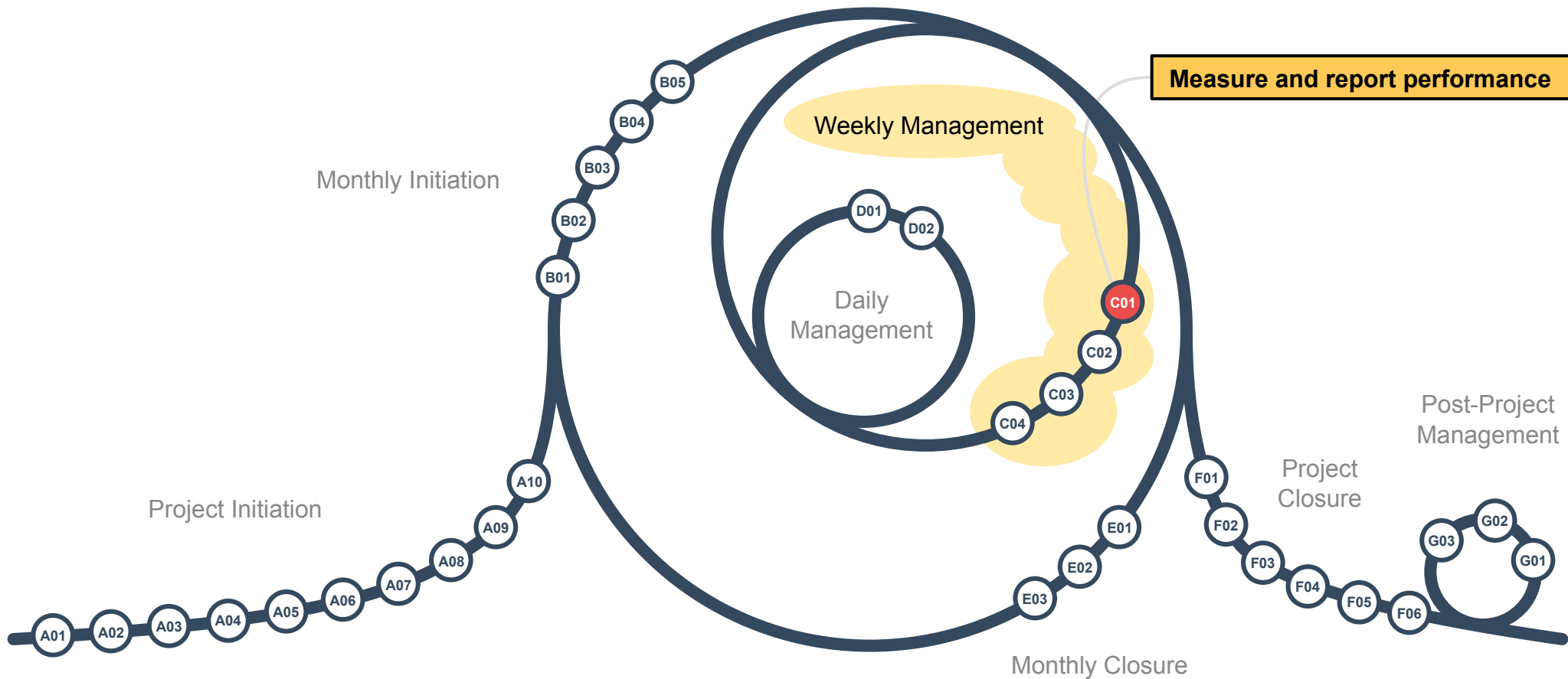
④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program



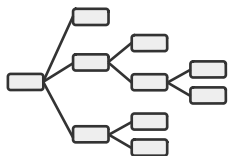


1

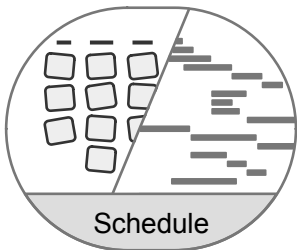


Project Description

2

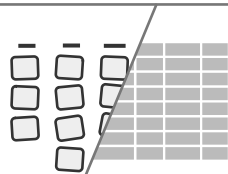


Deliverables Map



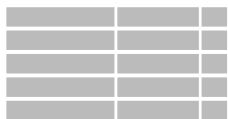
Schedule

3



Follow-Up Register

4



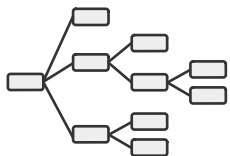
Health Register

1



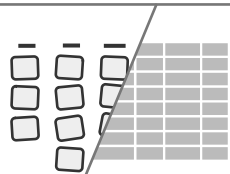
Project Description

2



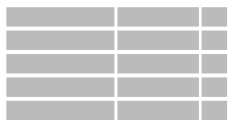
Deliverables Map

3

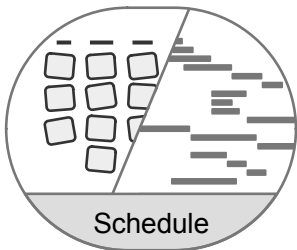


Follow-Up Register

4



Health Register



Schedule

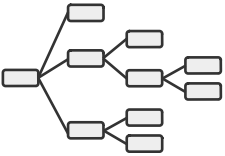
Forecasts
(time, cost, etc.)

1



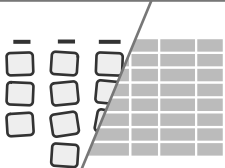
Project Description

2



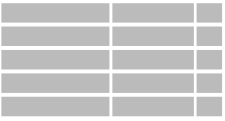
Deliverables Map

3

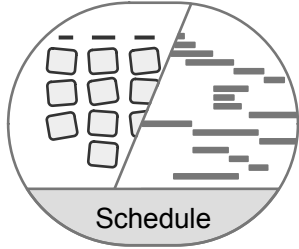


Follow-Up Register

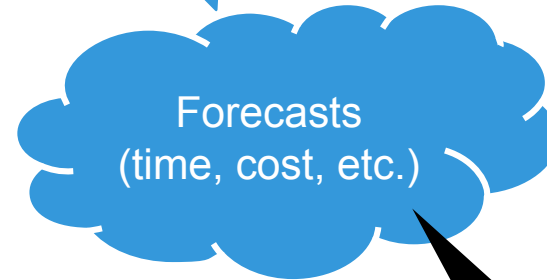
4



Health Register



Schedule

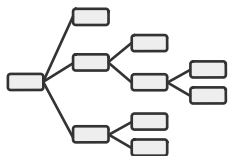
Forecasts
(time, cost, etc.)Aligned with
the goals

1



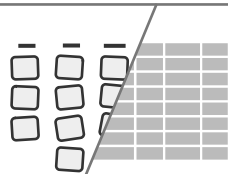
Project Description

2



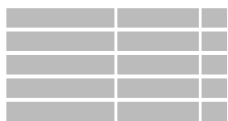
Deliverables Map

3

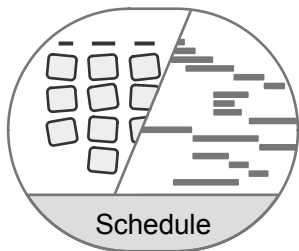


Follow-Up Register

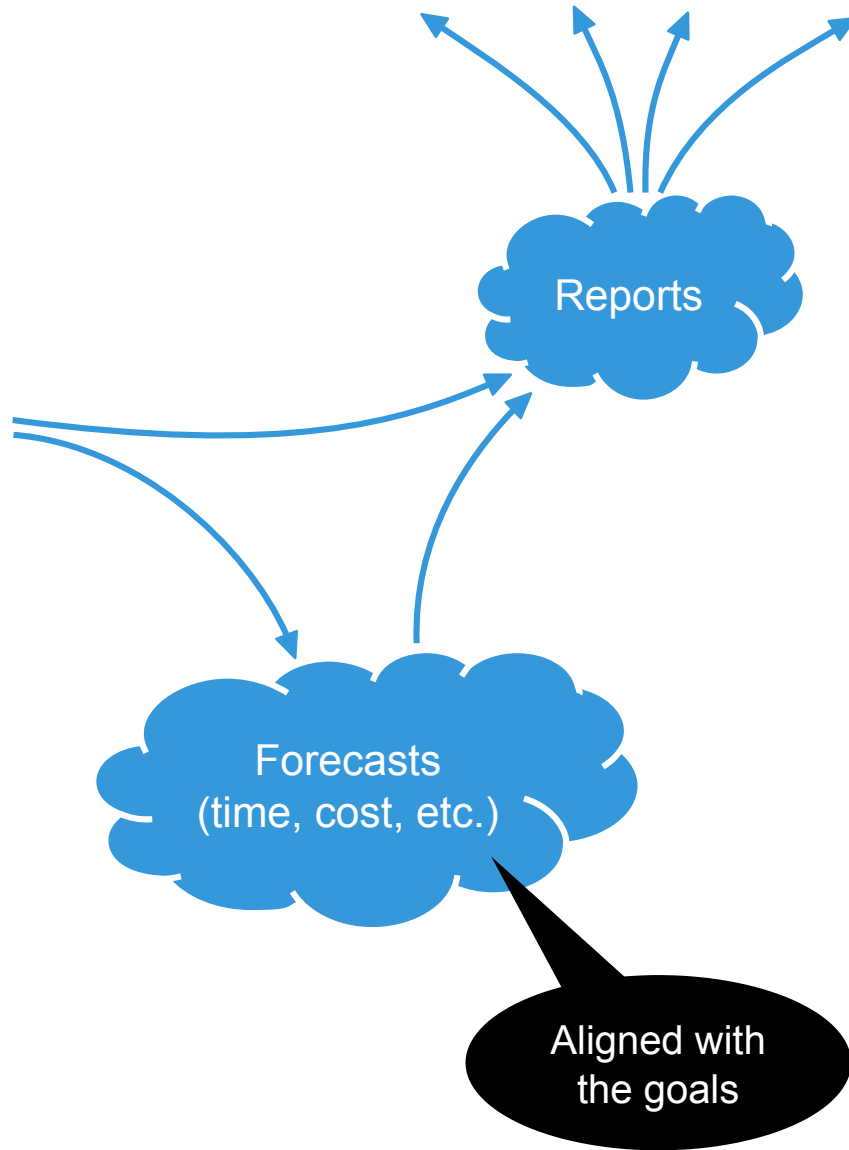
4



Health Register



Schedule

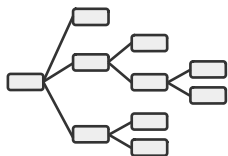


1



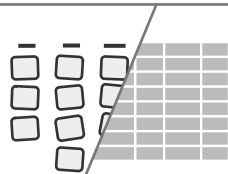
Project Description

2



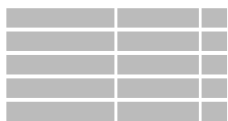
Deliverables Map

3

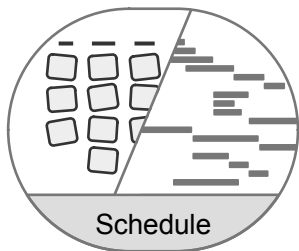


Follow-Up Register

4



Health Register



Schedule

Reports

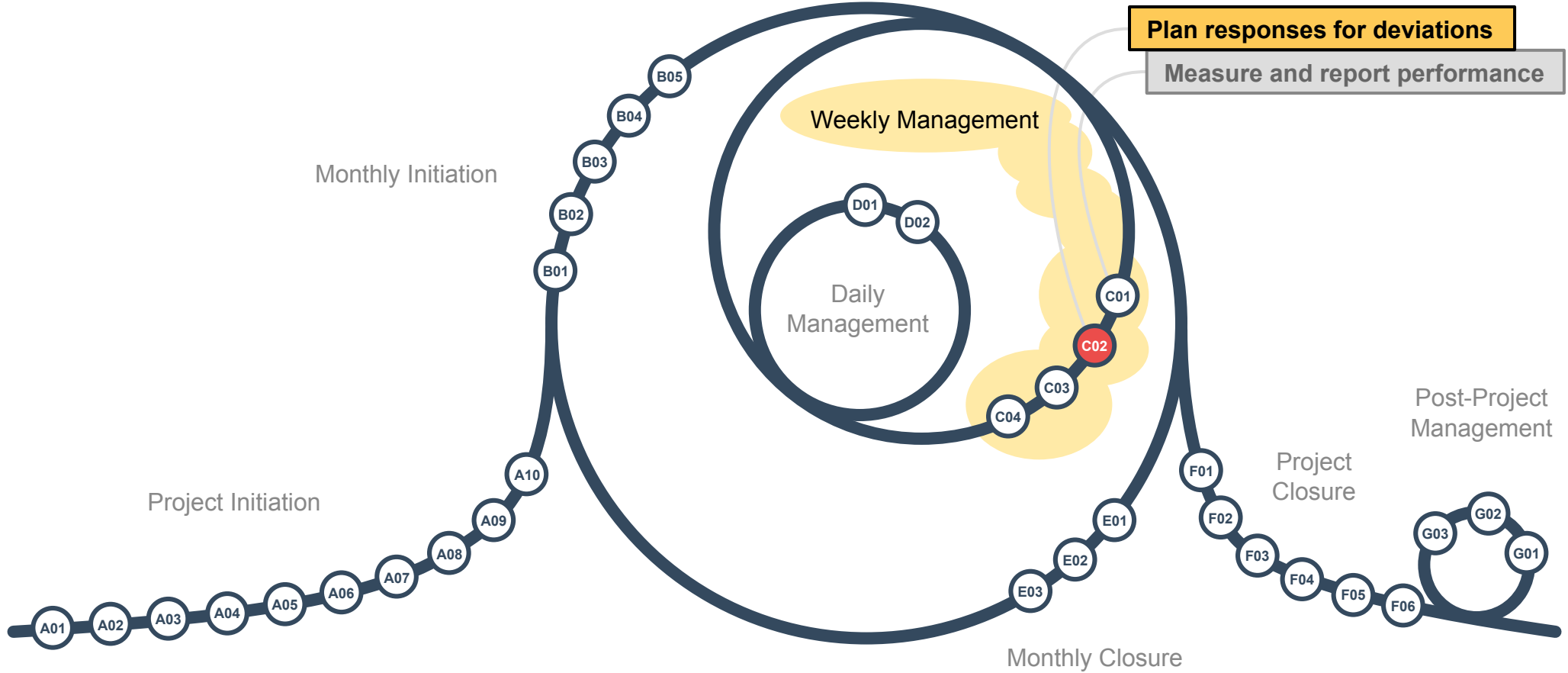
Forecasts
(time, cost, etc.)

Multiple formats
and frequencies
for different
stakeholders

Aligned with
the goals

How would you improve the effectiveness
of your reports?



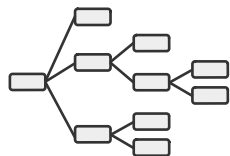


1

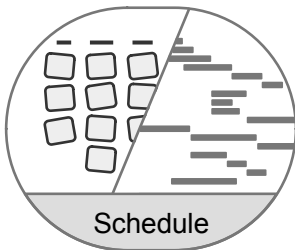


Project Description

2

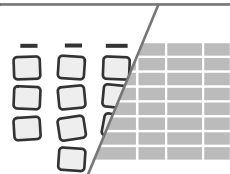


Deliverables Map



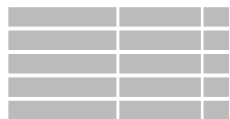
Schedule

3



Follow-Up Register

4



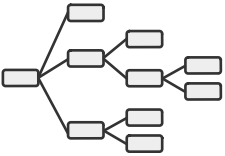
Health Register

1

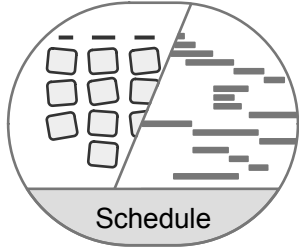


Project Description

2

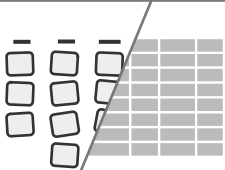


Deliverables Map



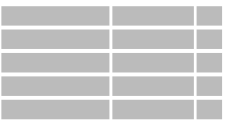
Schedule

3



Follow-Up Register

4



Health Register

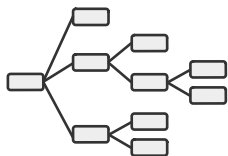
Forecasts
(time, cost, etc.)

1

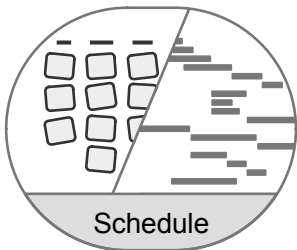


Project Description

2

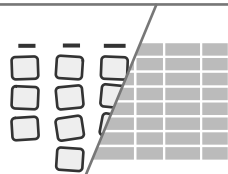


Deliverables Map



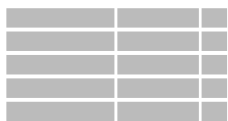
Schedule

3

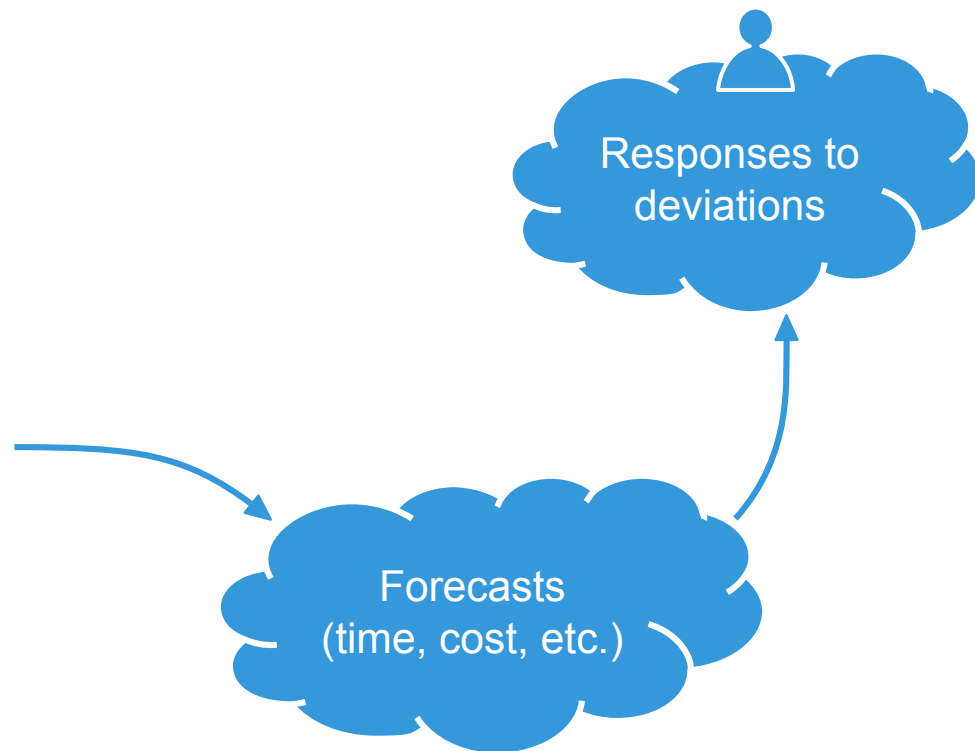


Follow-Up Register

4



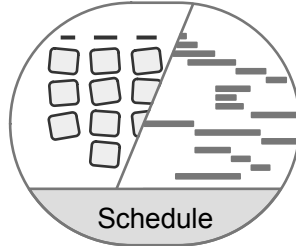
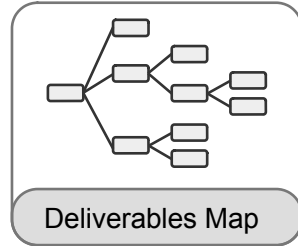
Health Register



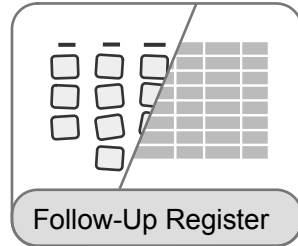
1



2



3



4



Revised targets

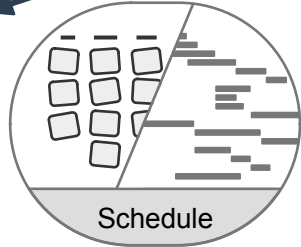
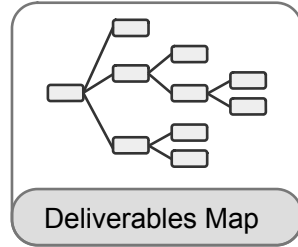
Responses to
deviations

Forecasts
(time, cost, etc.)

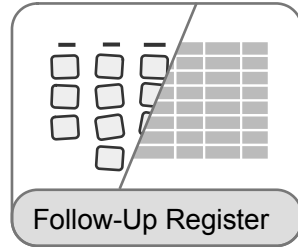
1



2



3



4



Revised targets

Revised deliverables



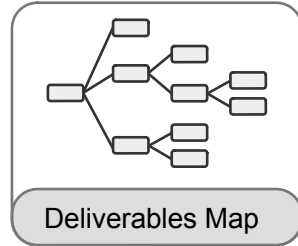
Responses to deviations

Forecasts
(time, cost, etc.)

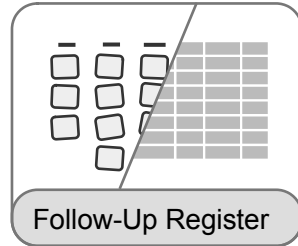
1



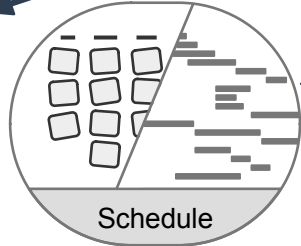
2



3



4



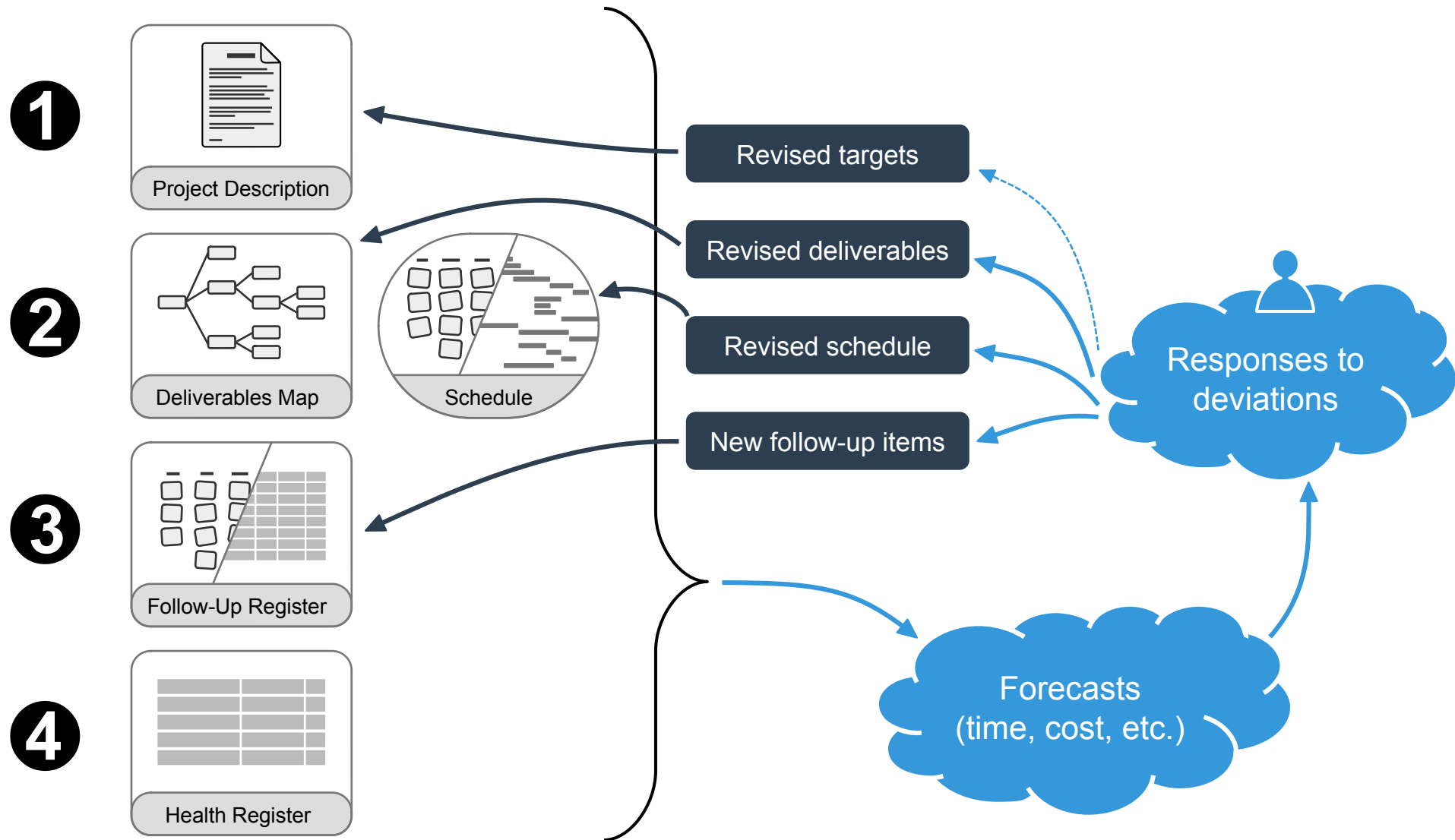
Revised targets

Revised deliverables

Revised schedule

Responses to deviations

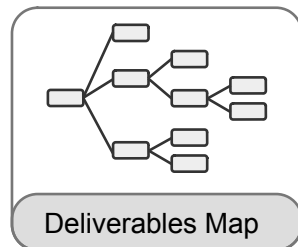
Forecasts
(time, cost, etc.)



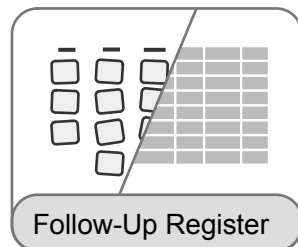
1



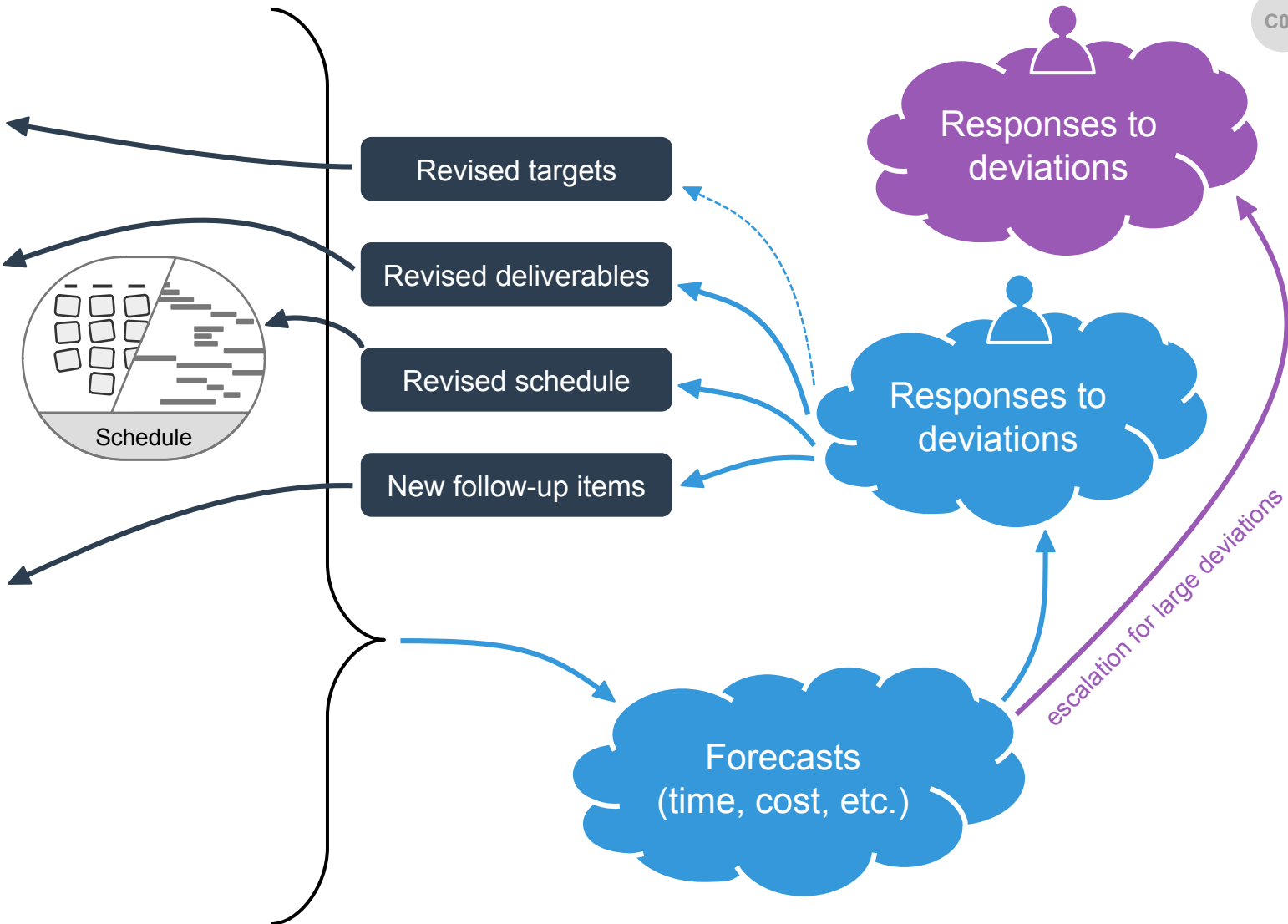
2



3



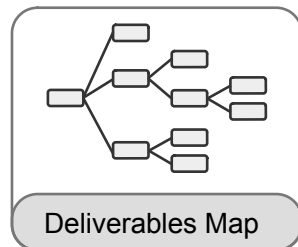
4



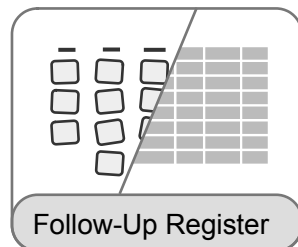
1



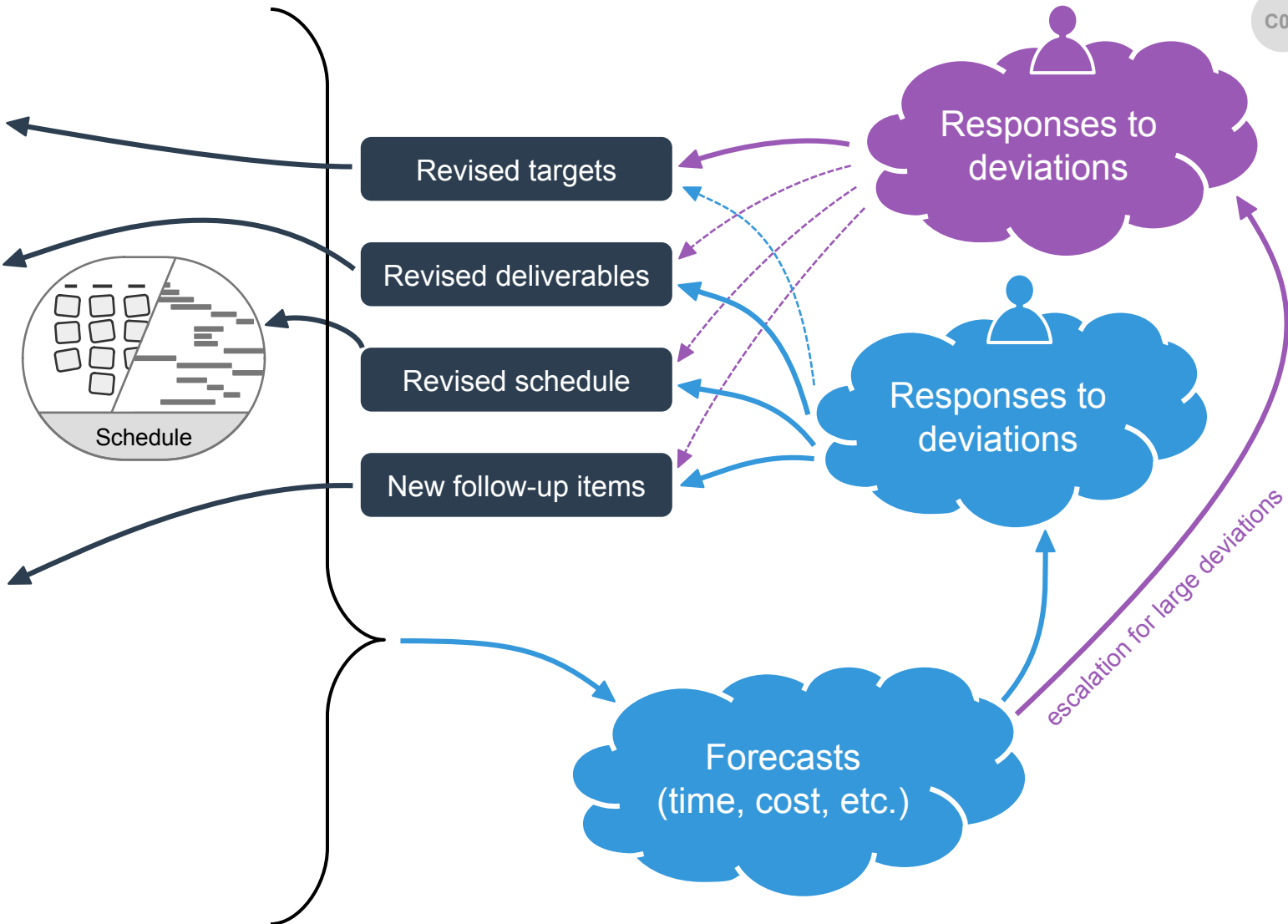
2



3



4







This is too complicated!

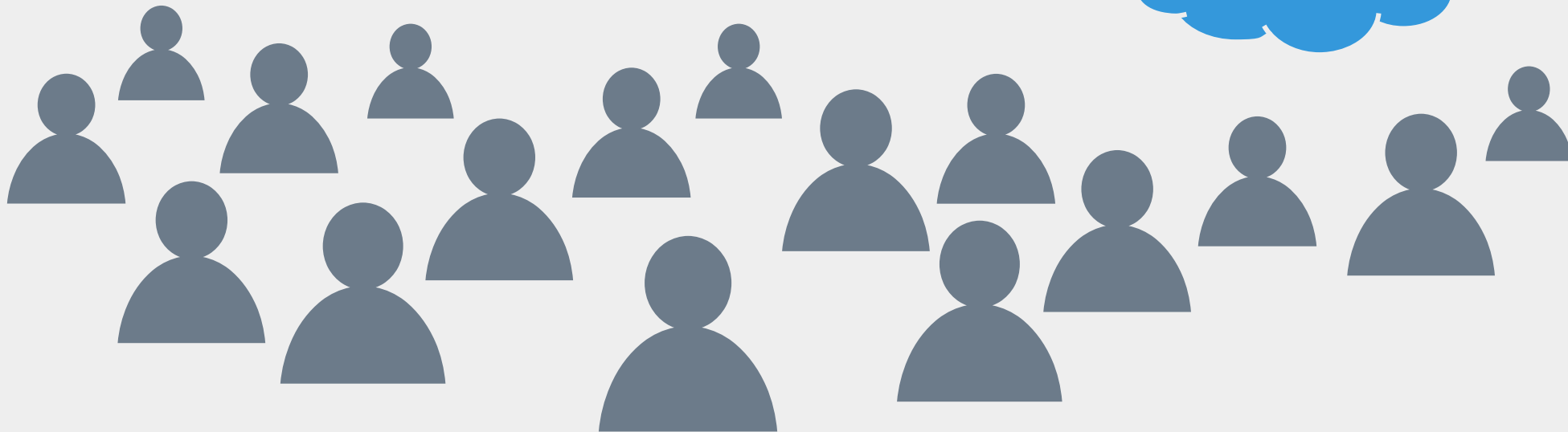
Responses to deviations

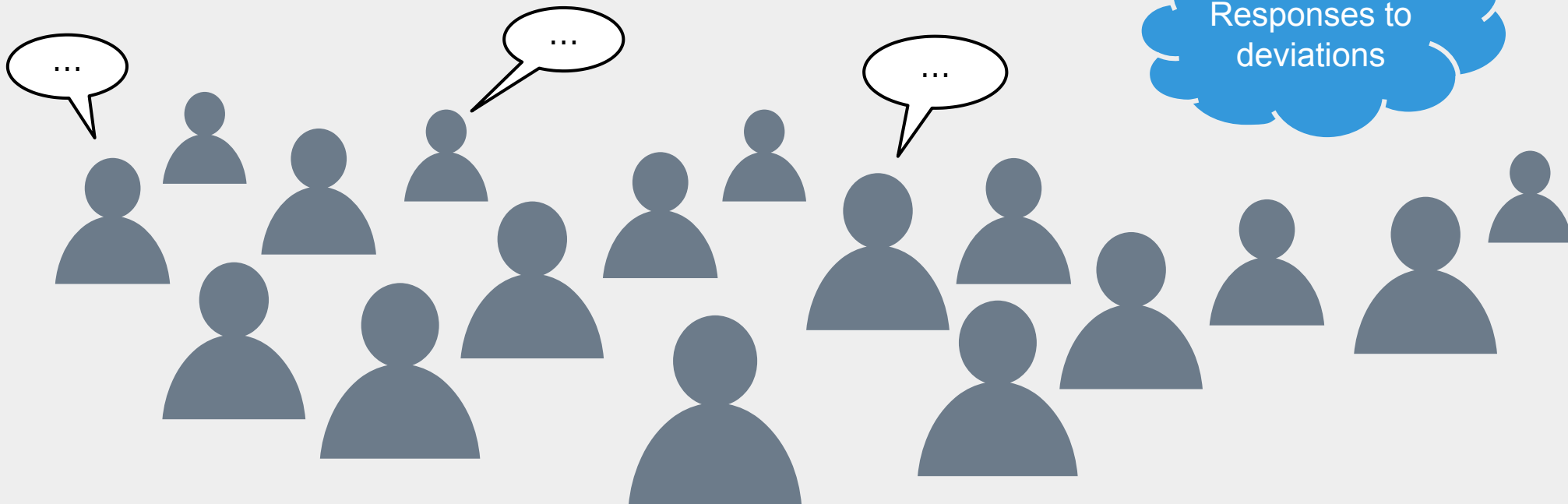
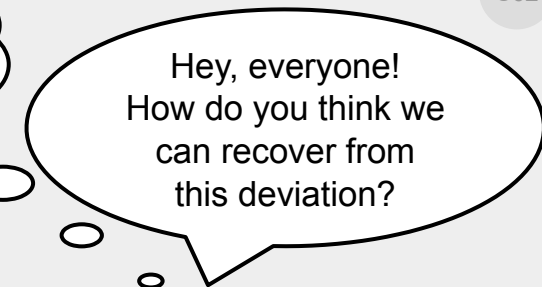
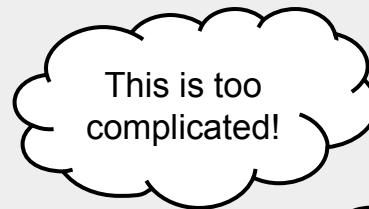


This is too complicated!

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

Responses to
deviations

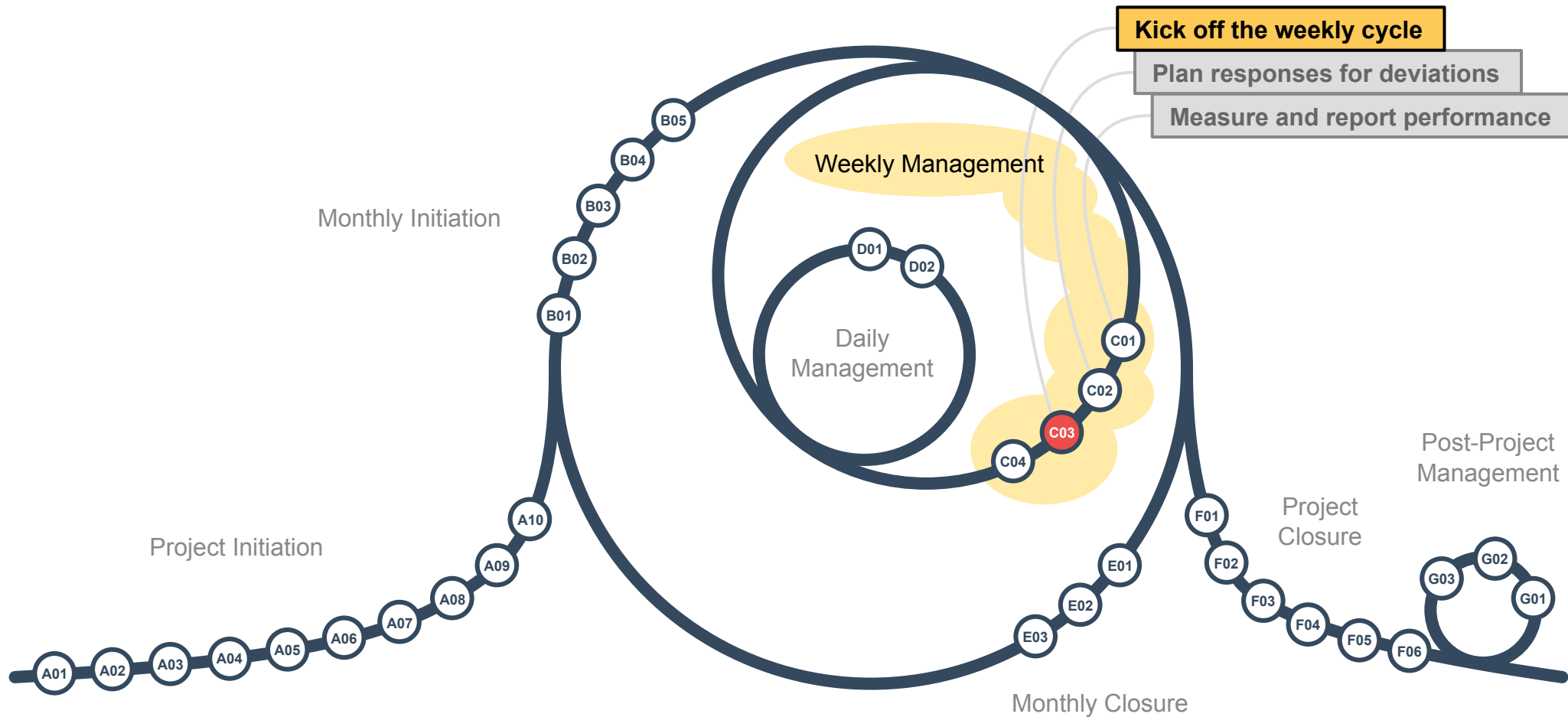


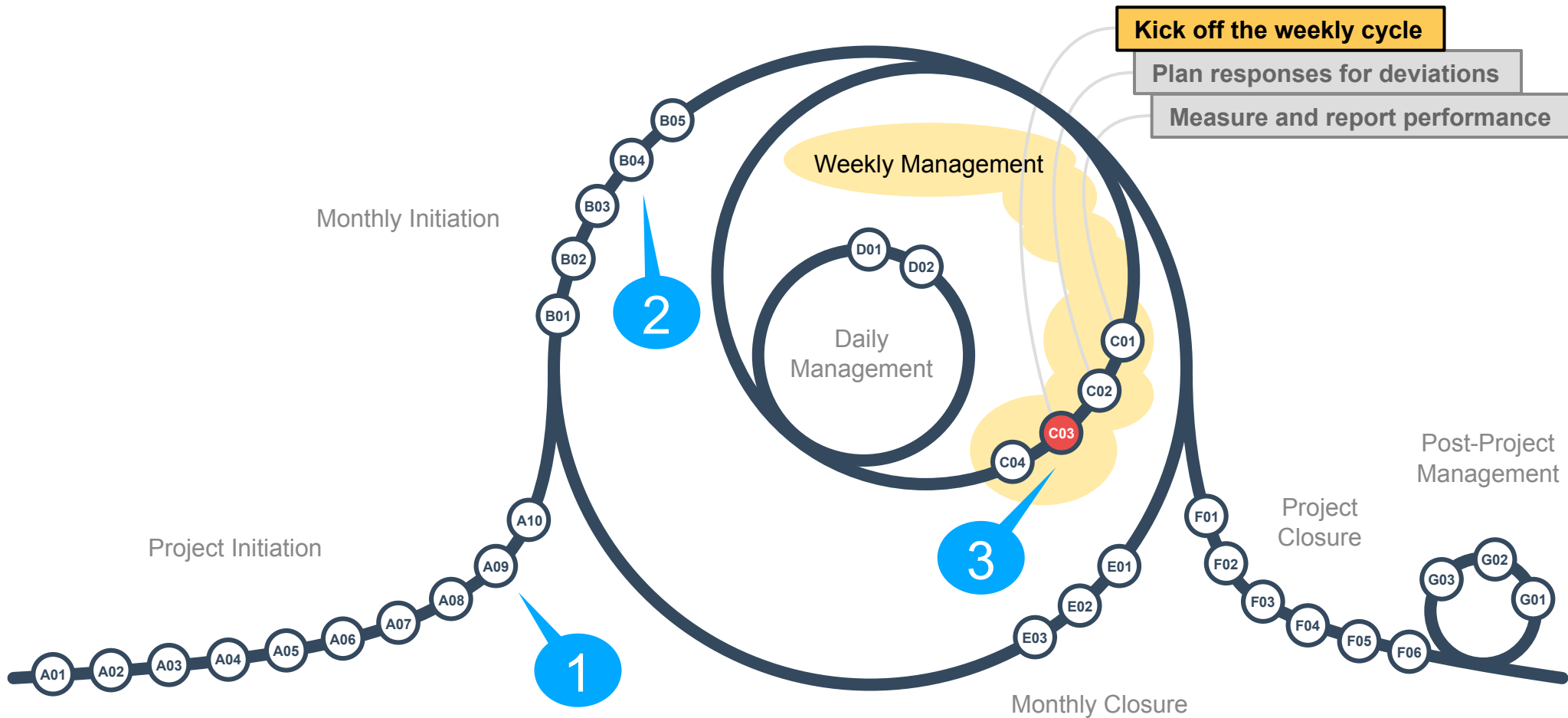


“Sometimes, working on more deliverables in parallel can increase speed and help recover from deviations.”

Do you agree?









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

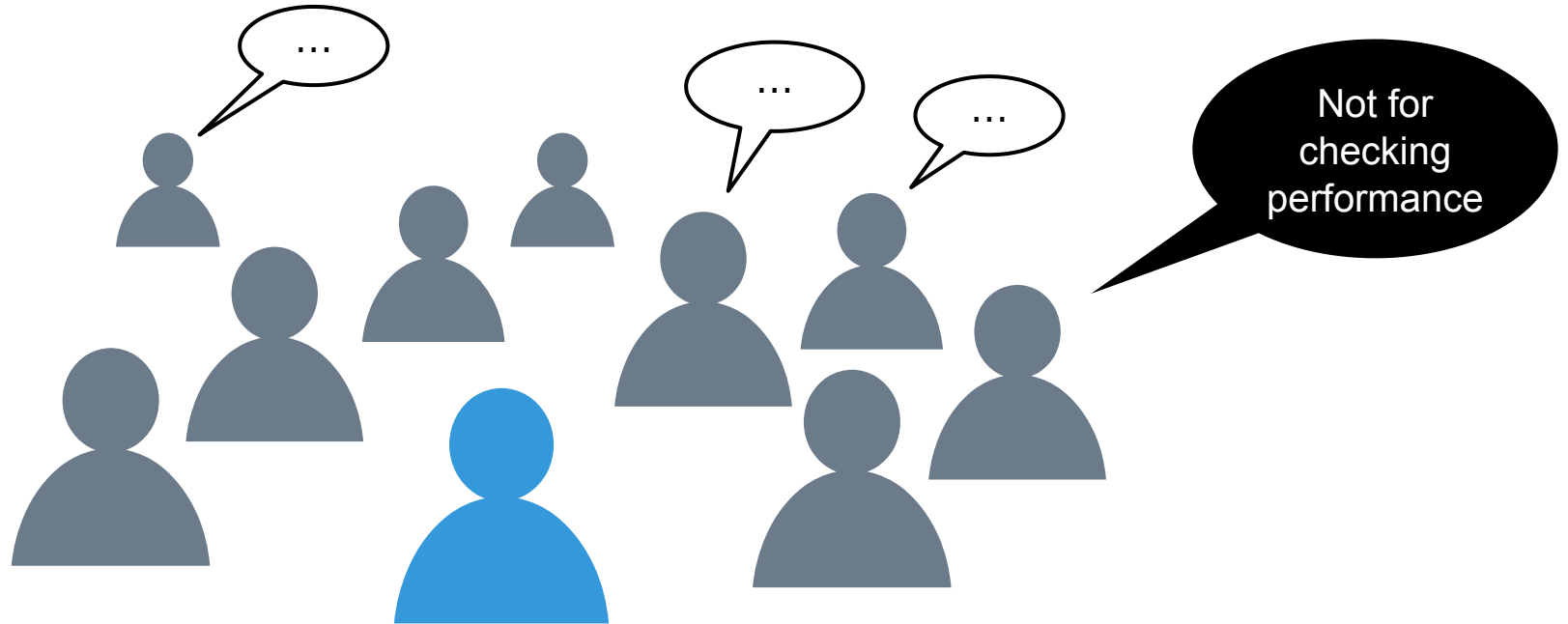
Reviewing the
deliverables and
follow-up items for
the upcoming week



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

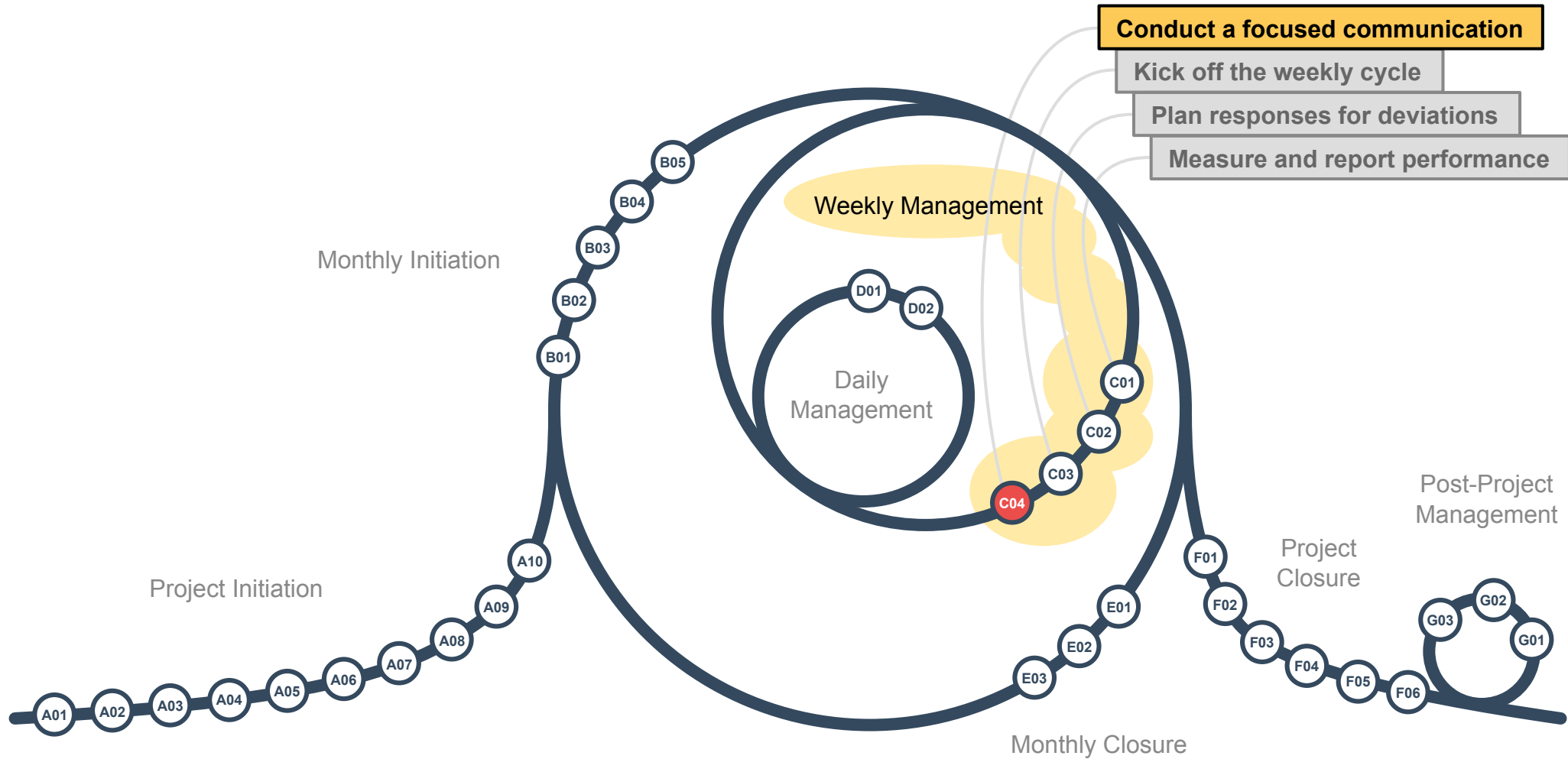
Only the team
members

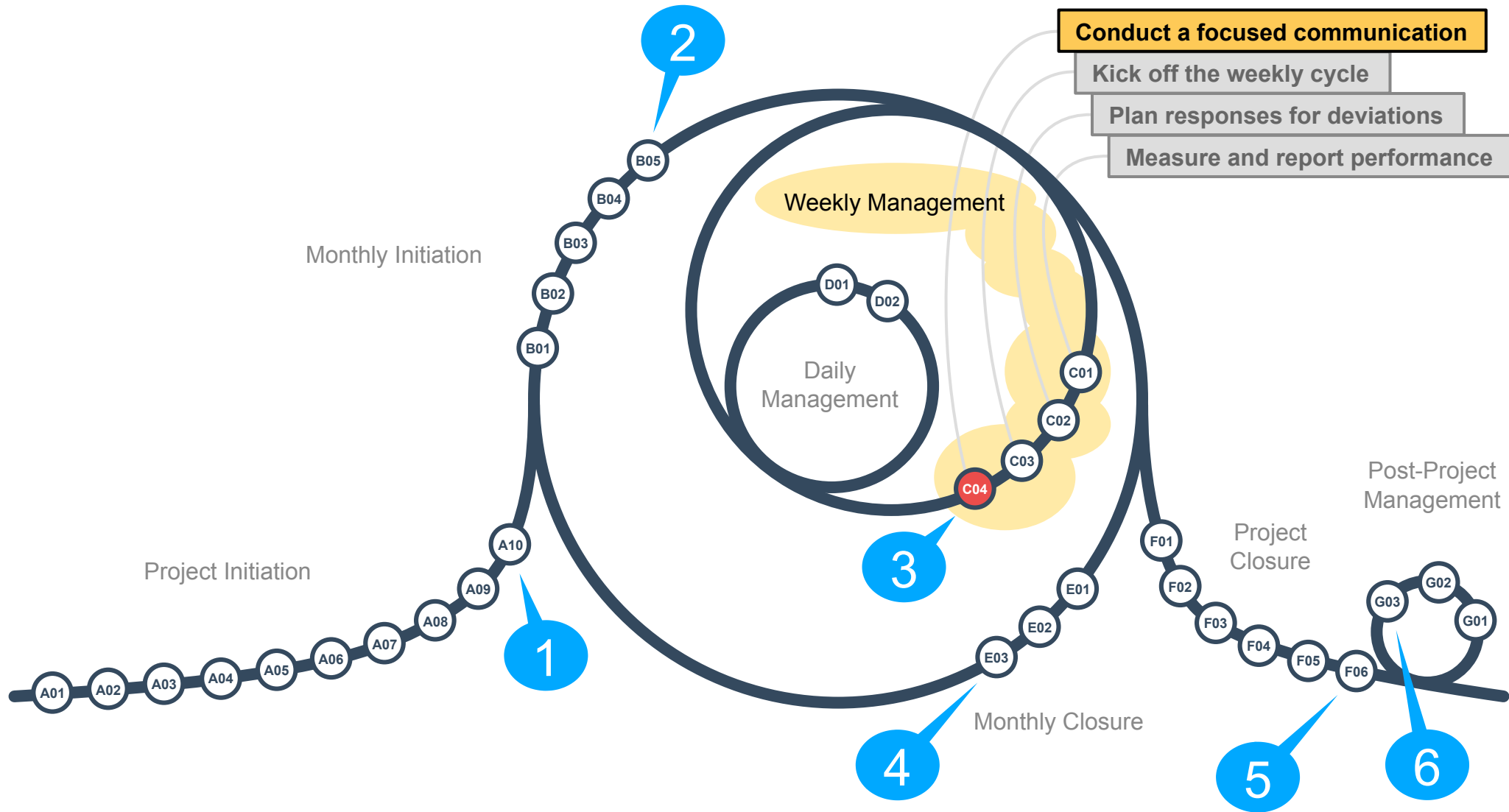
Not for
checking
performance

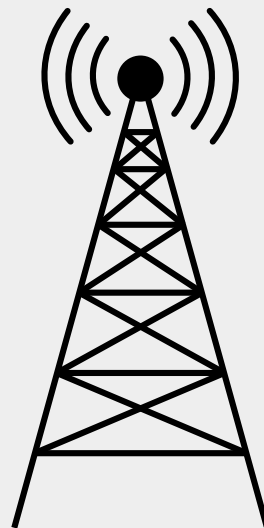
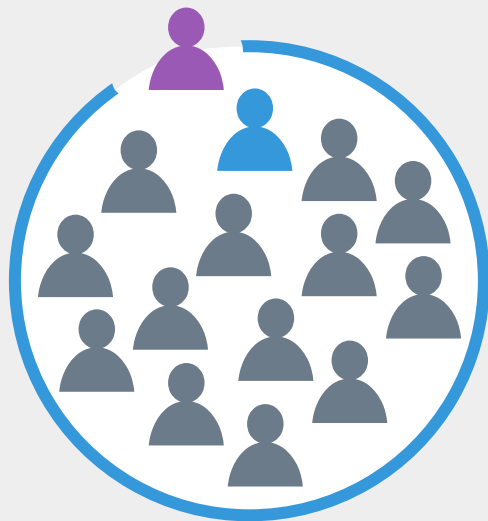


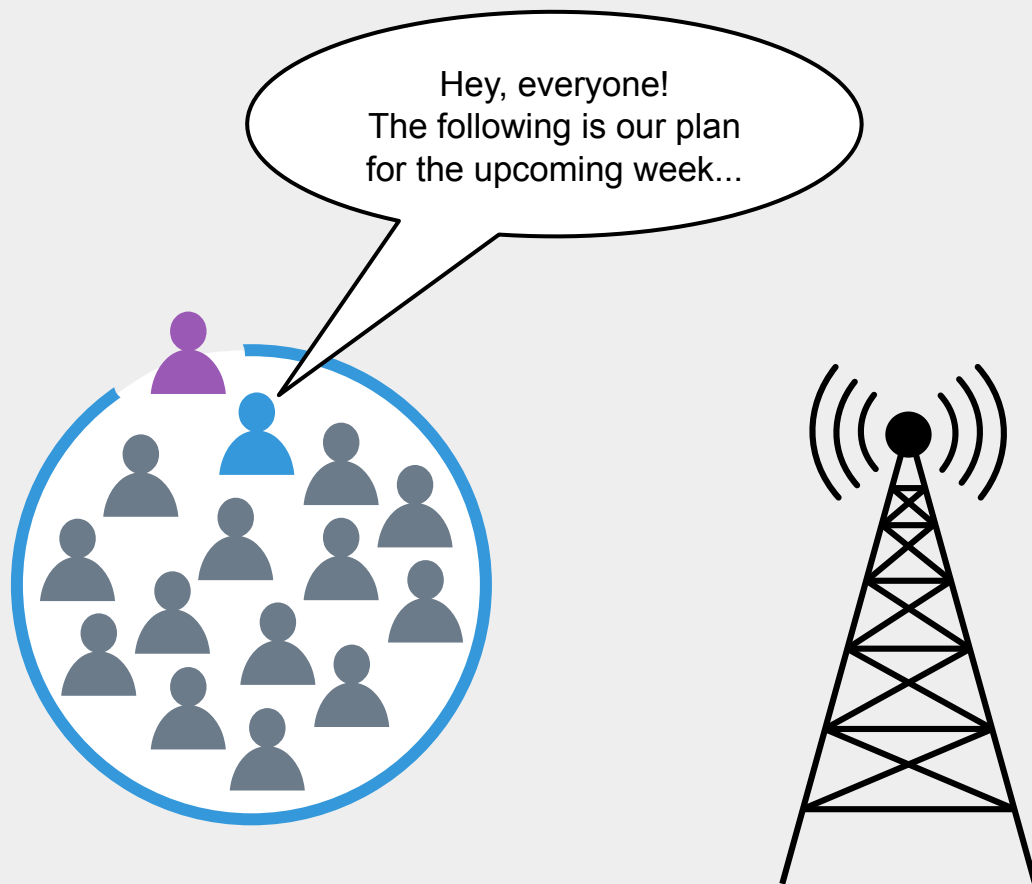
How would you create an effective and pleasant weekly kick-off?

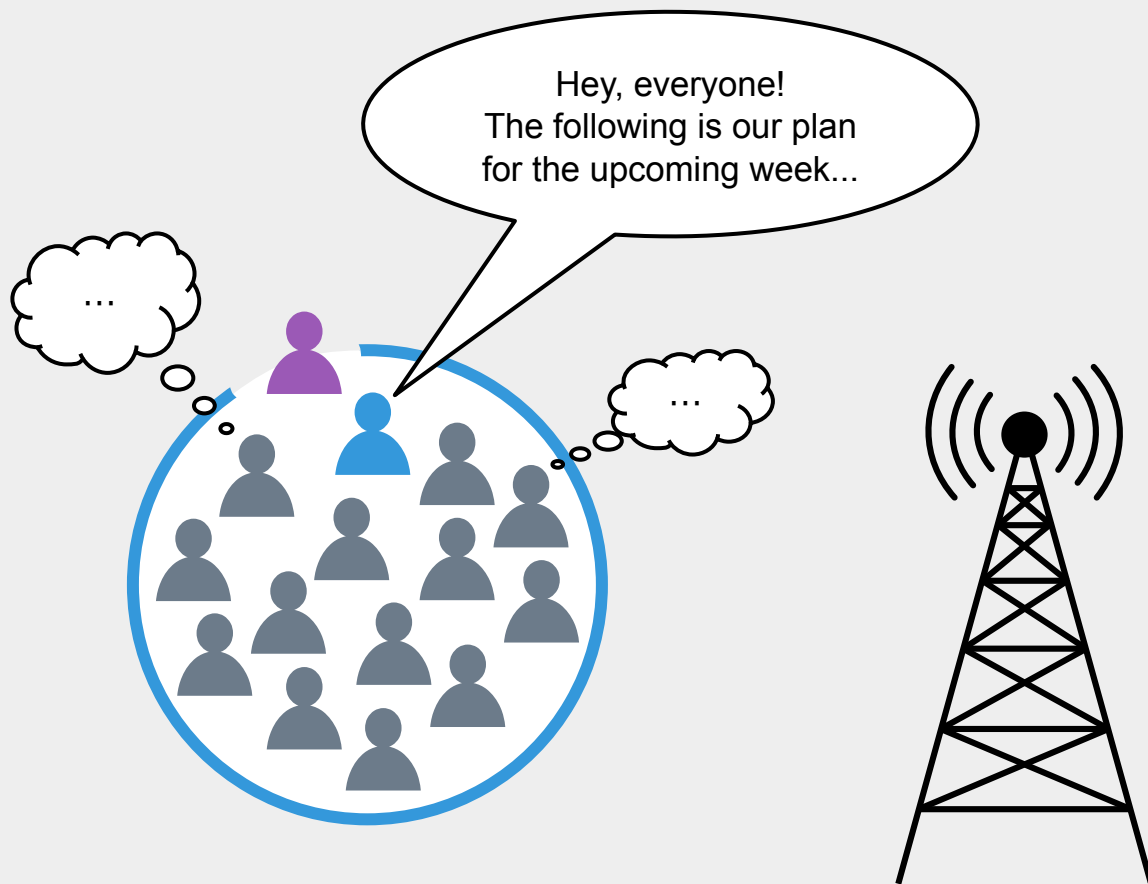


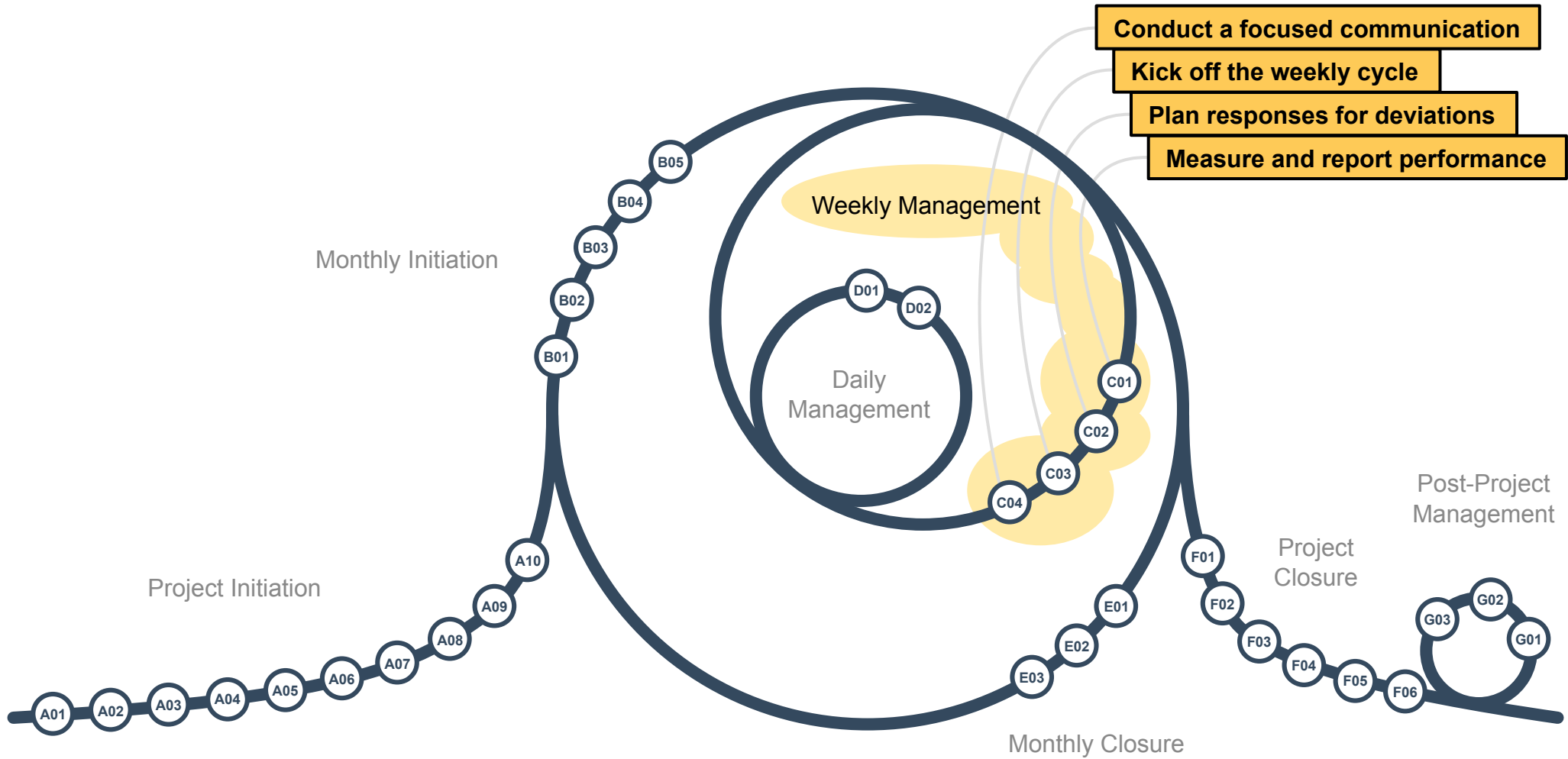












① High-level overview

② Full review

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



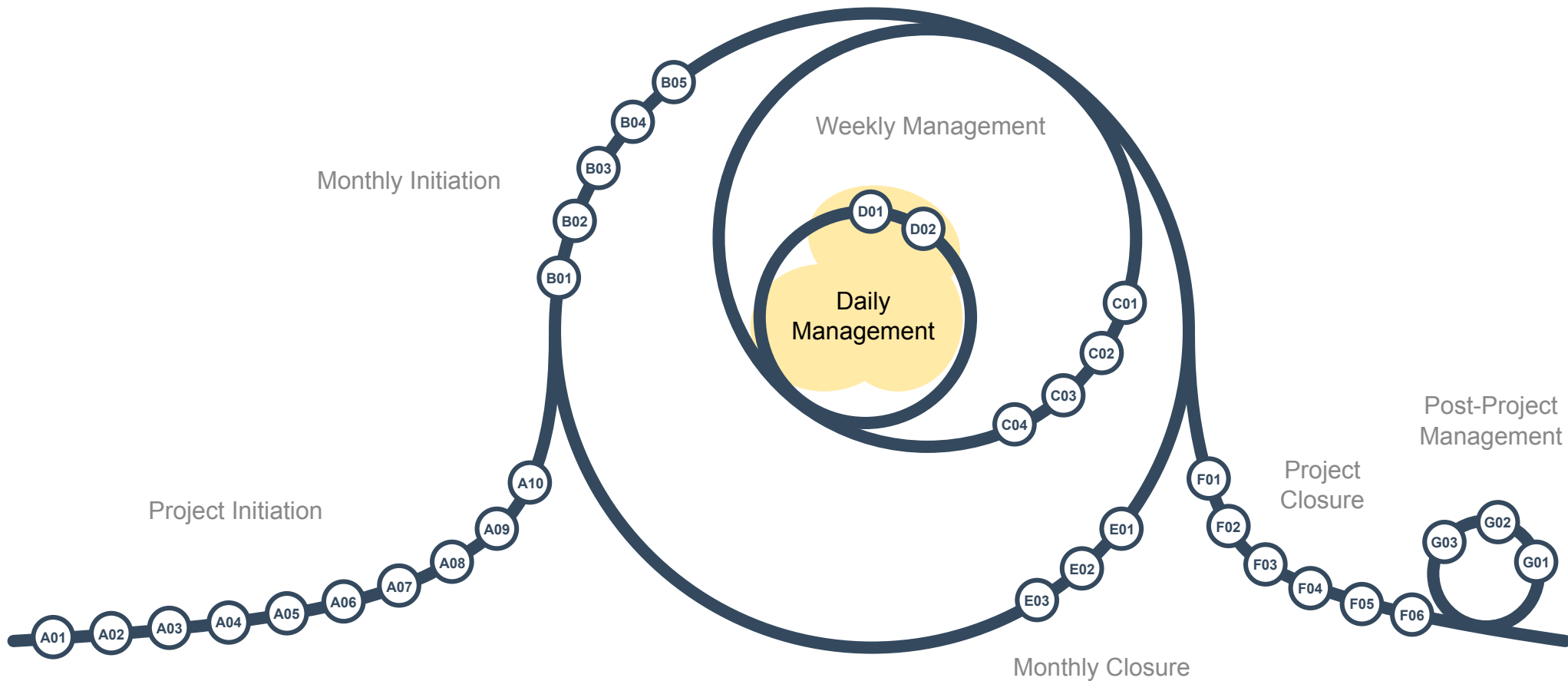
③ NUPP

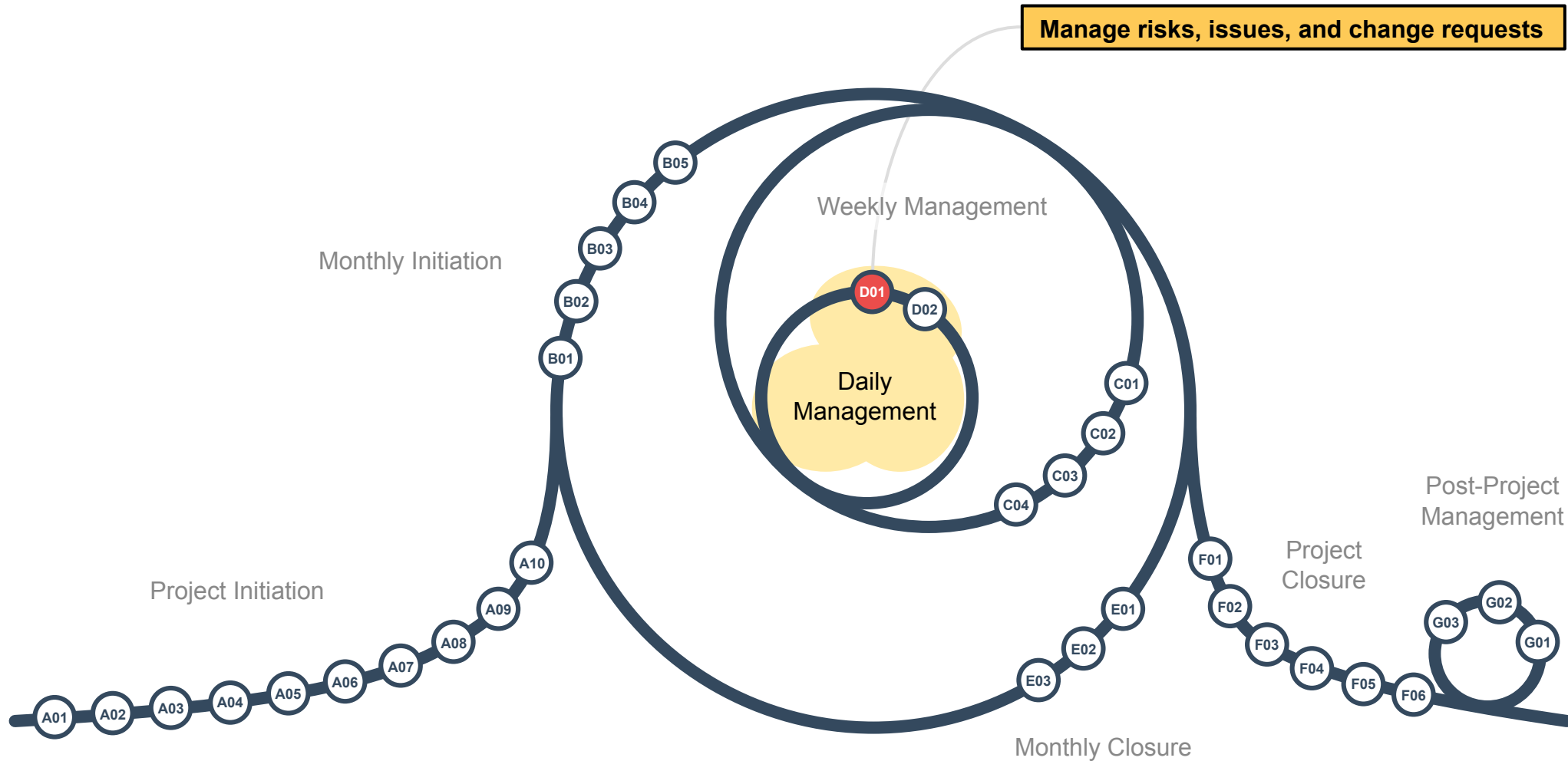
④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program



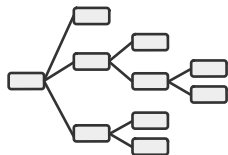


1



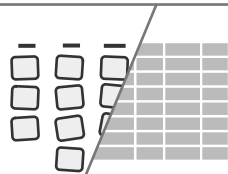
Project Description

2



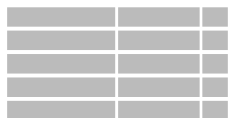
Deliverables Map

3



Follow-Up Register

4



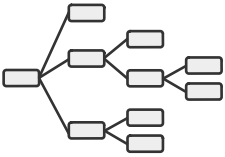
Health Register

1



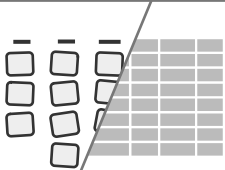
Project Description

2



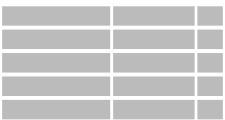
Deliverables Map

3



Follow-Up Register

4



Health Register

Follow-up items

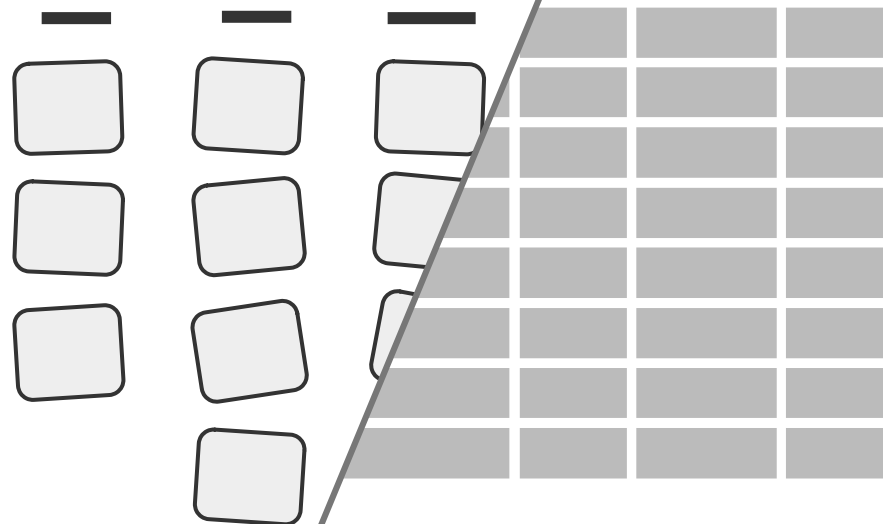
Issue

Risk

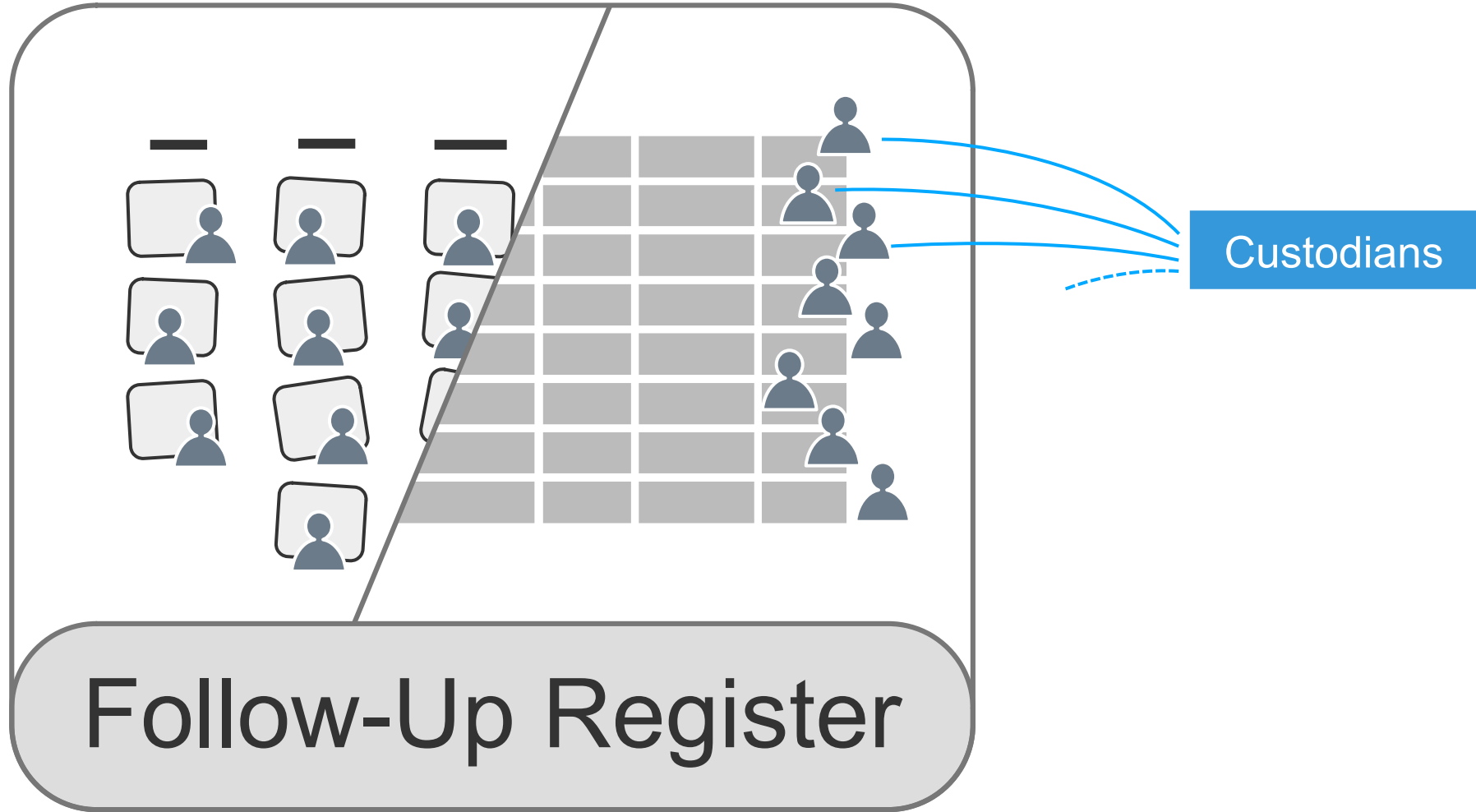
Improvement Plan

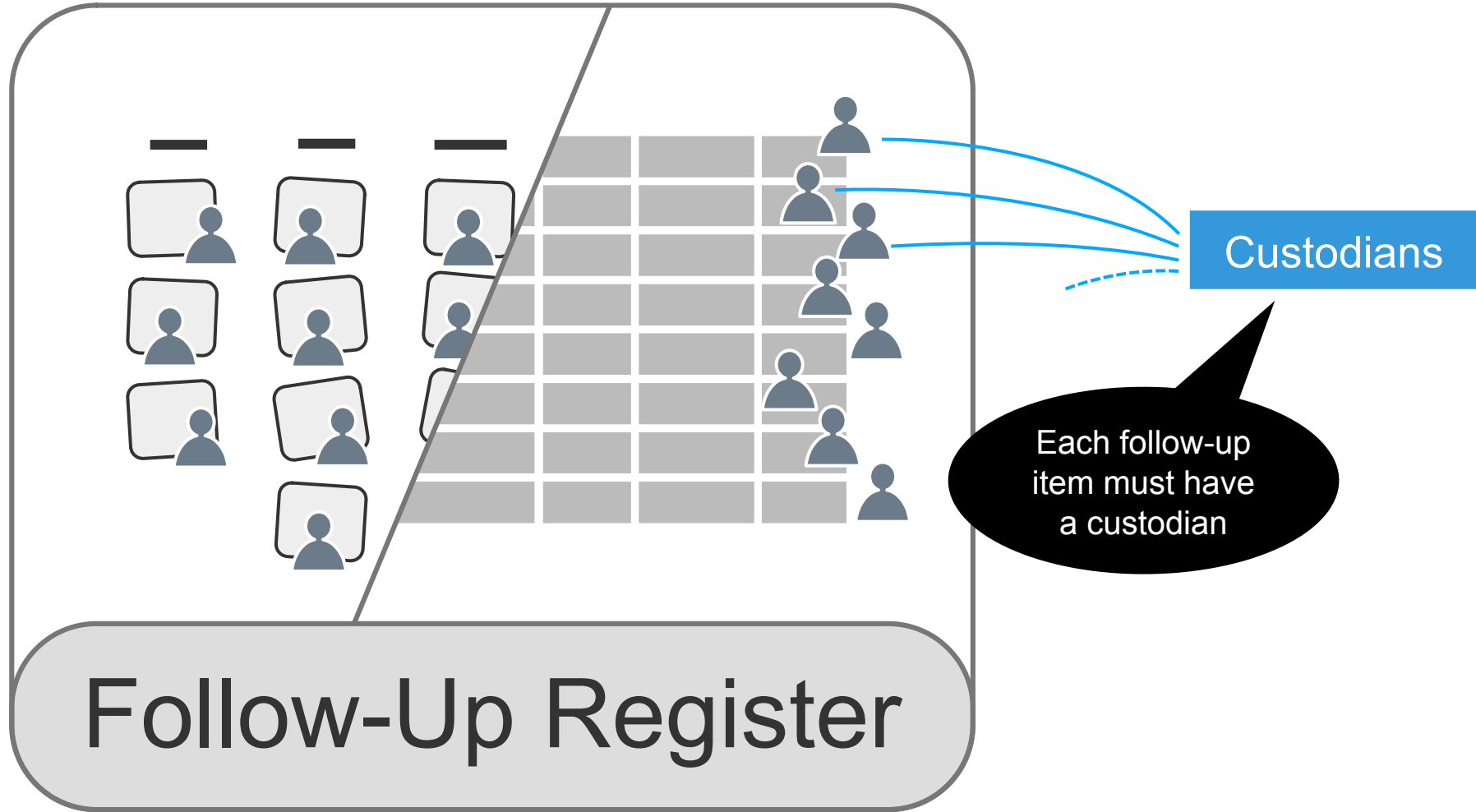
Change Request

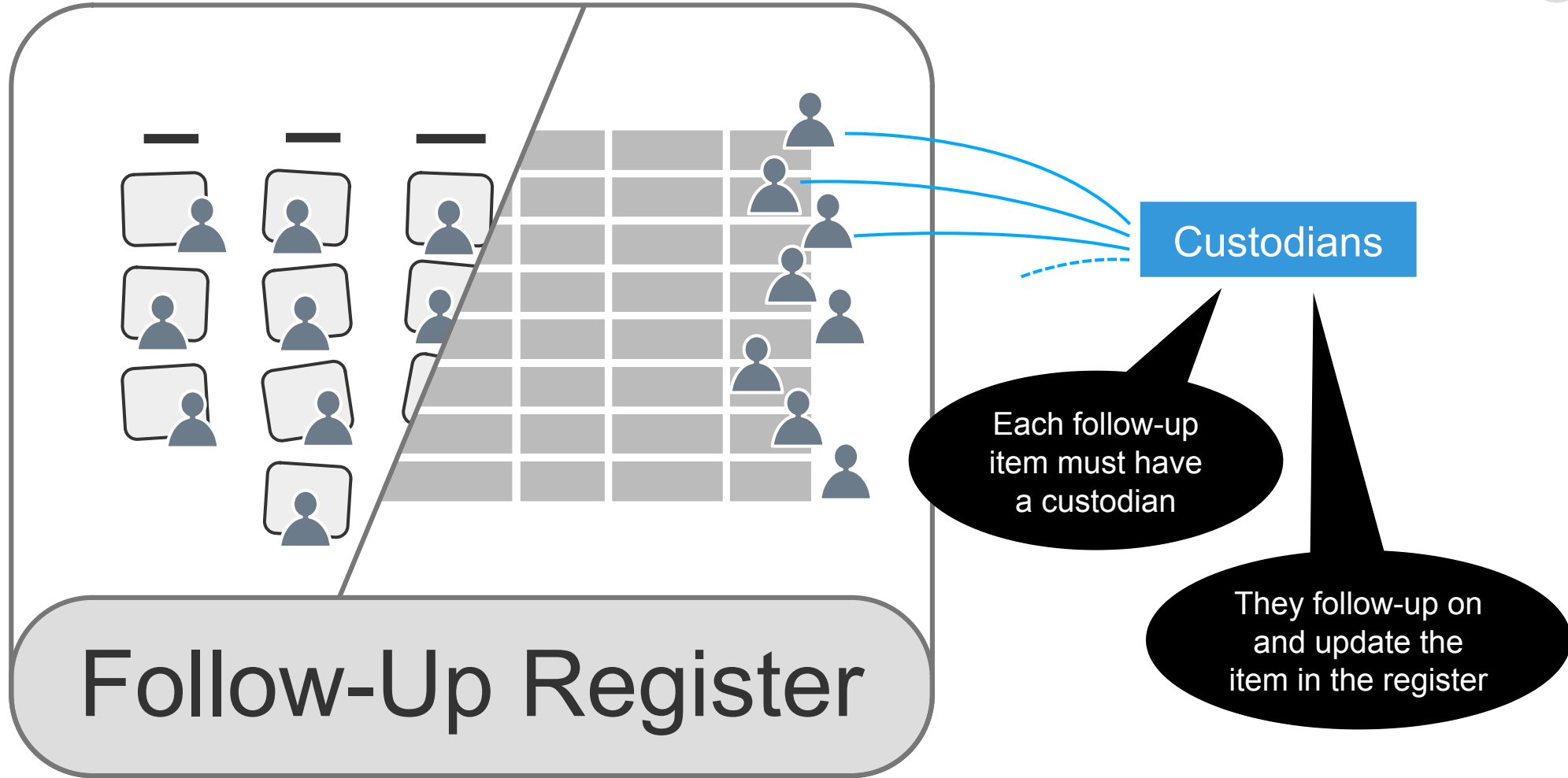
Lesson Learned



Follow-Up Register







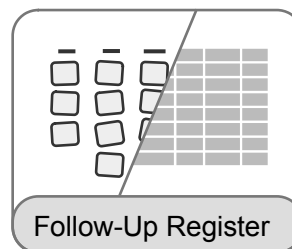
Do we need to assign custodians to follow-up items that are low in the list and won't have any actions soon?



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

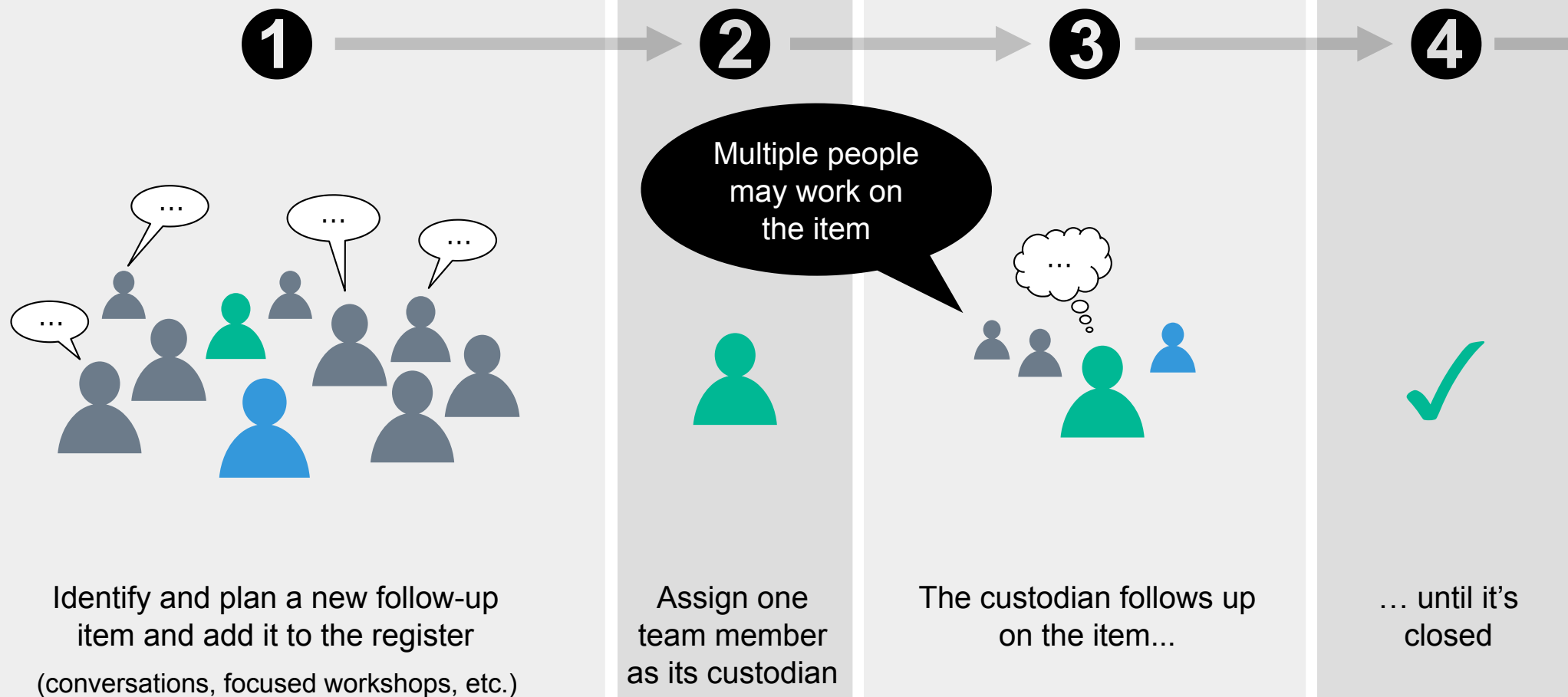


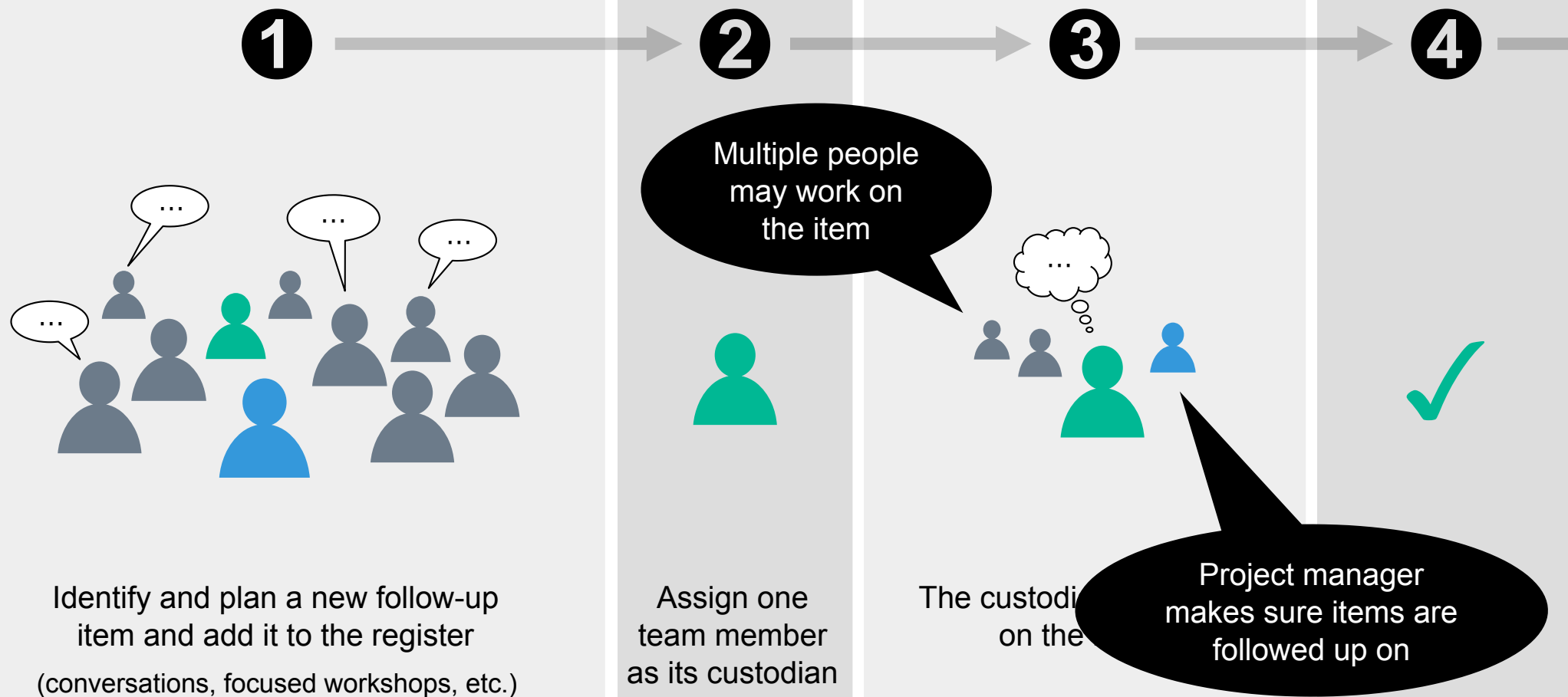
The custodian follows up on the item...

4



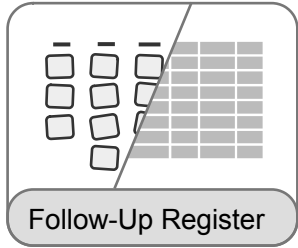
... until it's closed







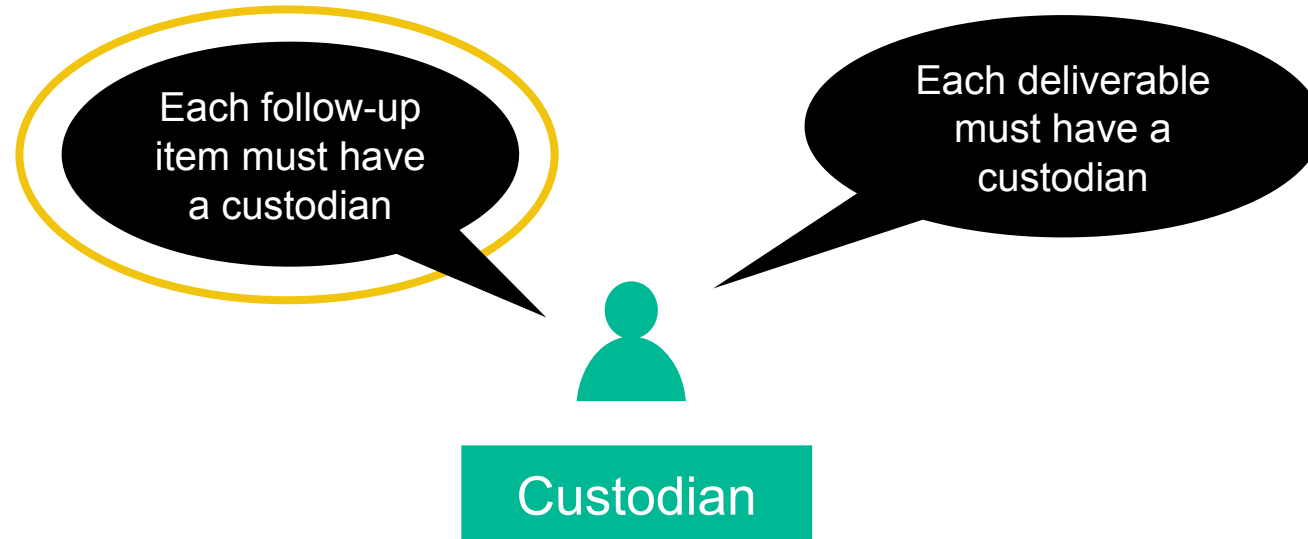
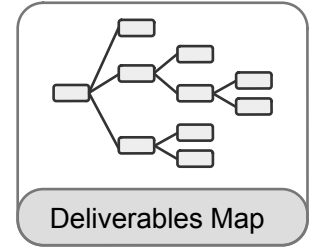
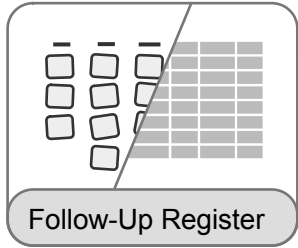
Custodian

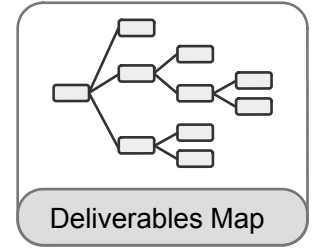
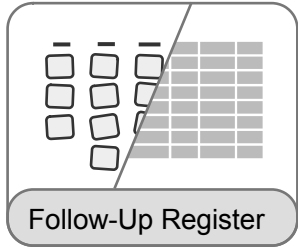


Each follow-up
item must have
a custodian



Custodian





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

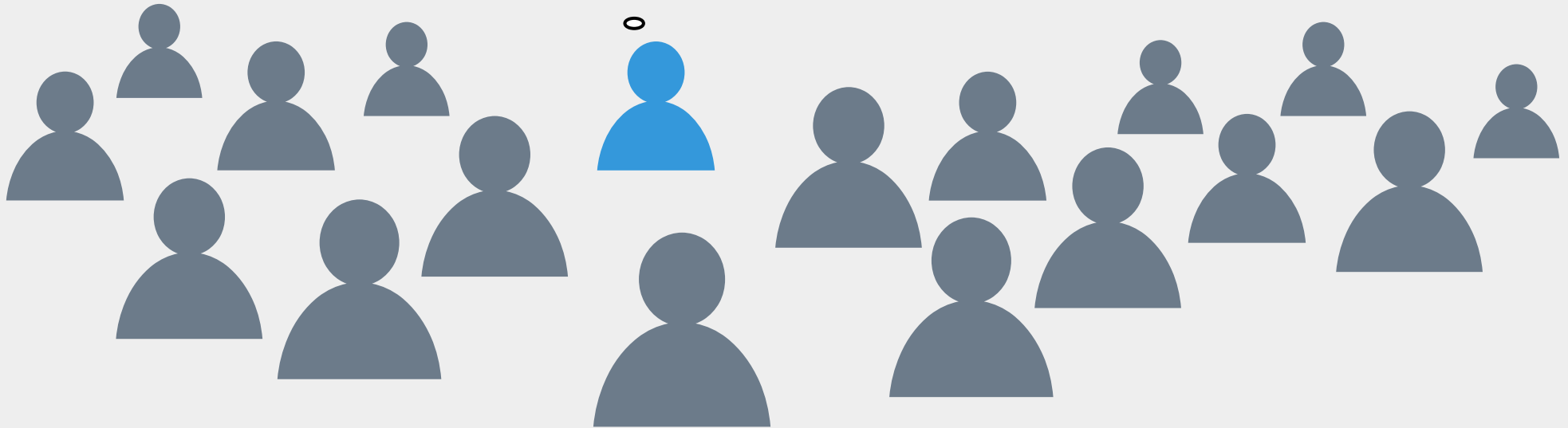




This is too
complicated!

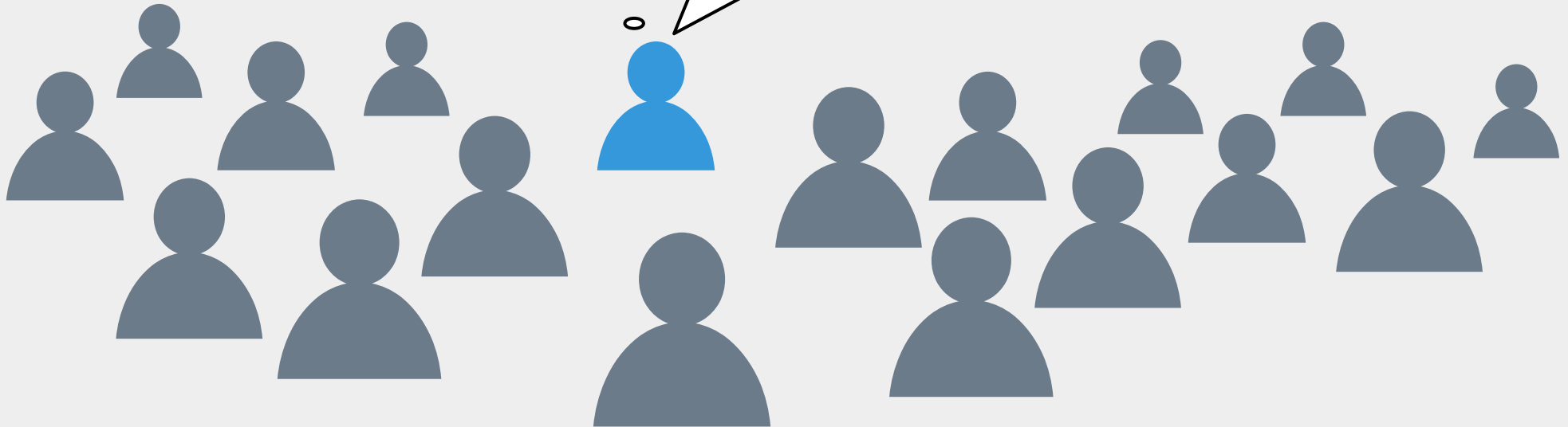


This is too complicated!



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

Check archives
of old projects for
inspiration.

This is too
complicated!

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

...

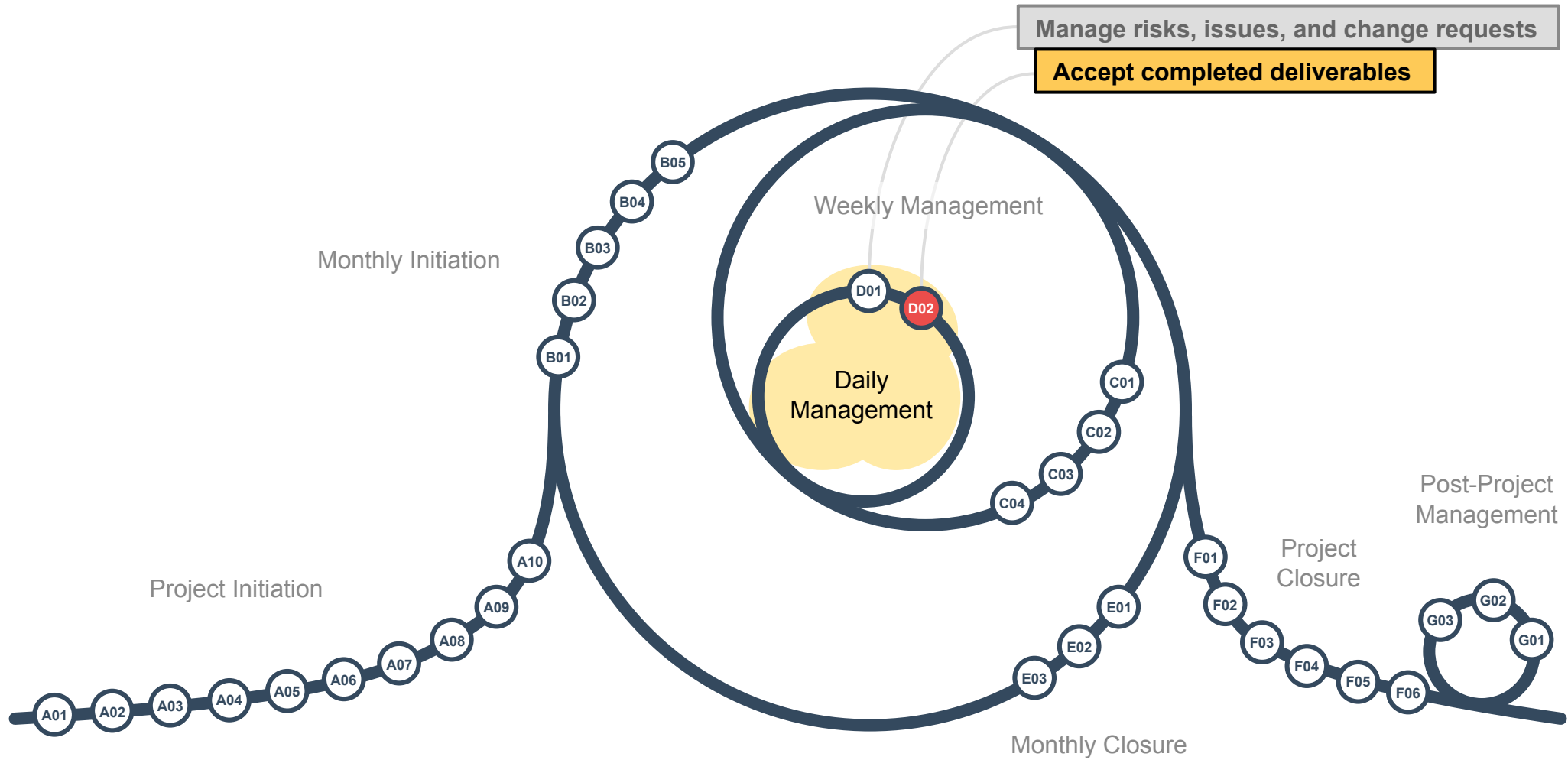
...

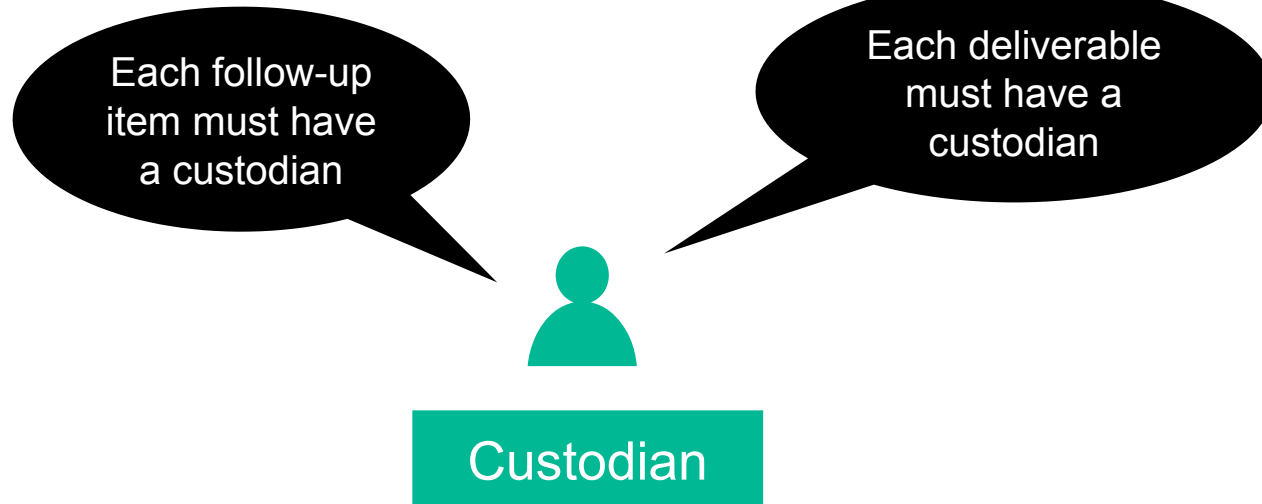
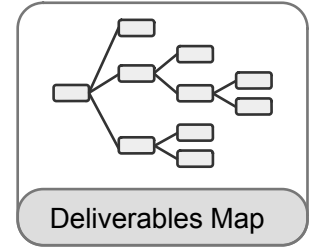
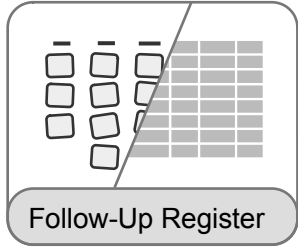
...

...

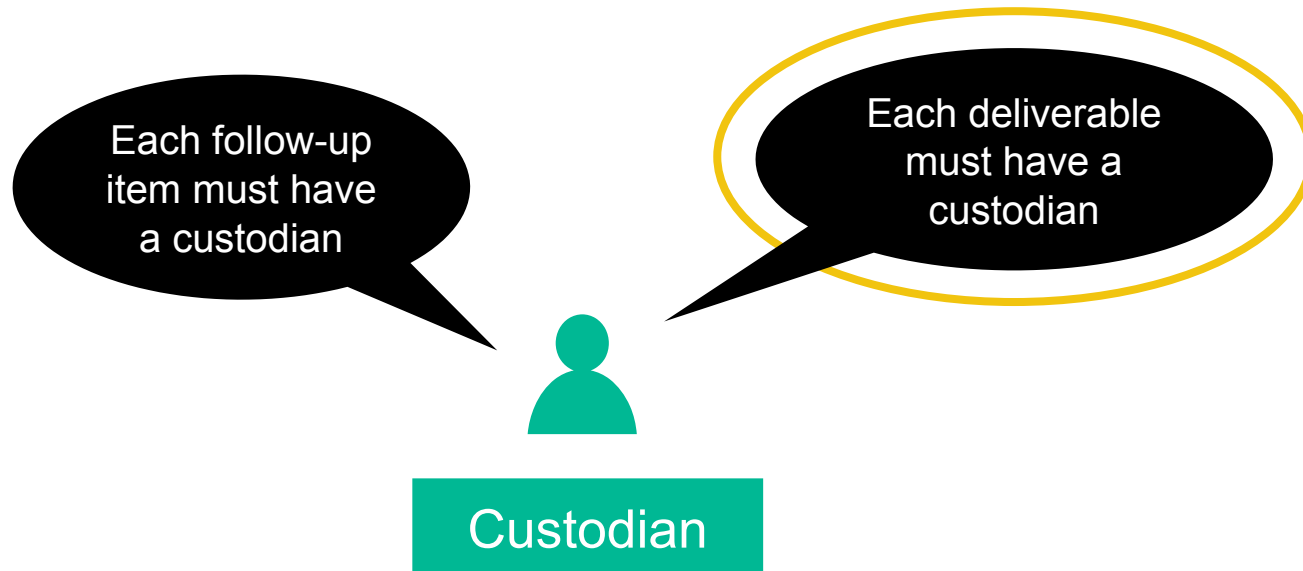
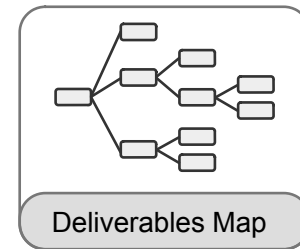
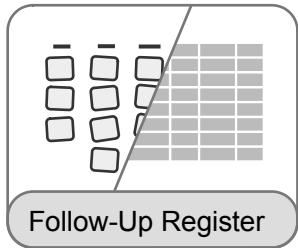
What's the first thing we should do after identifying a new follow-up item?



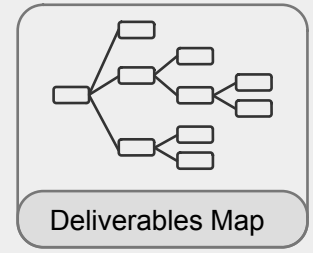
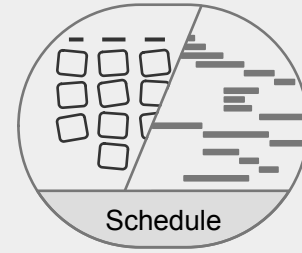




Involve as many of the team members as possible as custodians.



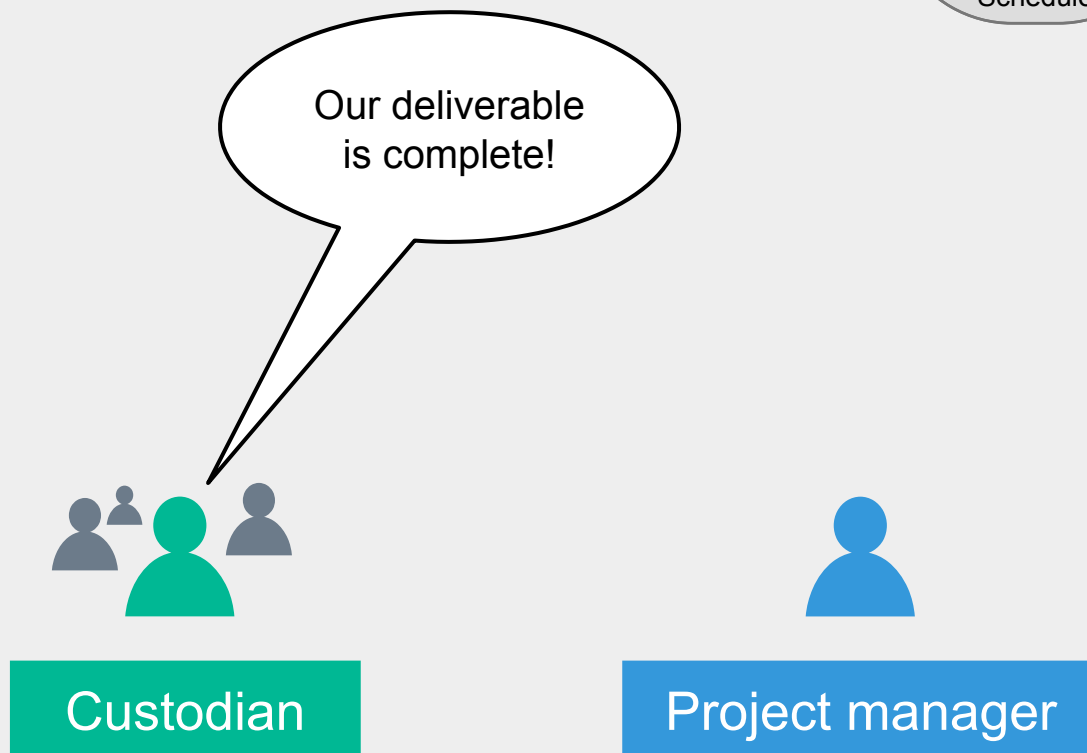
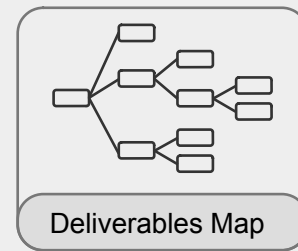
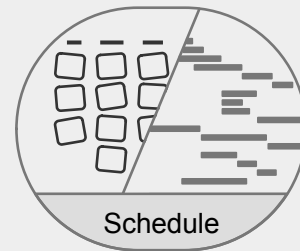
Involve as many of the team members as possible as custodians.

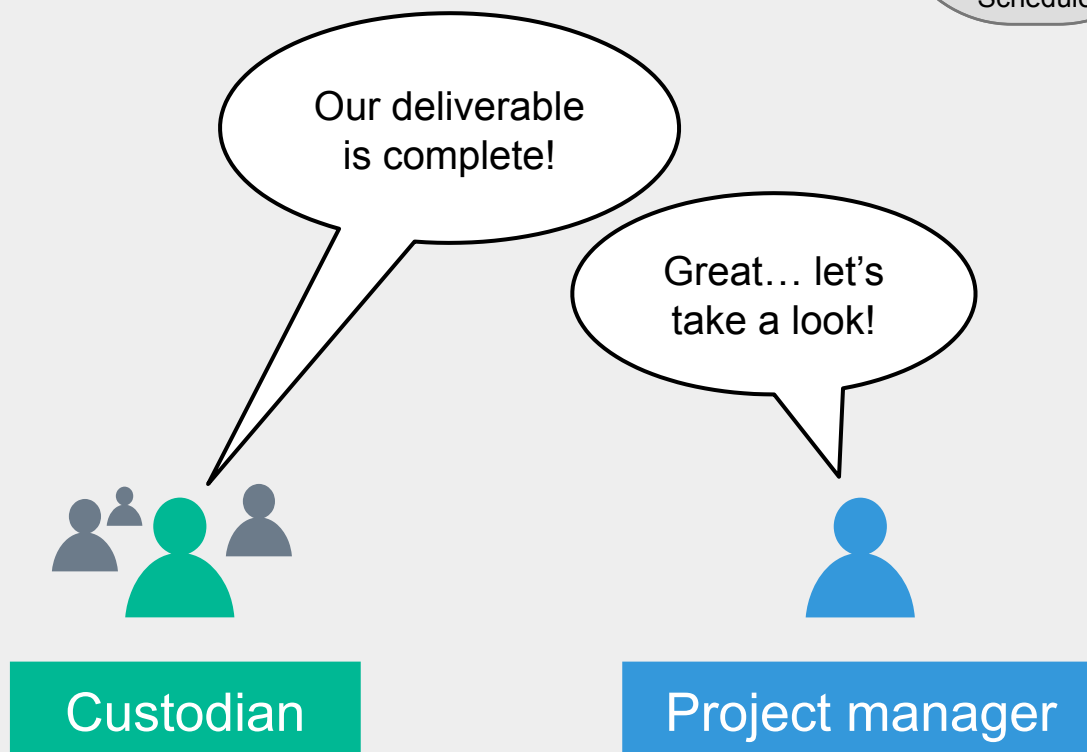
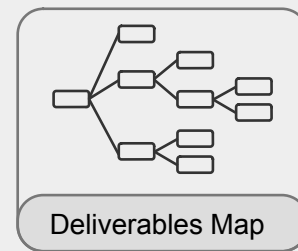
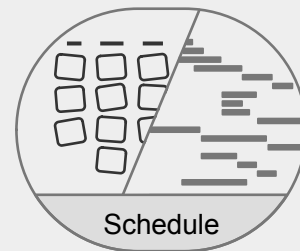


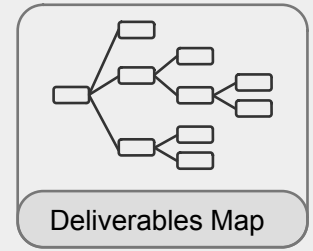
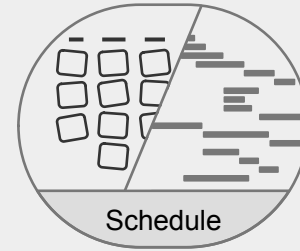
Custodian



Project manager







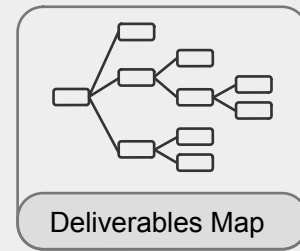
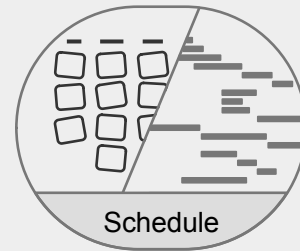
Everything seems fine. Let's mark it as "closed".



Custodian



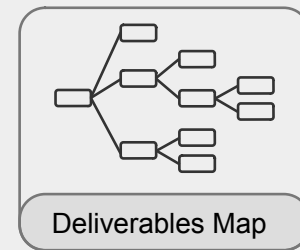
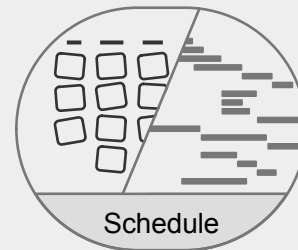
Project manager



Project manager

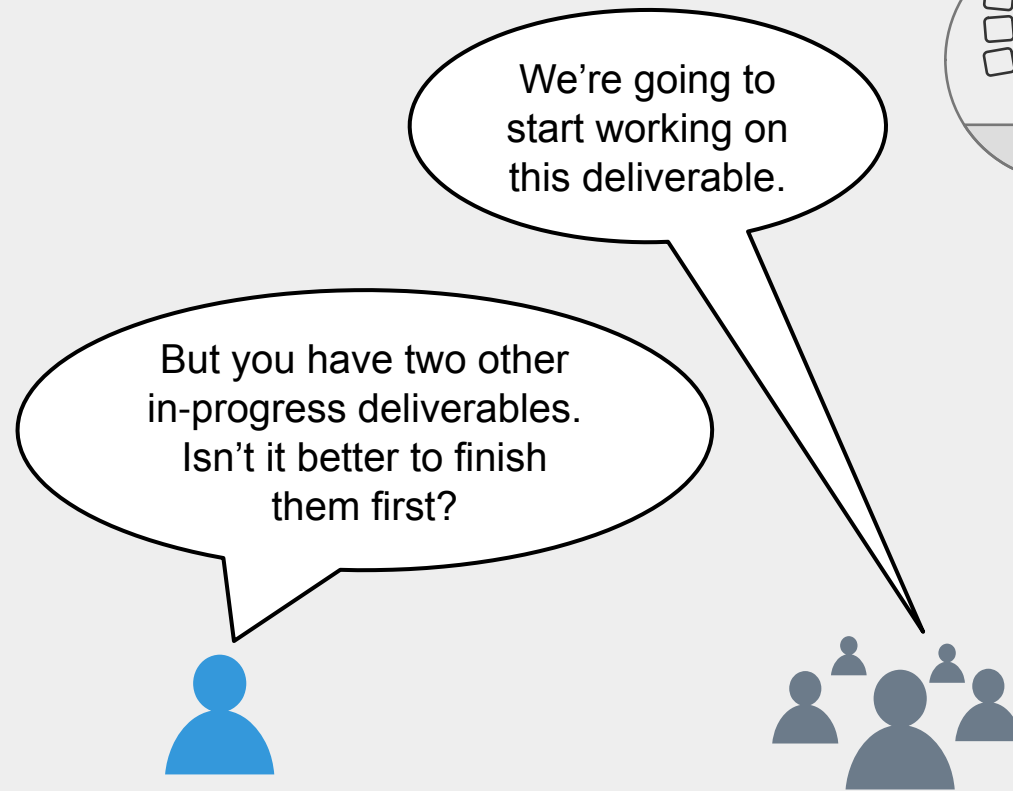


We're going to start working on this deliverable.

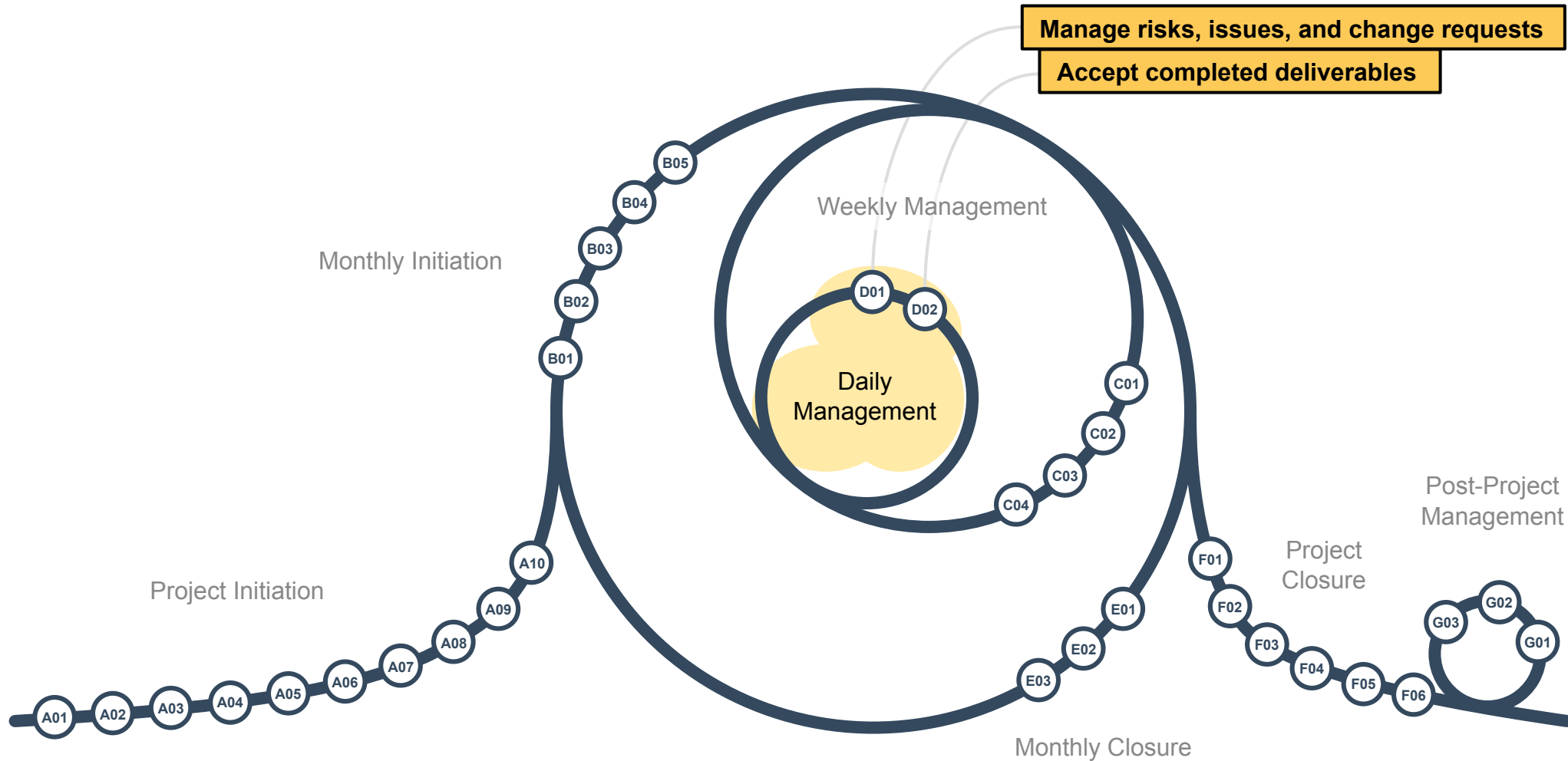


Project manager





Project manager



① High-level overview

② Full review

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



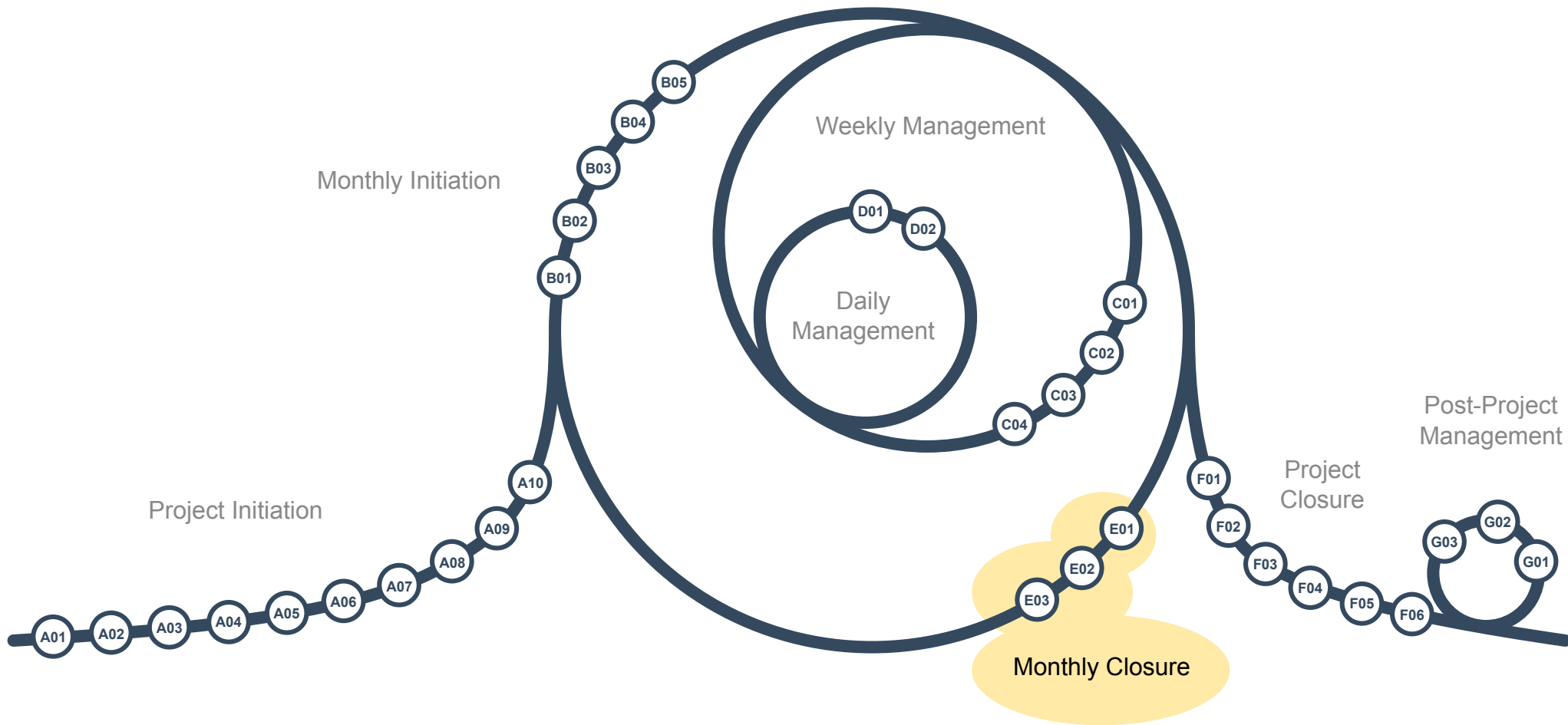
③ NUPP

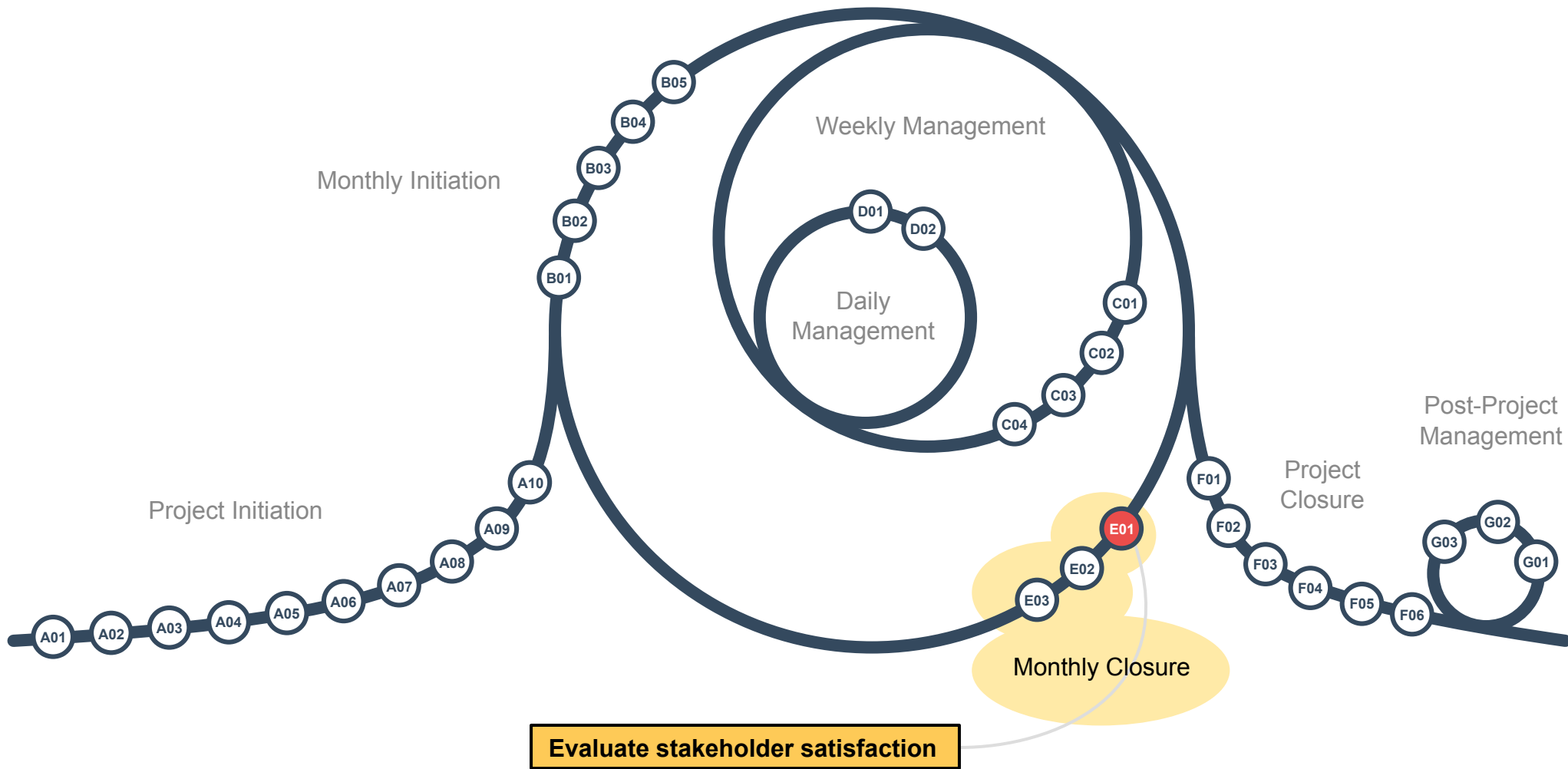
④ Tailoring

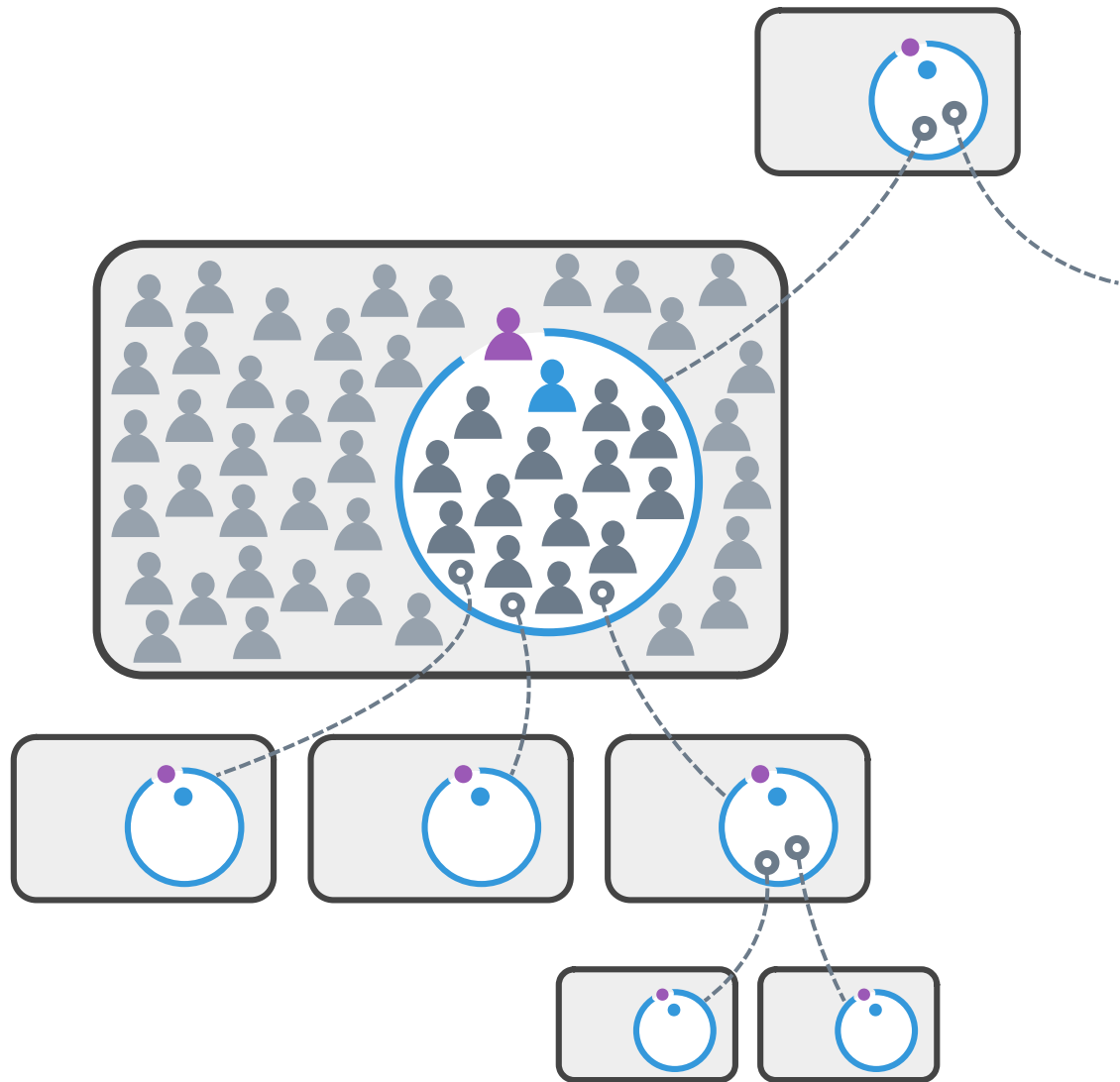
⑤ Development methods

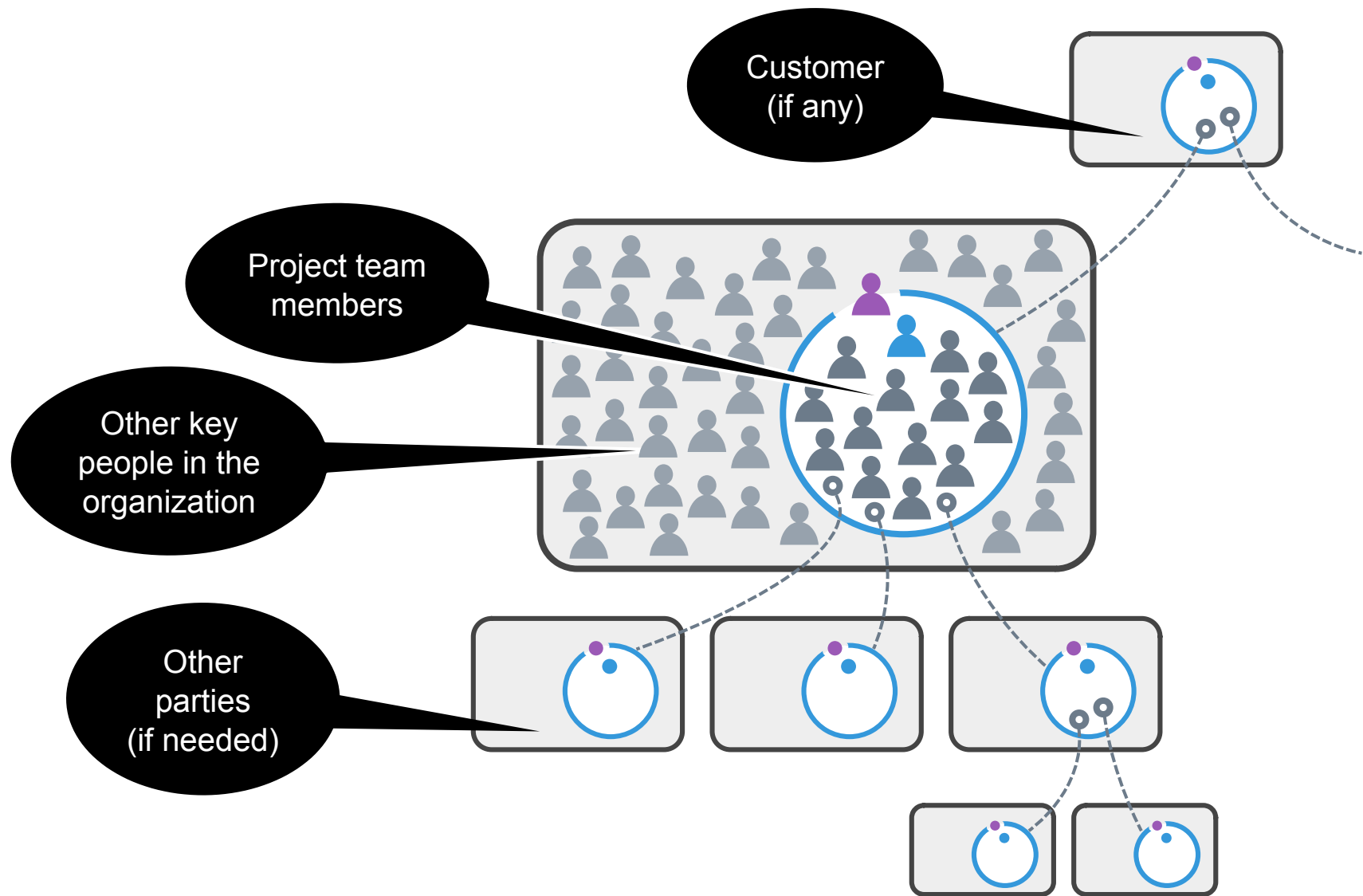
⑥ Context

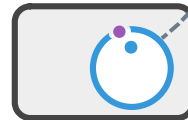
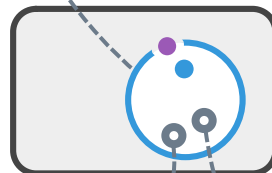
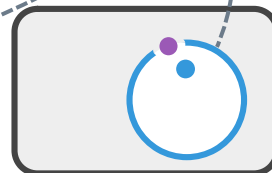
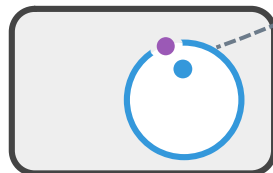
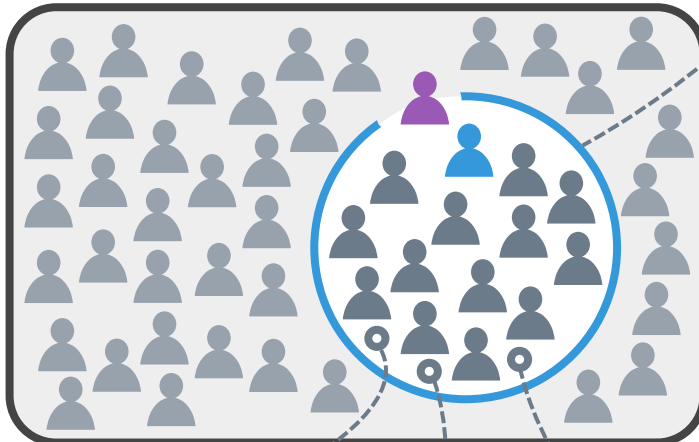
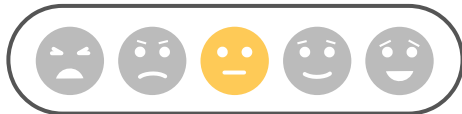
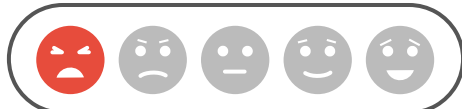
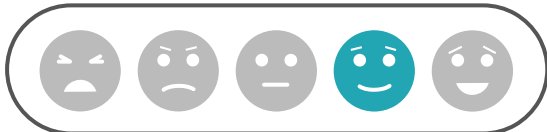
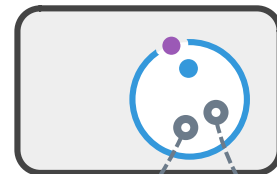
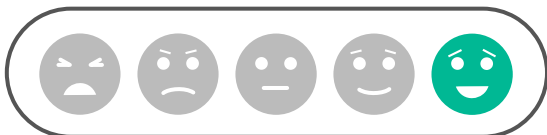
⑦ Certification program



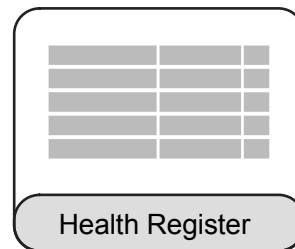
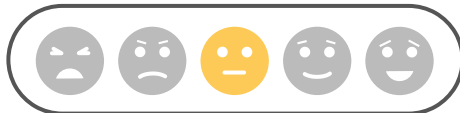
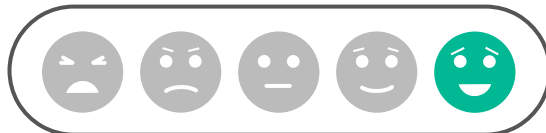
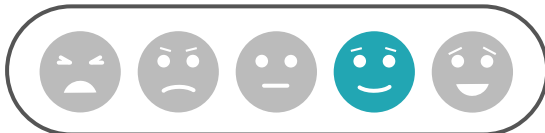




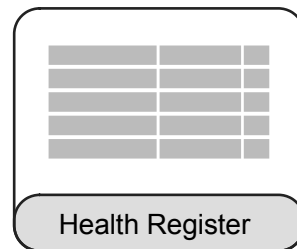
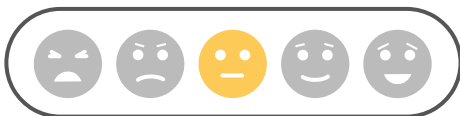
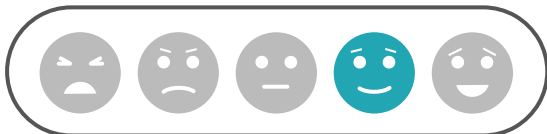


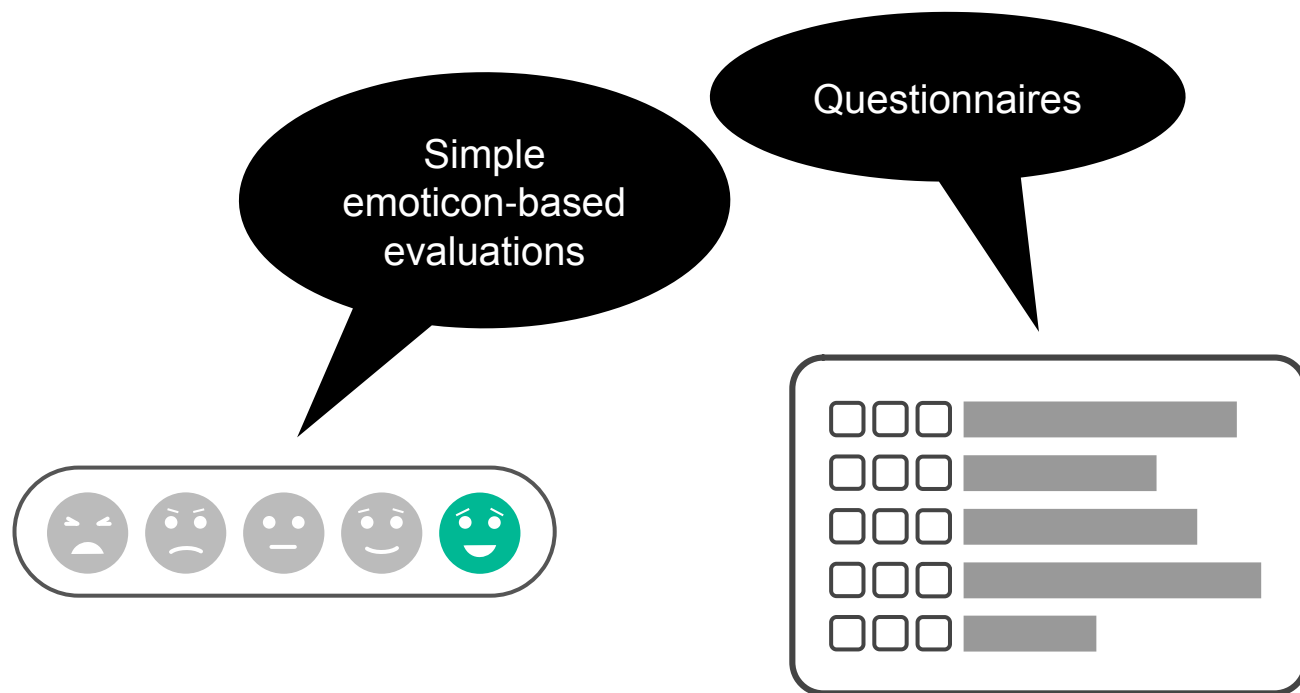


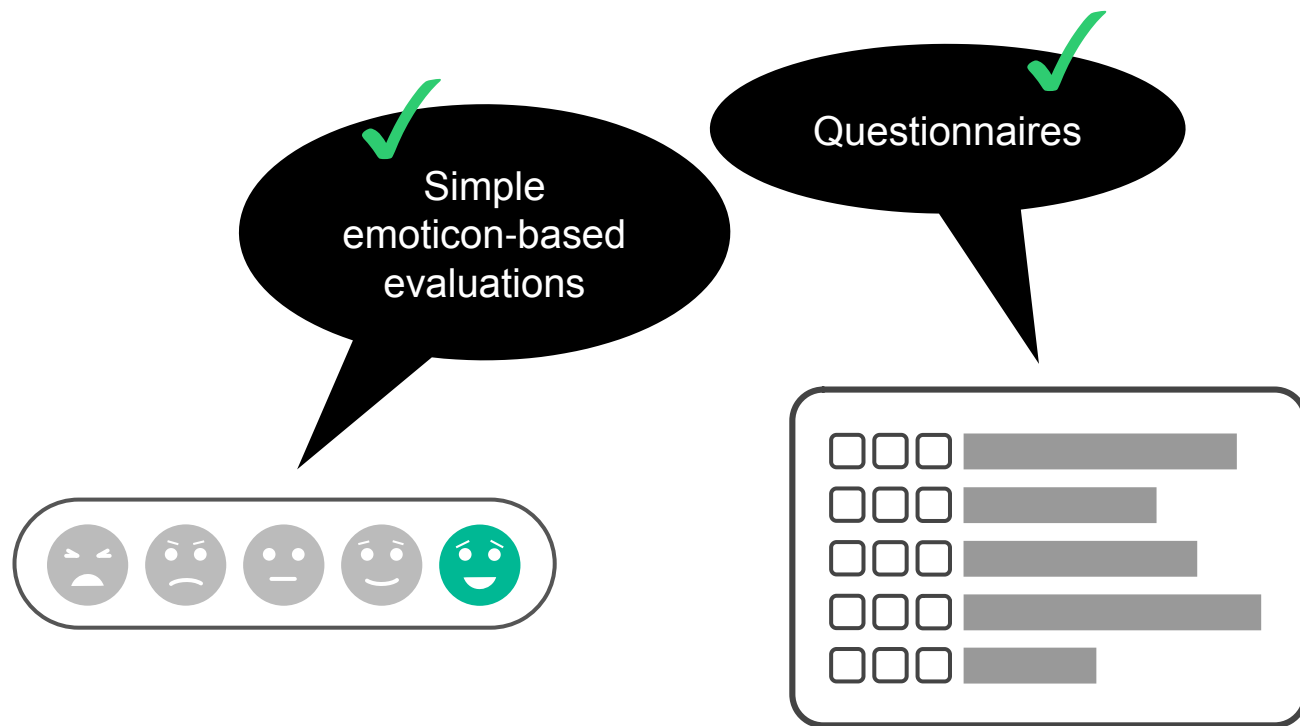
E01



E01



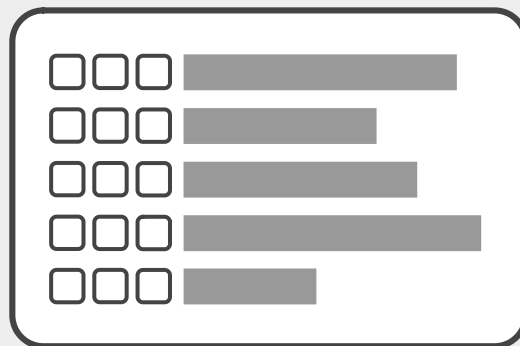
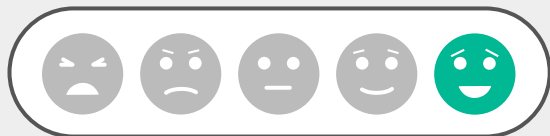


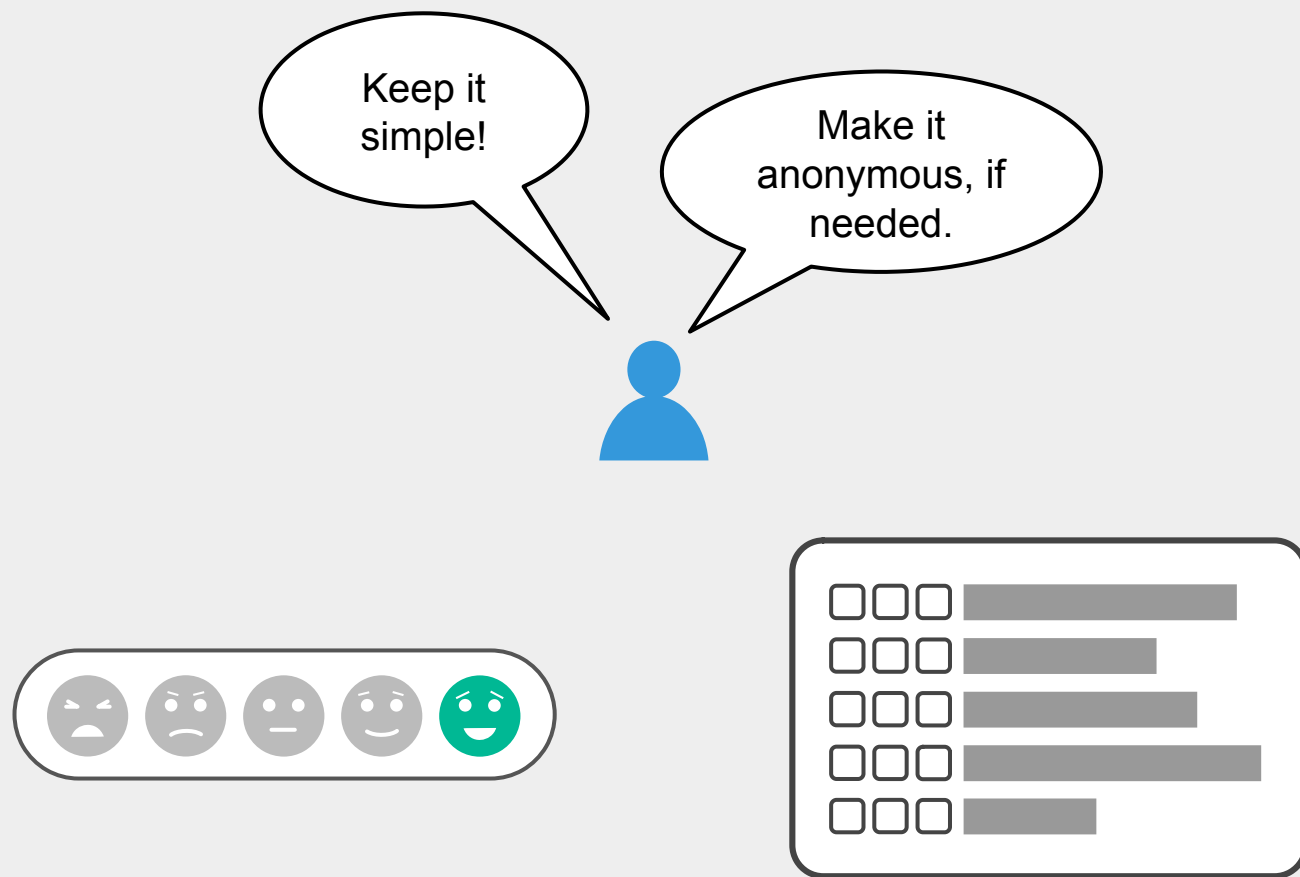




<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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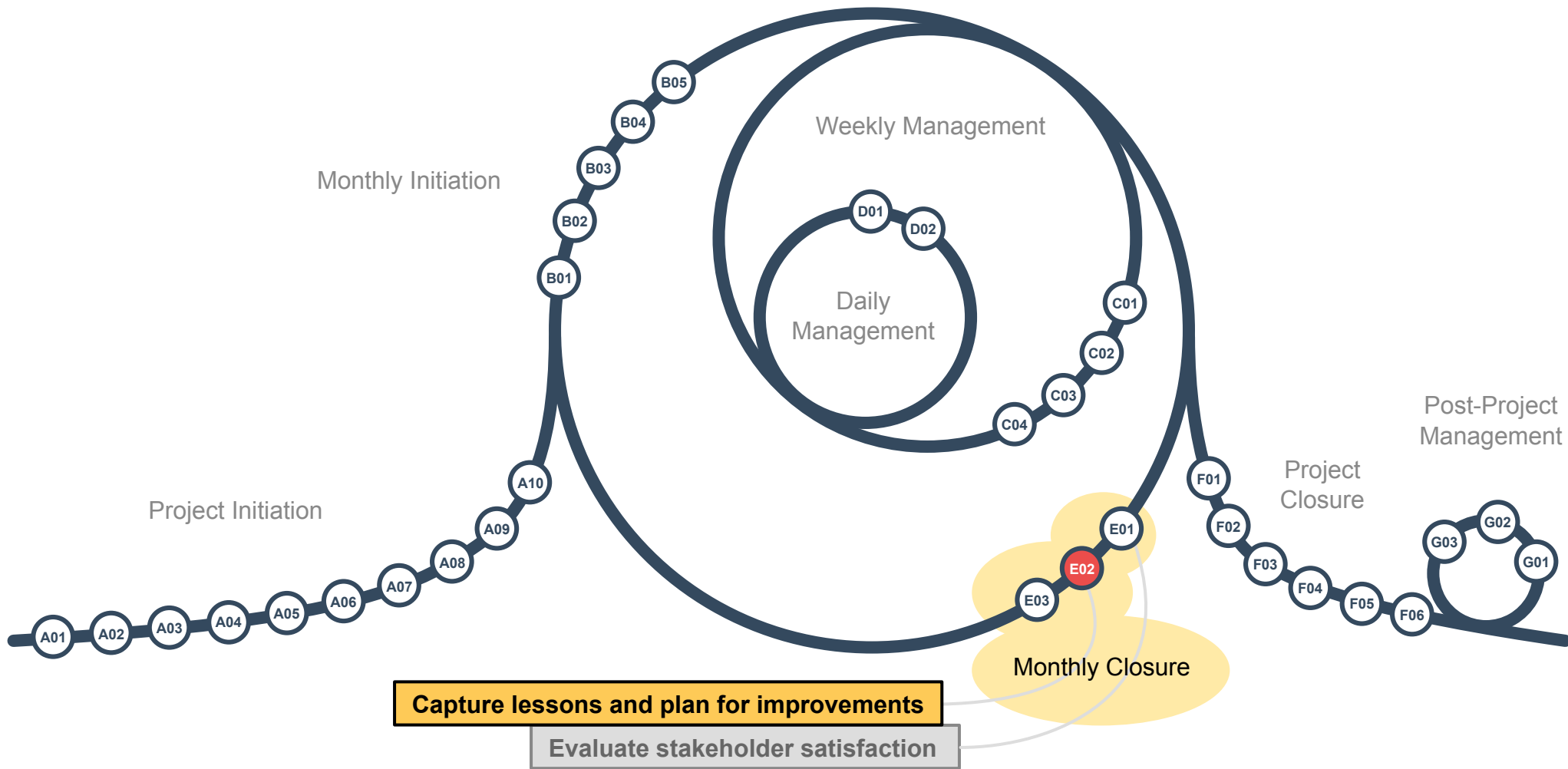
Keep it
simple!





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



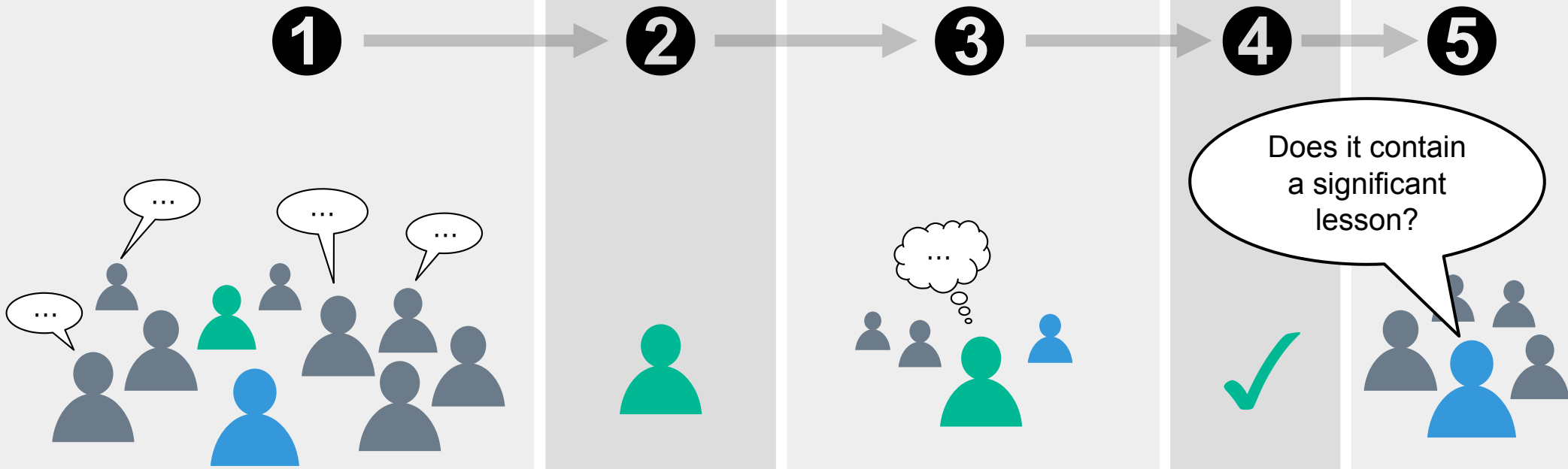
The custodian follows up on the item...



... until it's closed



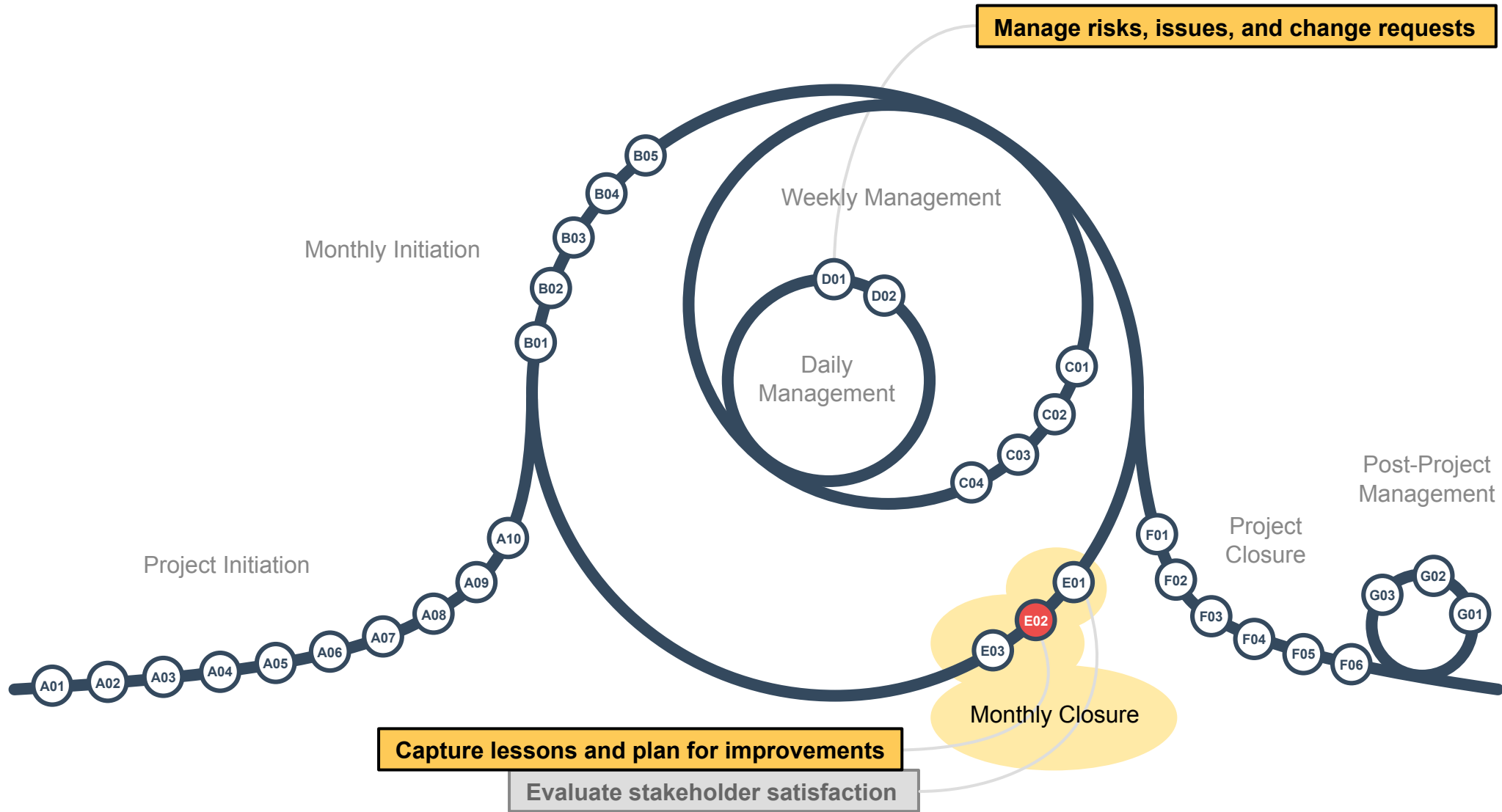
Mark those containing a significant lesson

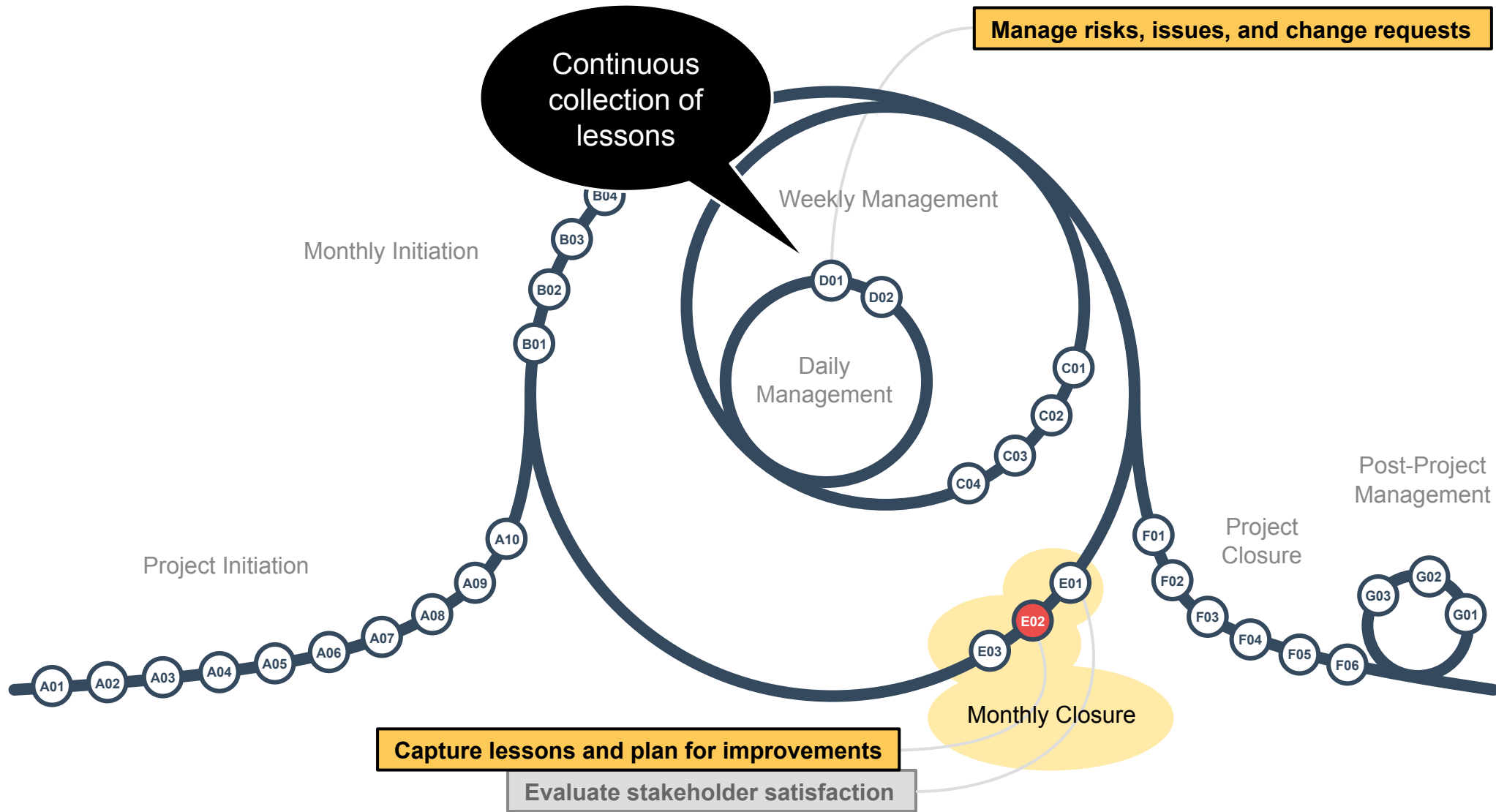


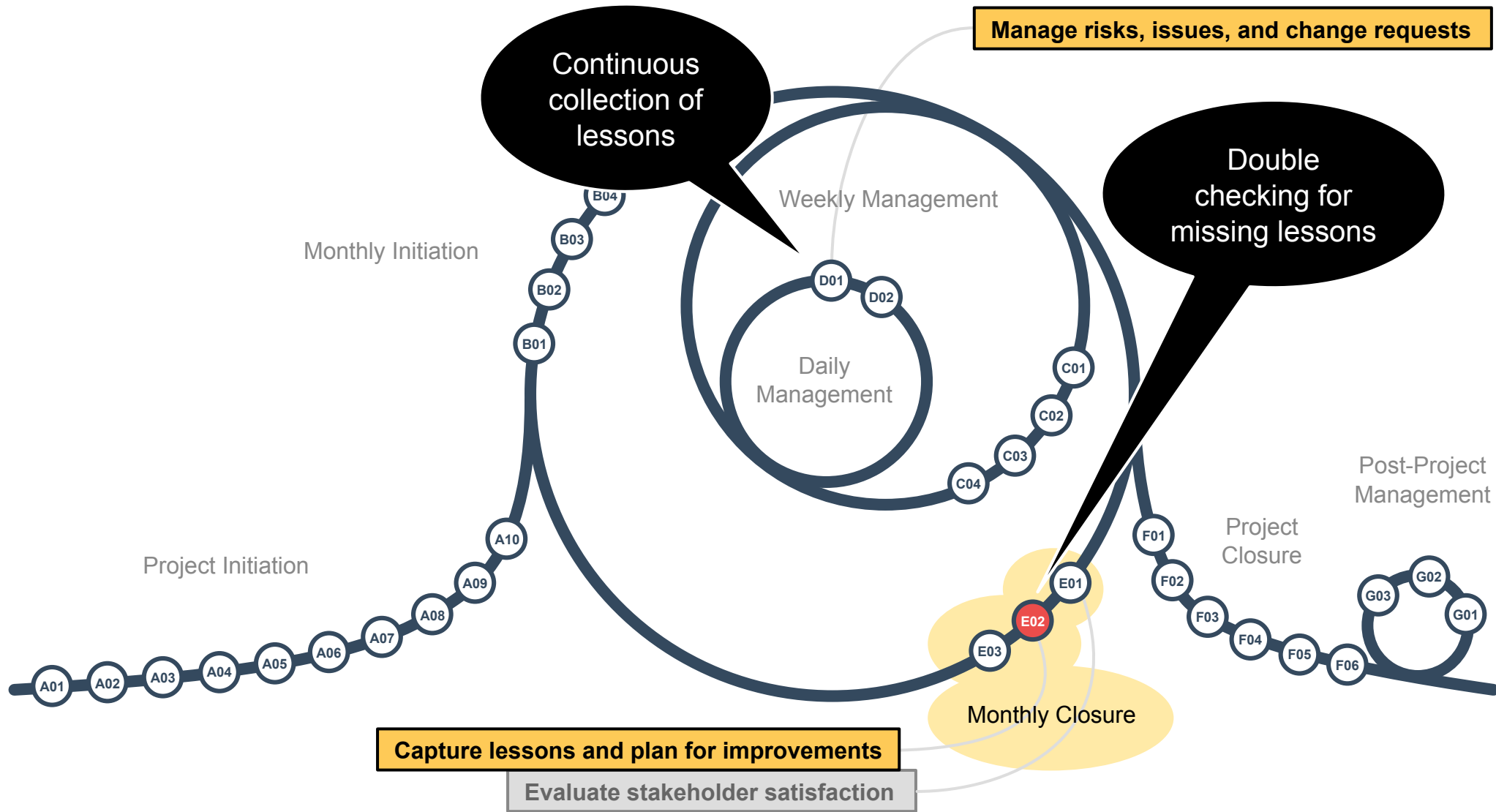
Lessons must be captured organically and gradually.
(rather than at the end of the project)

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



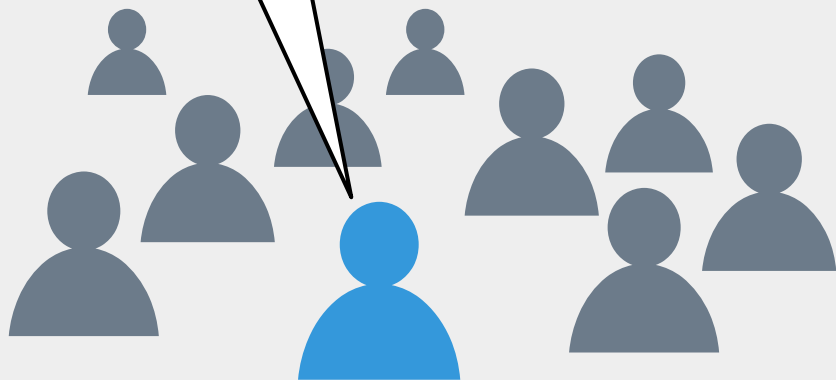


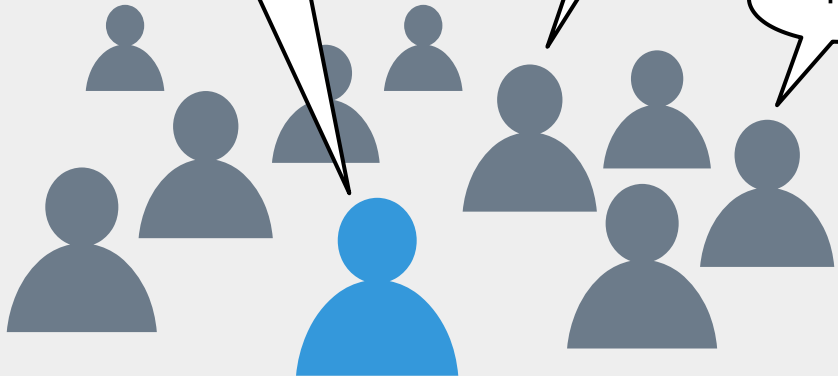






Have we learned
anything other than
those reflected into the
follow-up register?

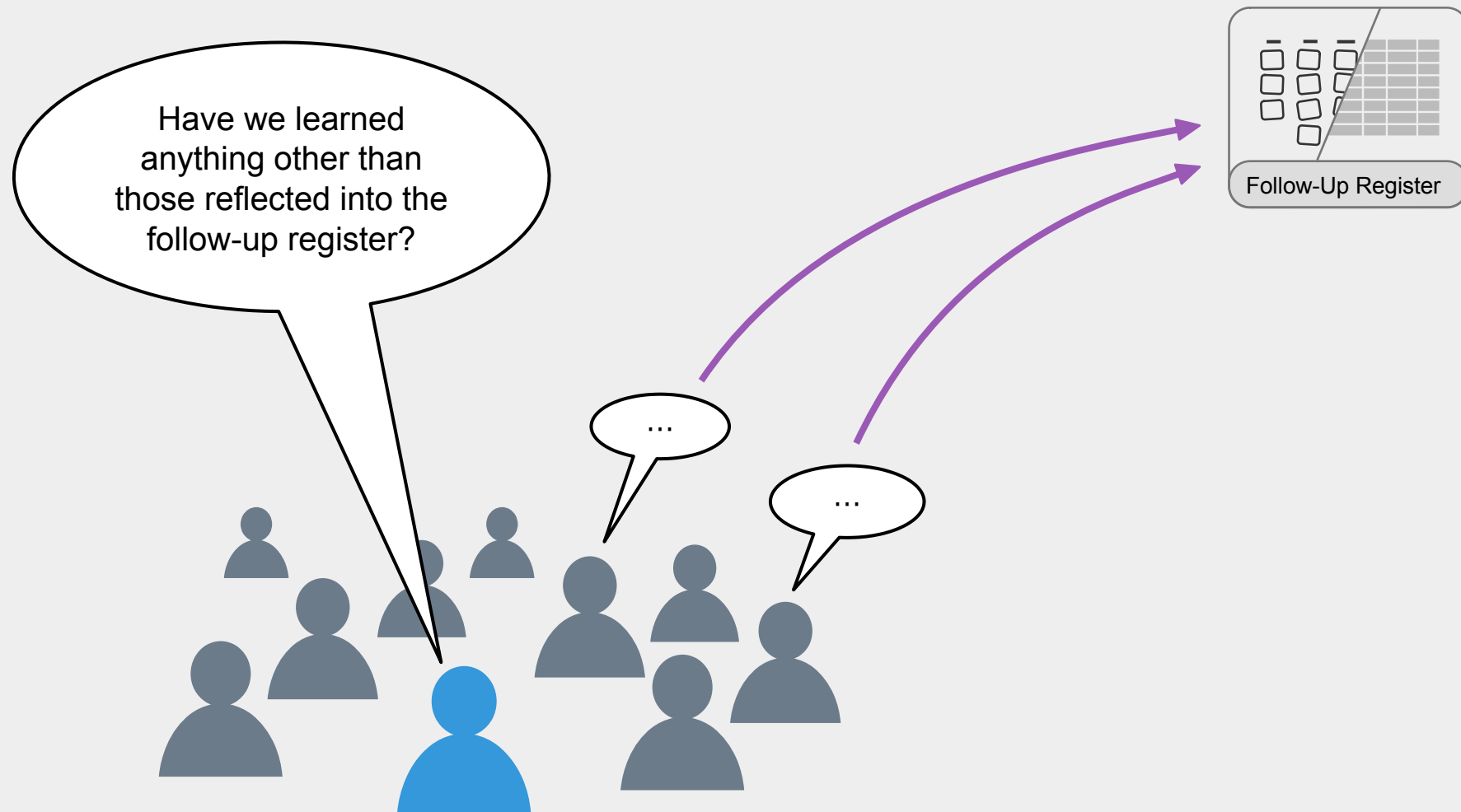


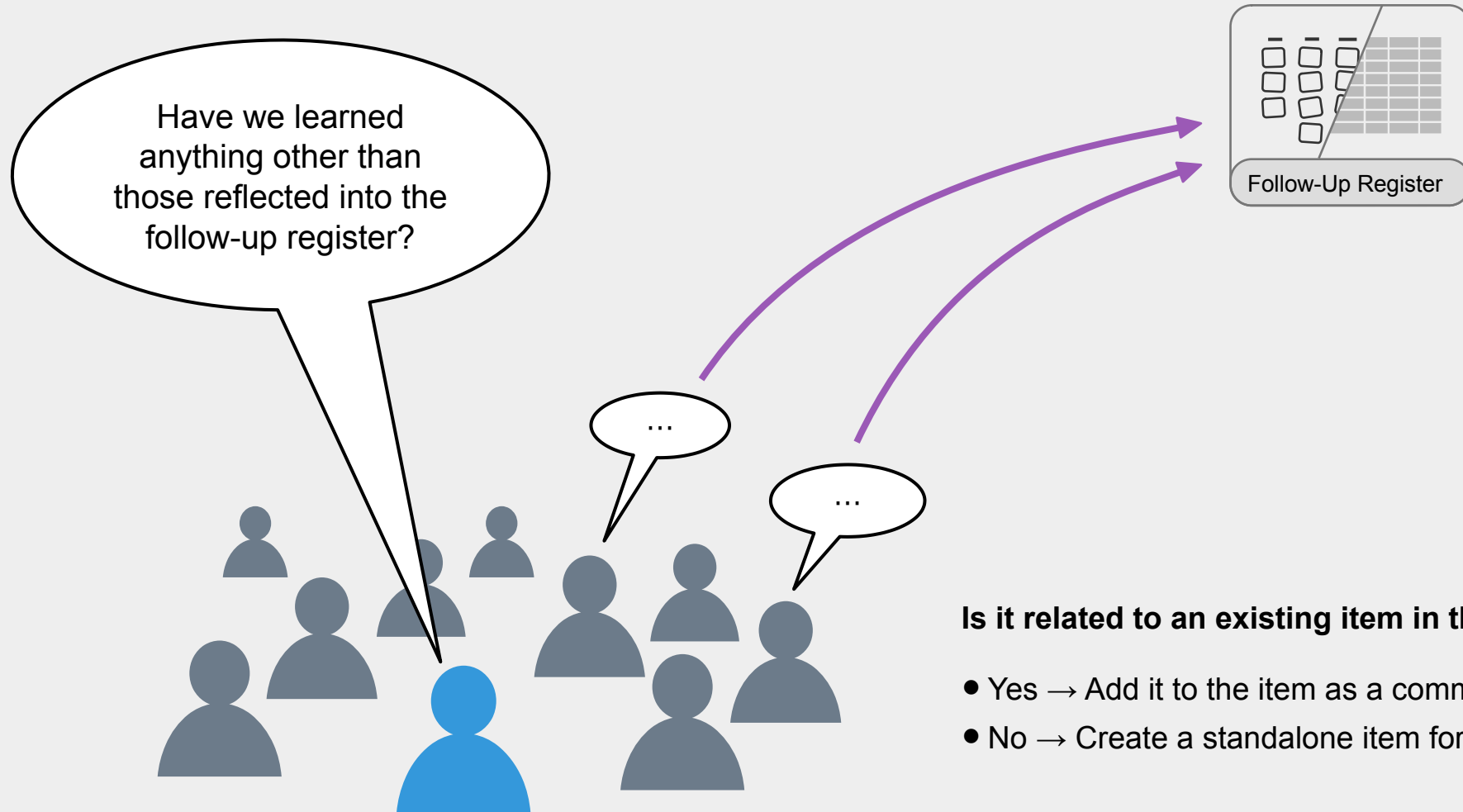


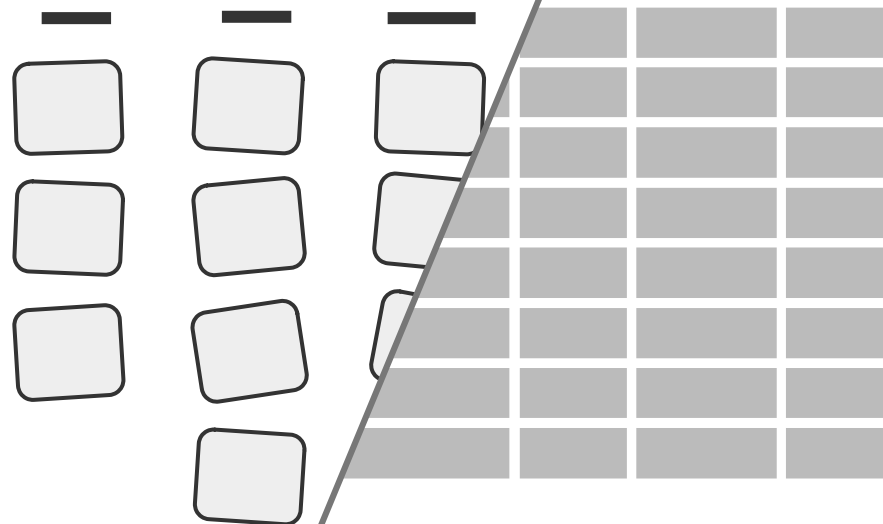
Have we learned
anything other than
those reflected into the
follow-up register?

...

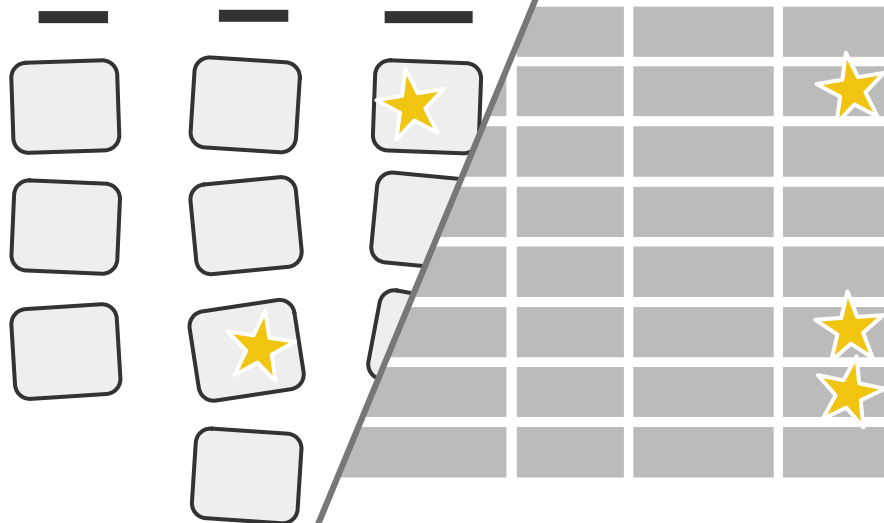
...



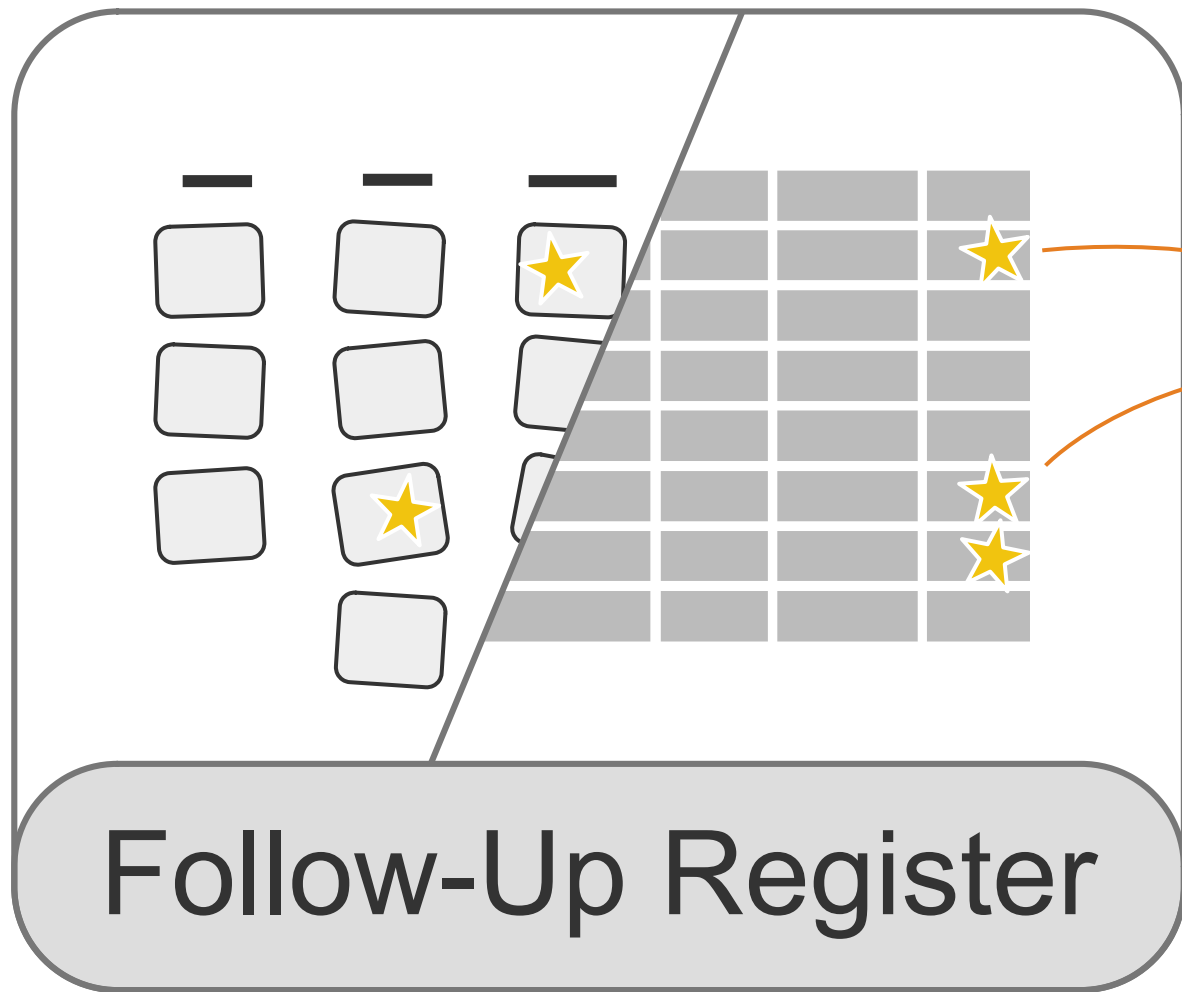




Follow-Up Register



Follow-Up Register

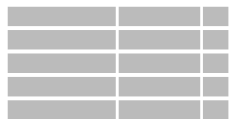


The image shows a 'Follow-Up Register' form. It features three columns of checkboxes, each with a horizontal line above it. A diagonal line runs from the top right to the bottom left, separating the first two columns from a larger grid on the right. The grid is 10 rows by 4 columns. There are yellow stars in the top-right cell of the first column, the third row of the second column, the top-right cell of the grid, and the second and third rows of the fourth column. A callout bubble points to the star in the top-right cell of the grid.

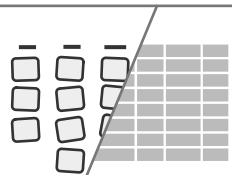
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>					<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>					<input checked="" type="checkbox"/>
		<input type="checkbox"/>					
		<input type="checkbox"/>					
		<input type="checkbox"/>					
		<input type="checkbox"/>					
		<input type="checkbox"/>					
		<input type="checkbox"/>					

Follow-Up Register

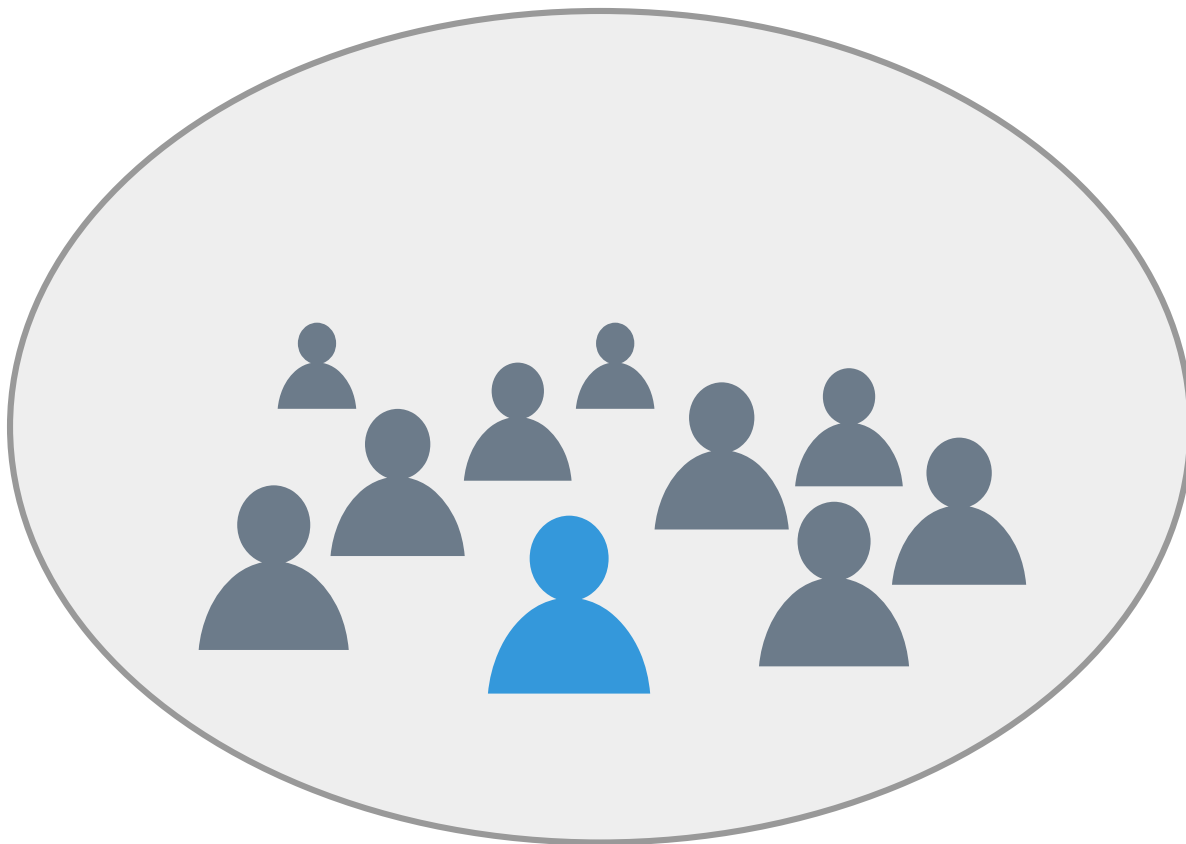
The follow-up item contains a significant lesson!

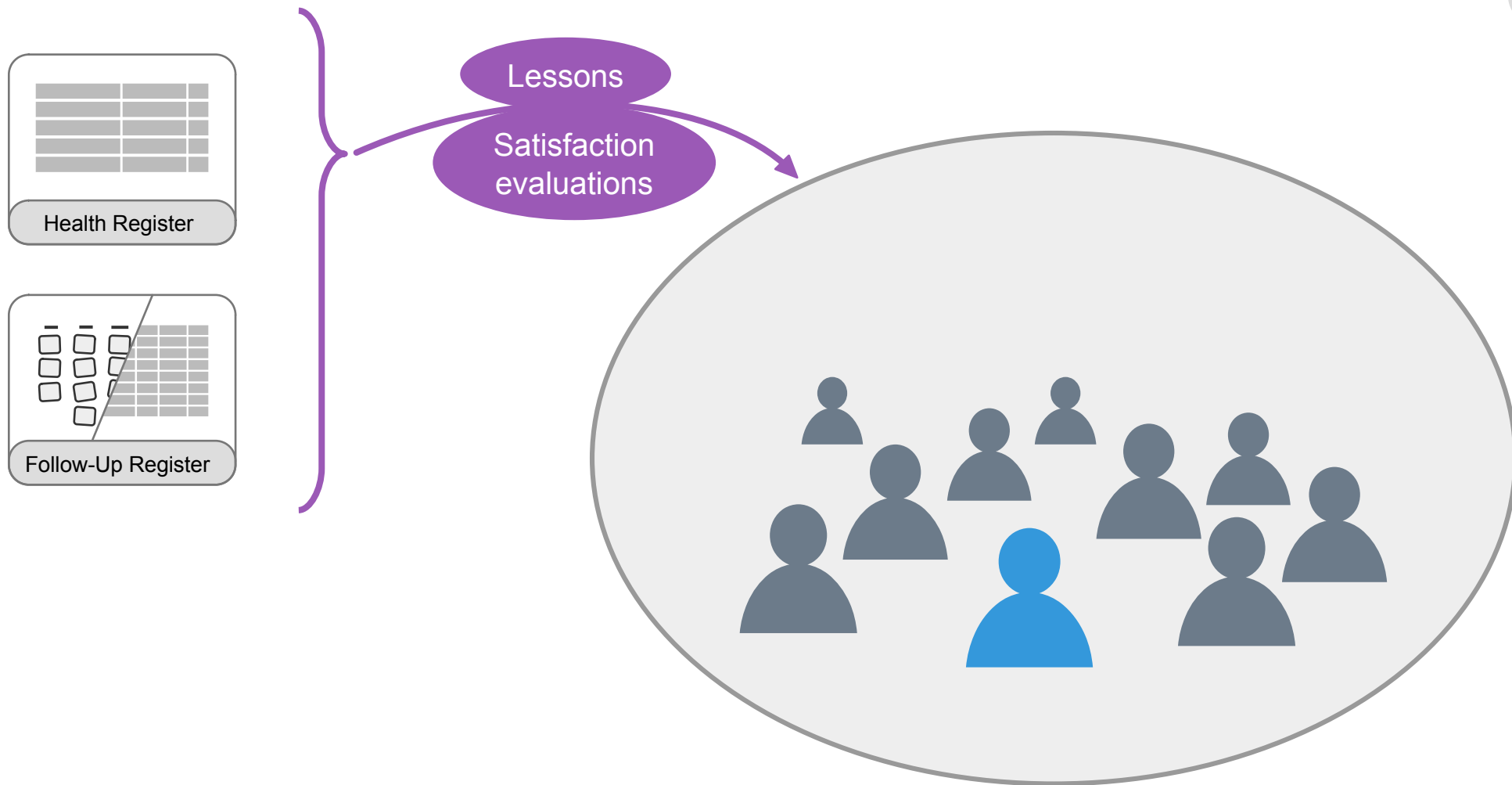


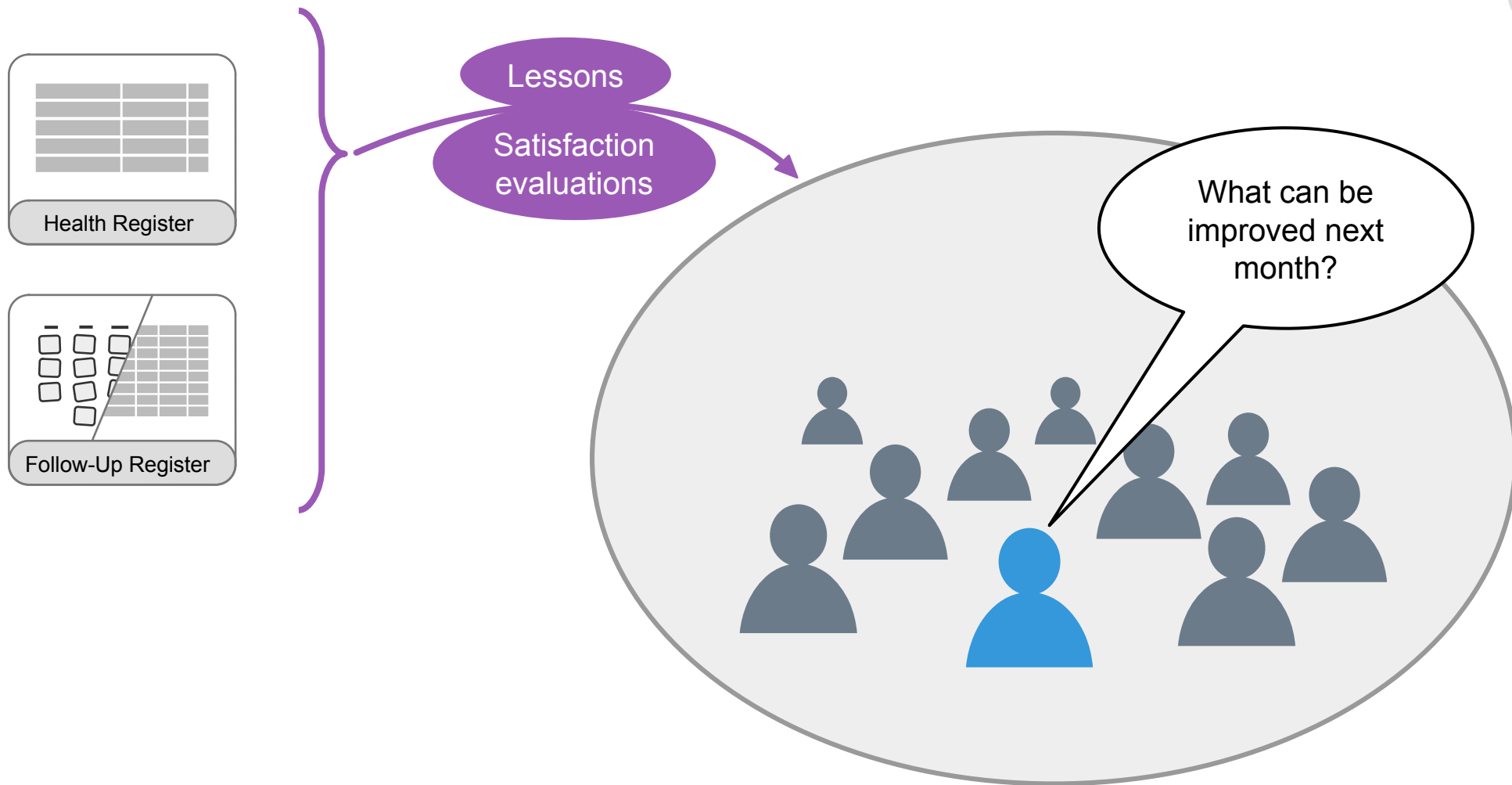
Health Register

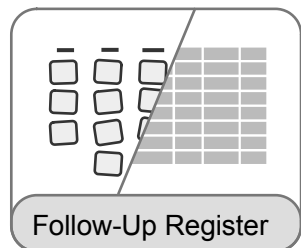


Follow-Up Register









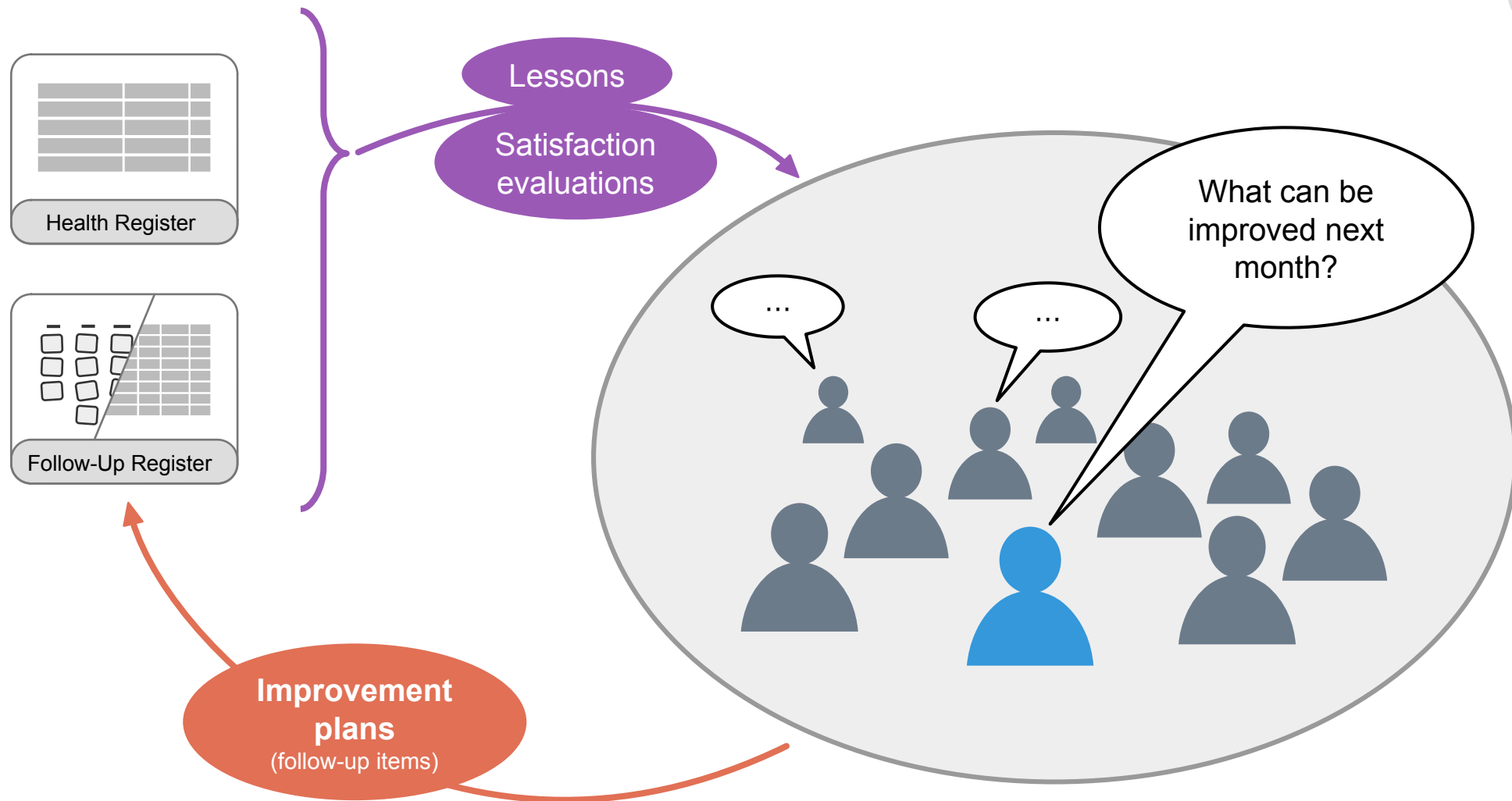
Lessons

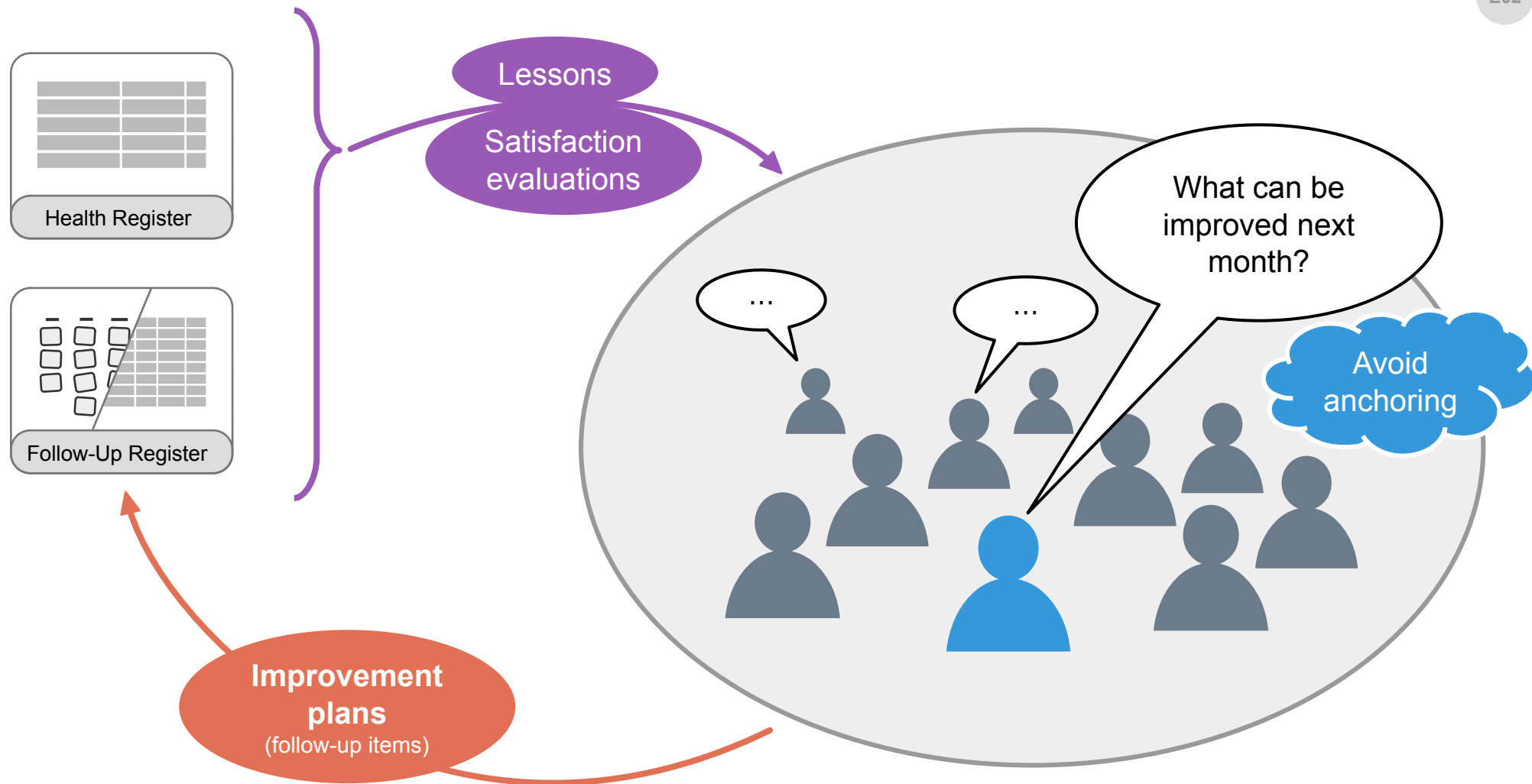
Satisfaction
evaluations

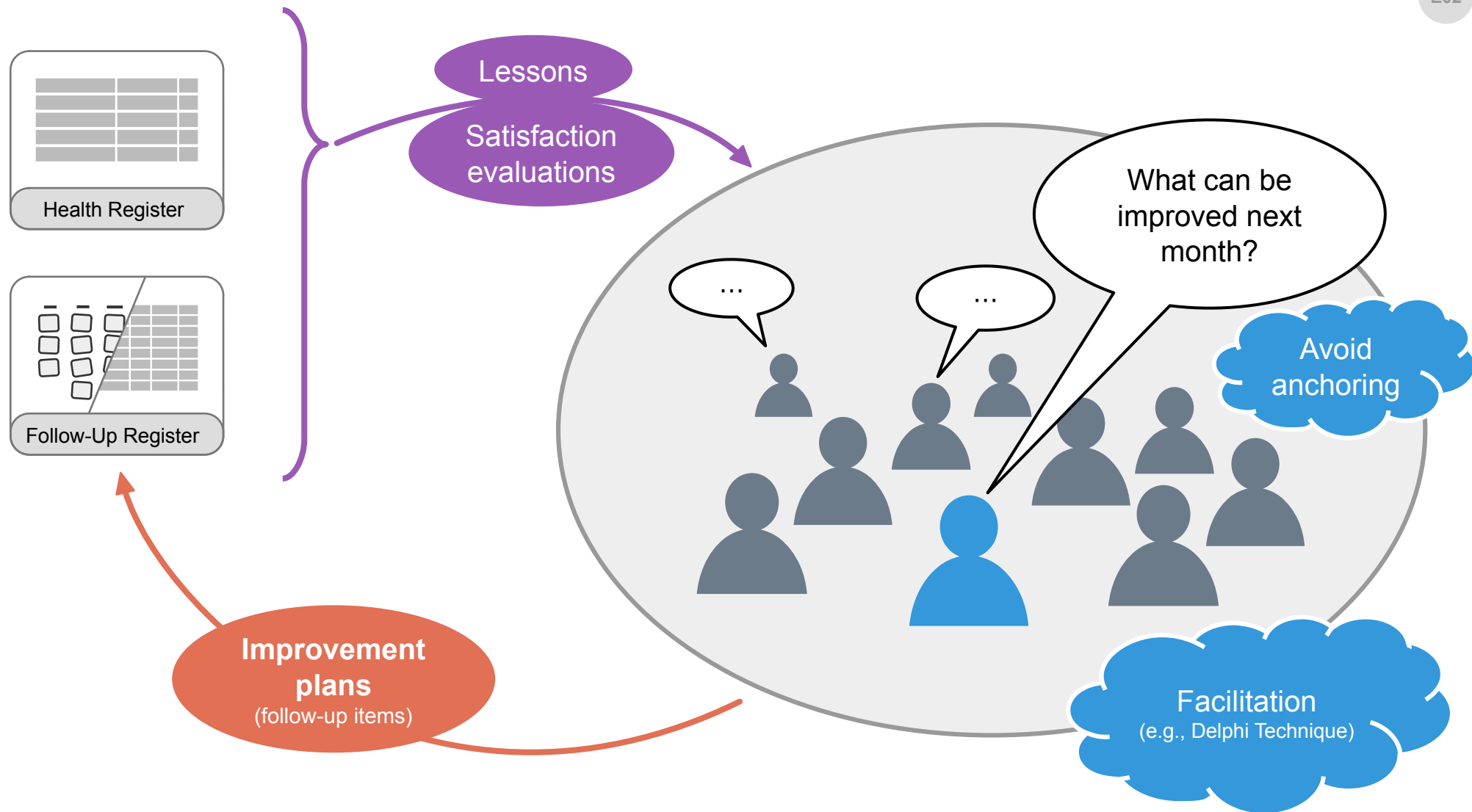
Wisdom of
Crowds

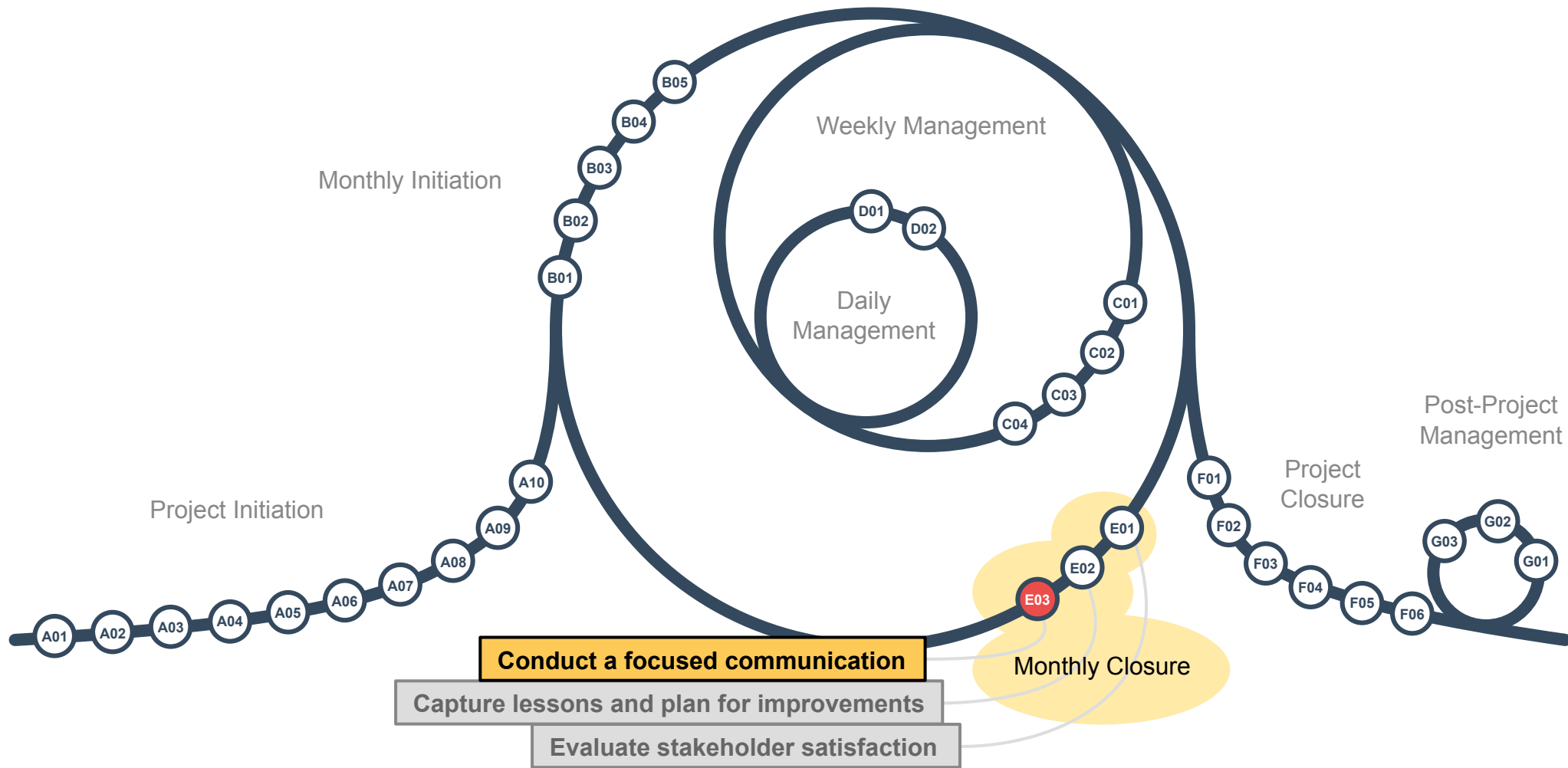
What can be
improved next
month?

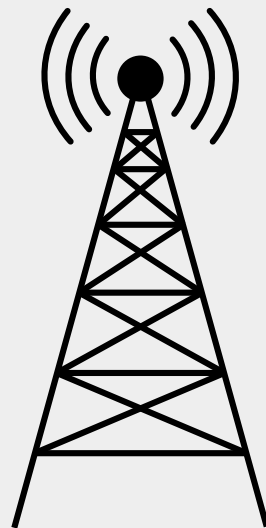
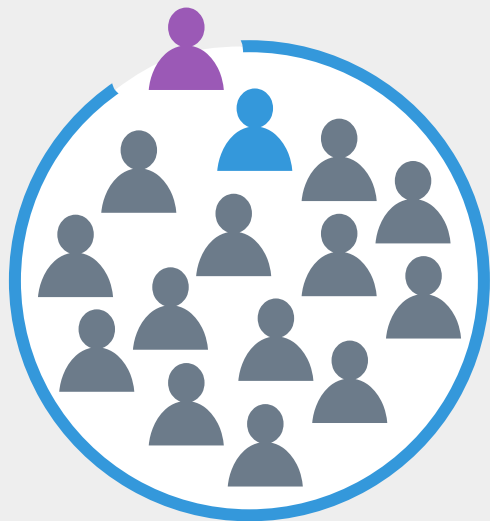


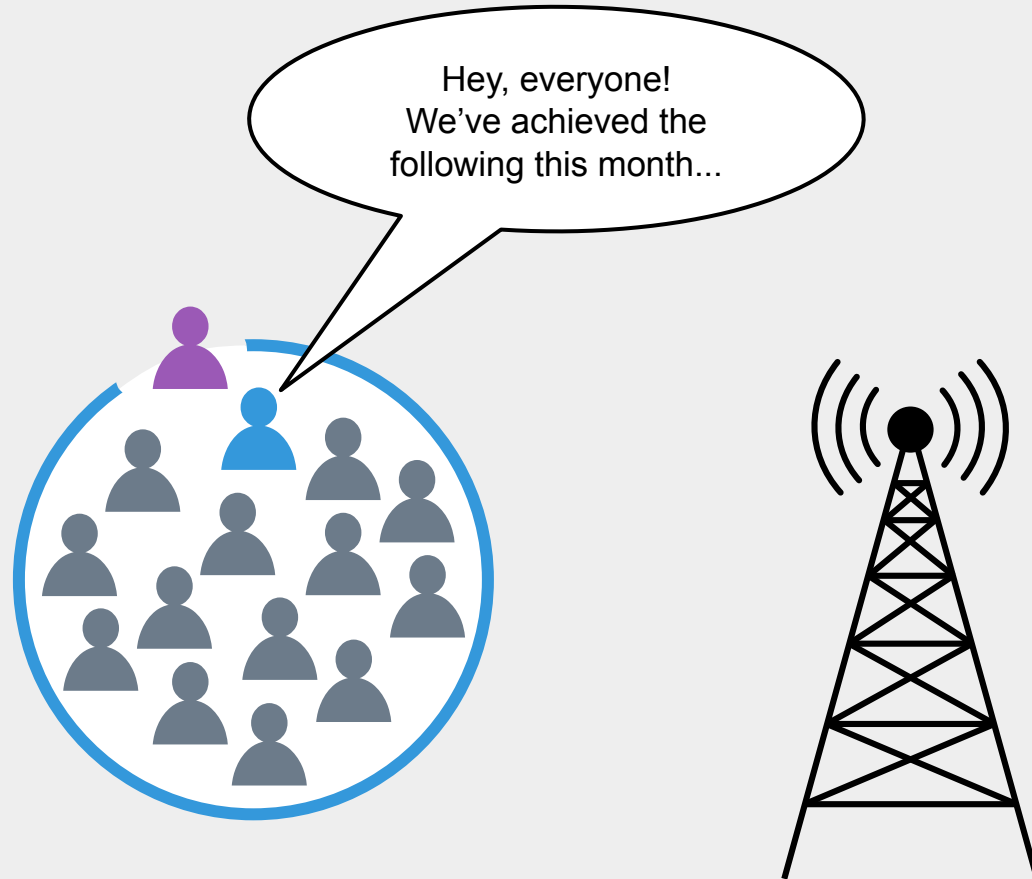


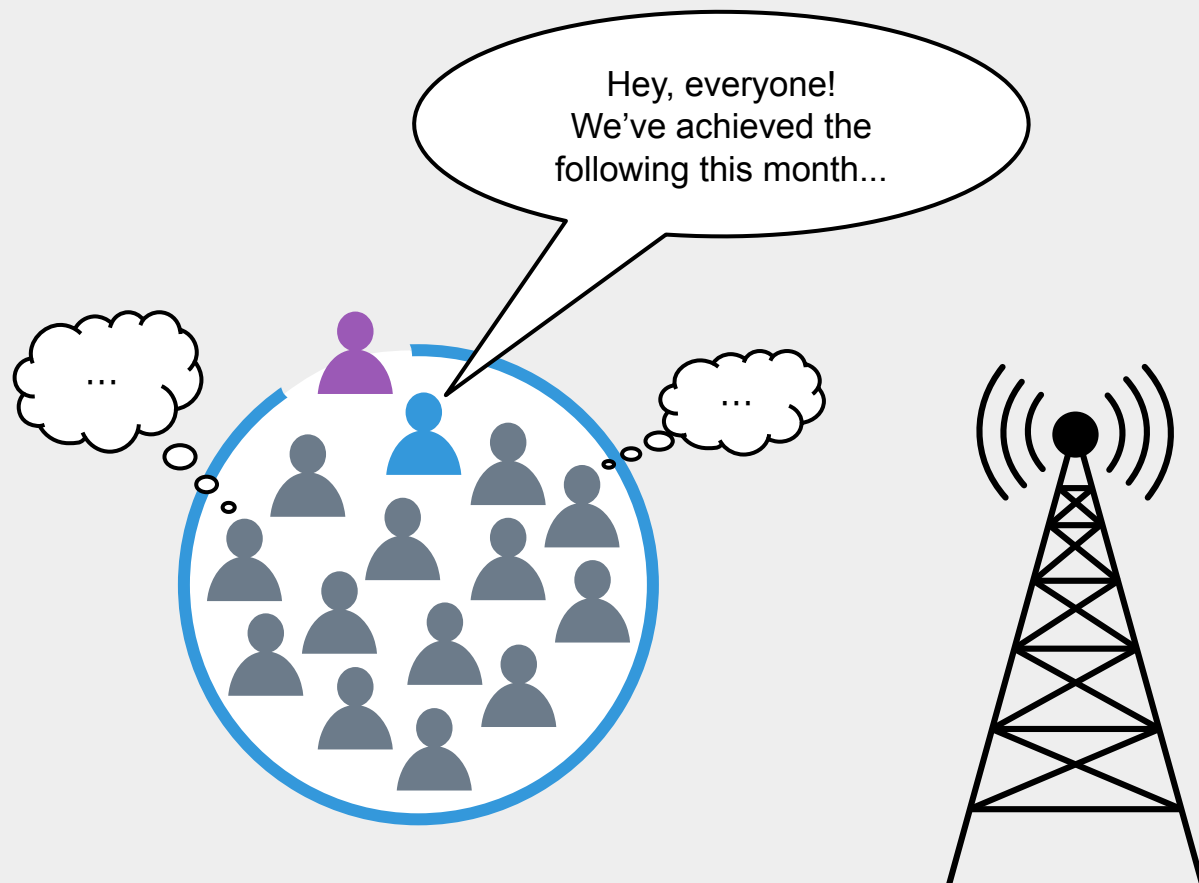


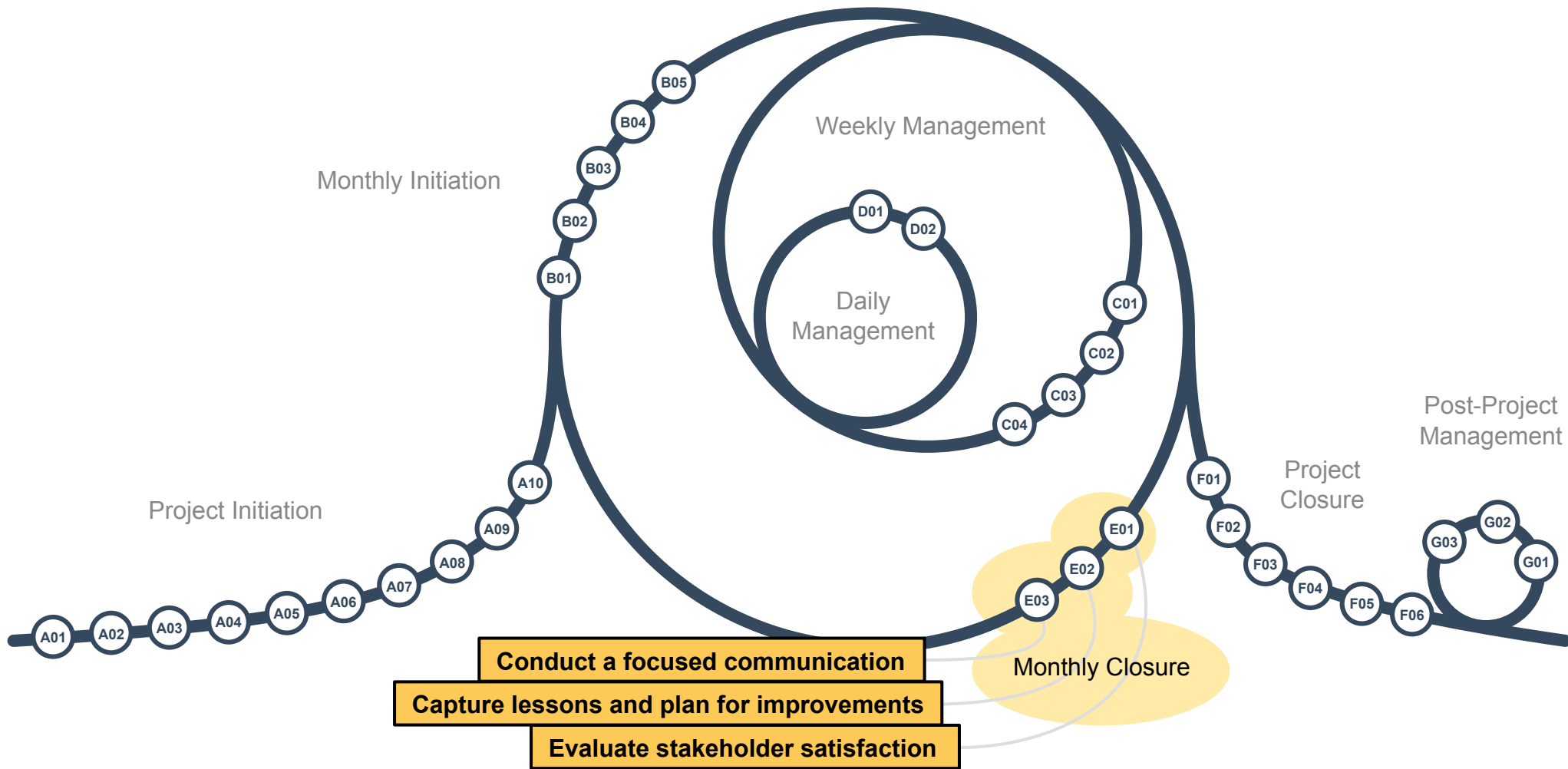












① High-level overview

② Full review

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



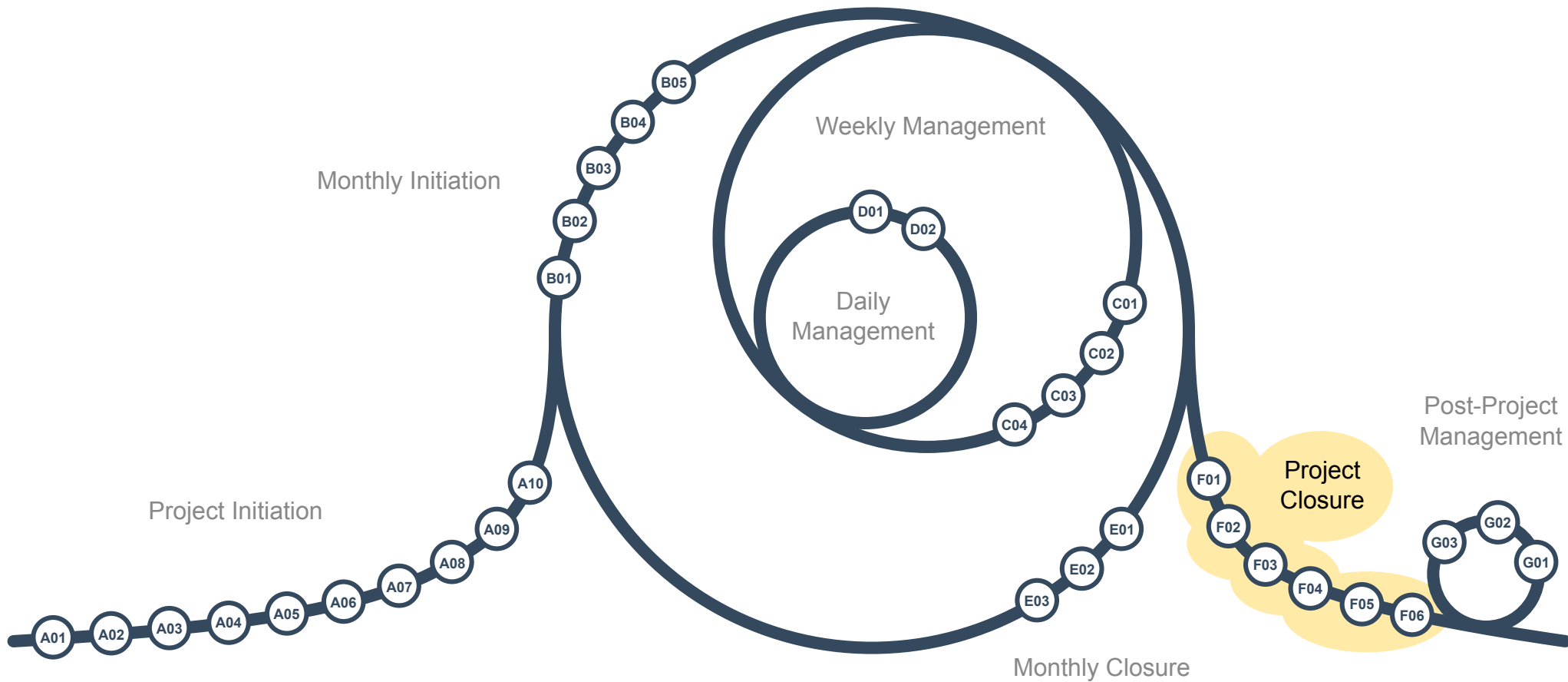
③ NUPP

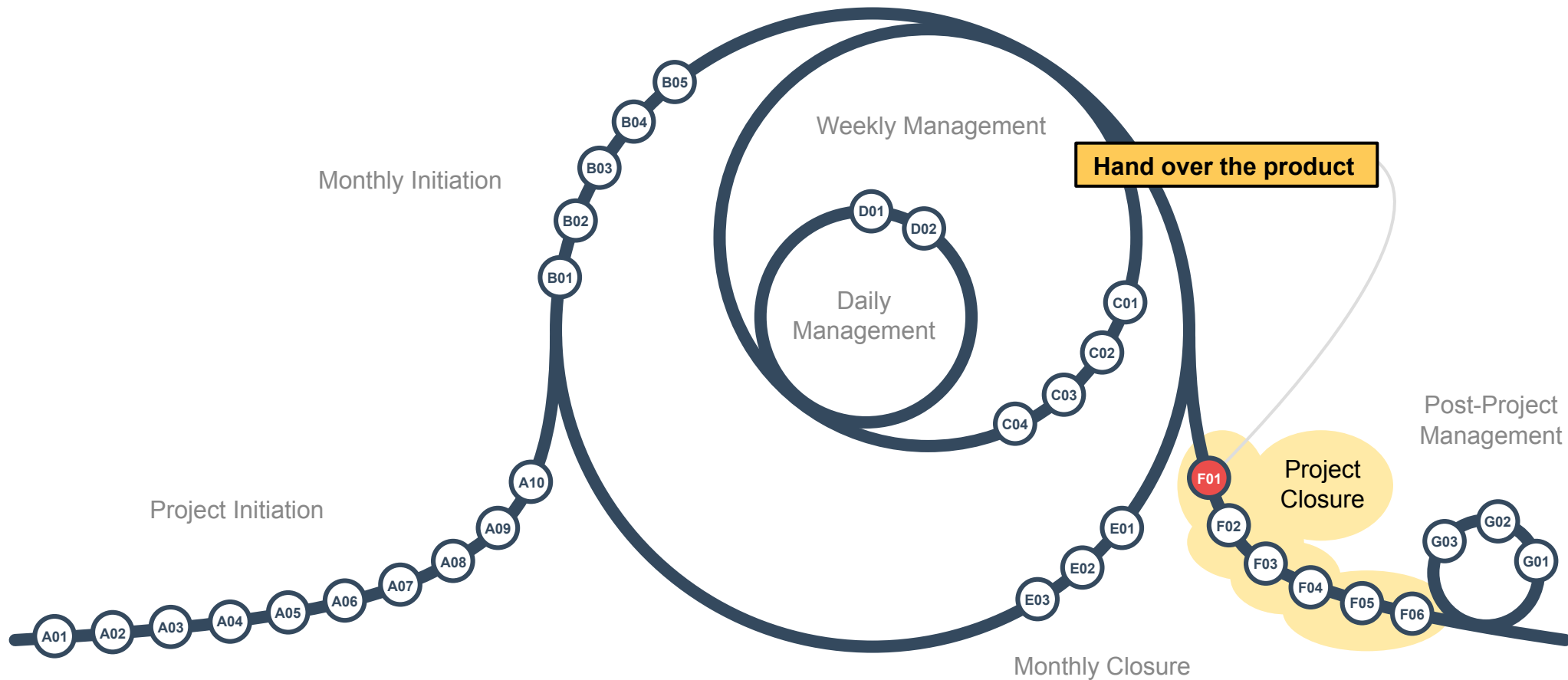
④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program



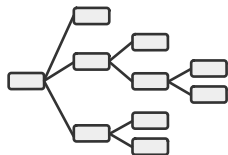


1



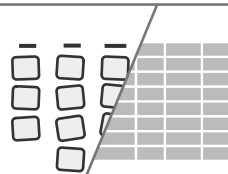
Project Description

2



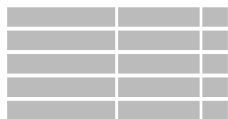
Deliverables Map

3



Follow-Up Register

4



Health Register

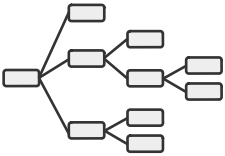
1



Project Description

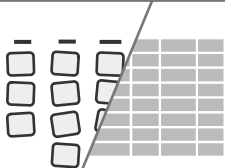
Have we achieved
the goal and satisfied
the requirements?

2



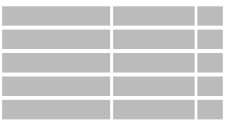
Deliverables Map

3



Follow-Up Register

4



Health Register

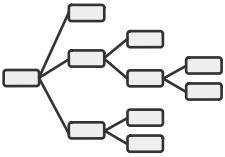
1



Project Description

Have we achieved
the goal and satisfied
the requirements?

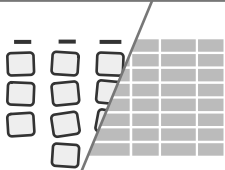
2



Deliverables Map

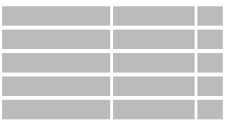
Are all items
closed?

3



Follow-Up Register

4



Health Register

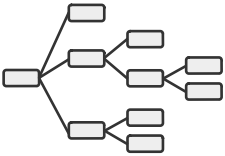
1



Project Description

Have we achieved
the goal and satisfied
the requirements?

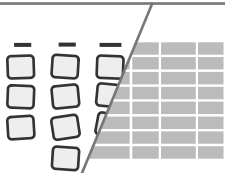
2



Deliverables Map

Are all items
closed?

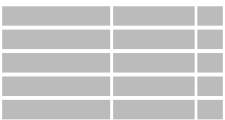
3



Follow-Up Register

Finished

4



Health Register

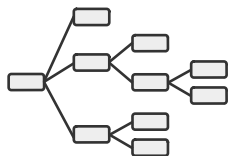
1



Project Description

Have we achieved
the goal and satisfied
the requirements?

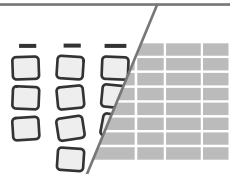
2



Deliverables Map

Are all items
closed?

3

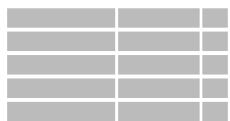


Follow-Up Register

Finished

Cancelled

4



Health Register

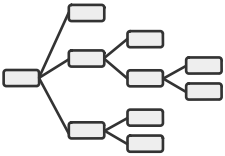
1



Project Description

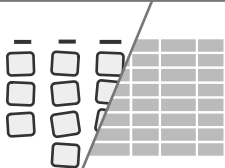
Have we achieved
the goal and satisfied
the requirements?

2



Deliverables Map

3



Follow-Up Register

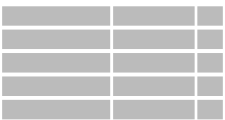
Are all items
closed?

Finished

Cancelled

Transferred

4



Health Register

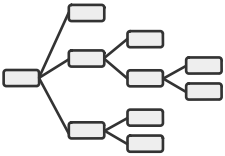
1



Project Description

Have we achieved
the goal and satisfied
the requirements?

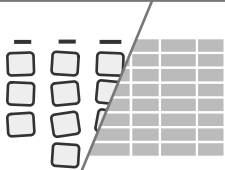
2



Deliverables Map

Are all items
closed?

3



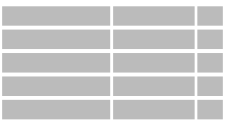
Follow-Up Register

Finished

Cancelled

Transferred

4



Health Register



Remaining tasks
(for the maintenance team)

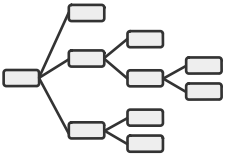
1



Project Description

Have we achieved
the goal and satisfied
the requirements?

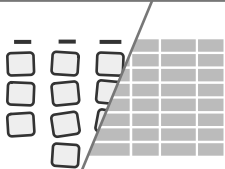
2



Deliverables Map

Are all items
closed?

3



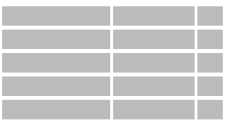
Follow-Up Register

Finished

Cancelled

Transferred

4

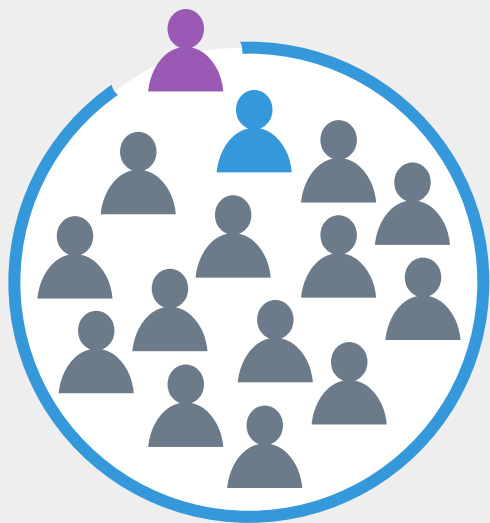


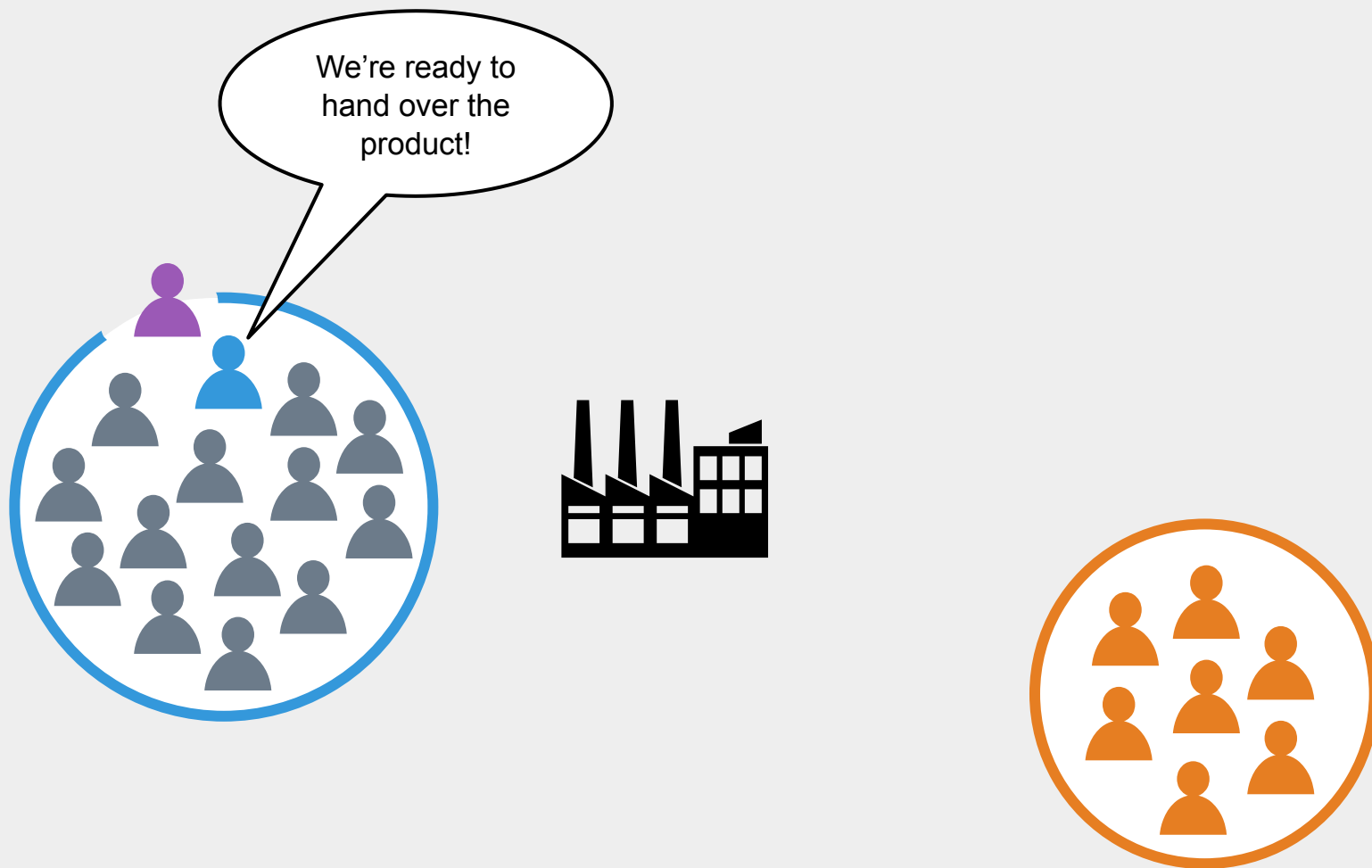
Health Register

May be
allowed in the
contract.

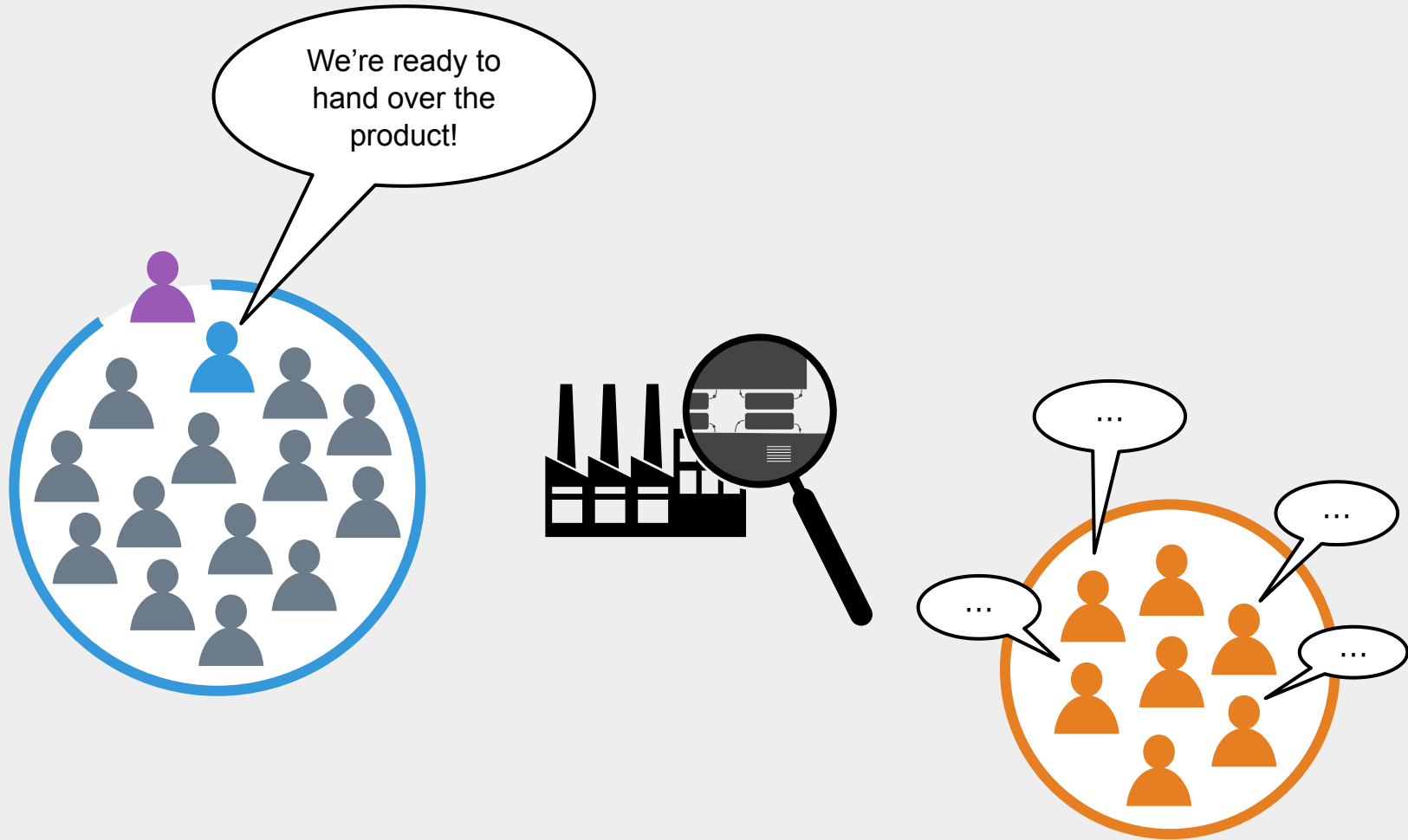


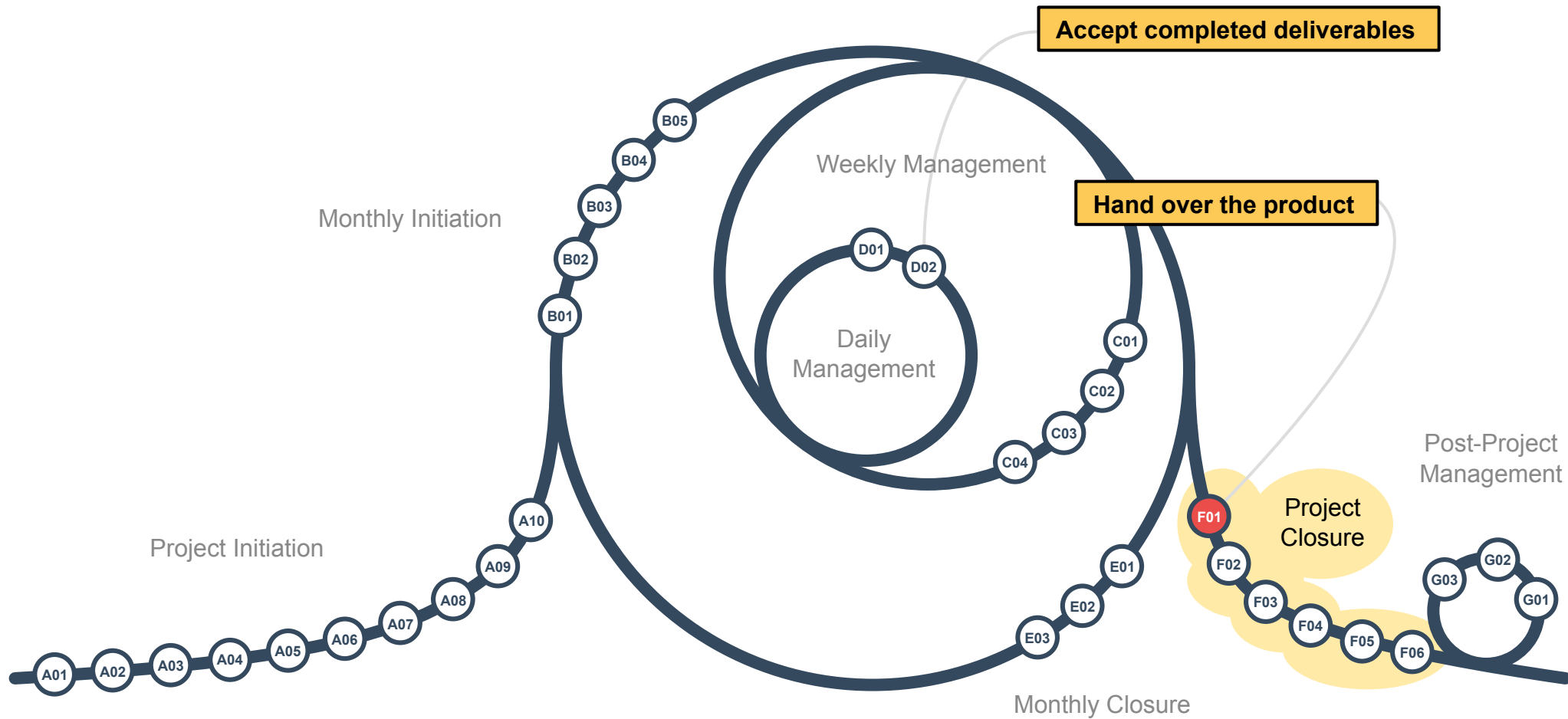
Remaining tasks
(for the maintenance team)

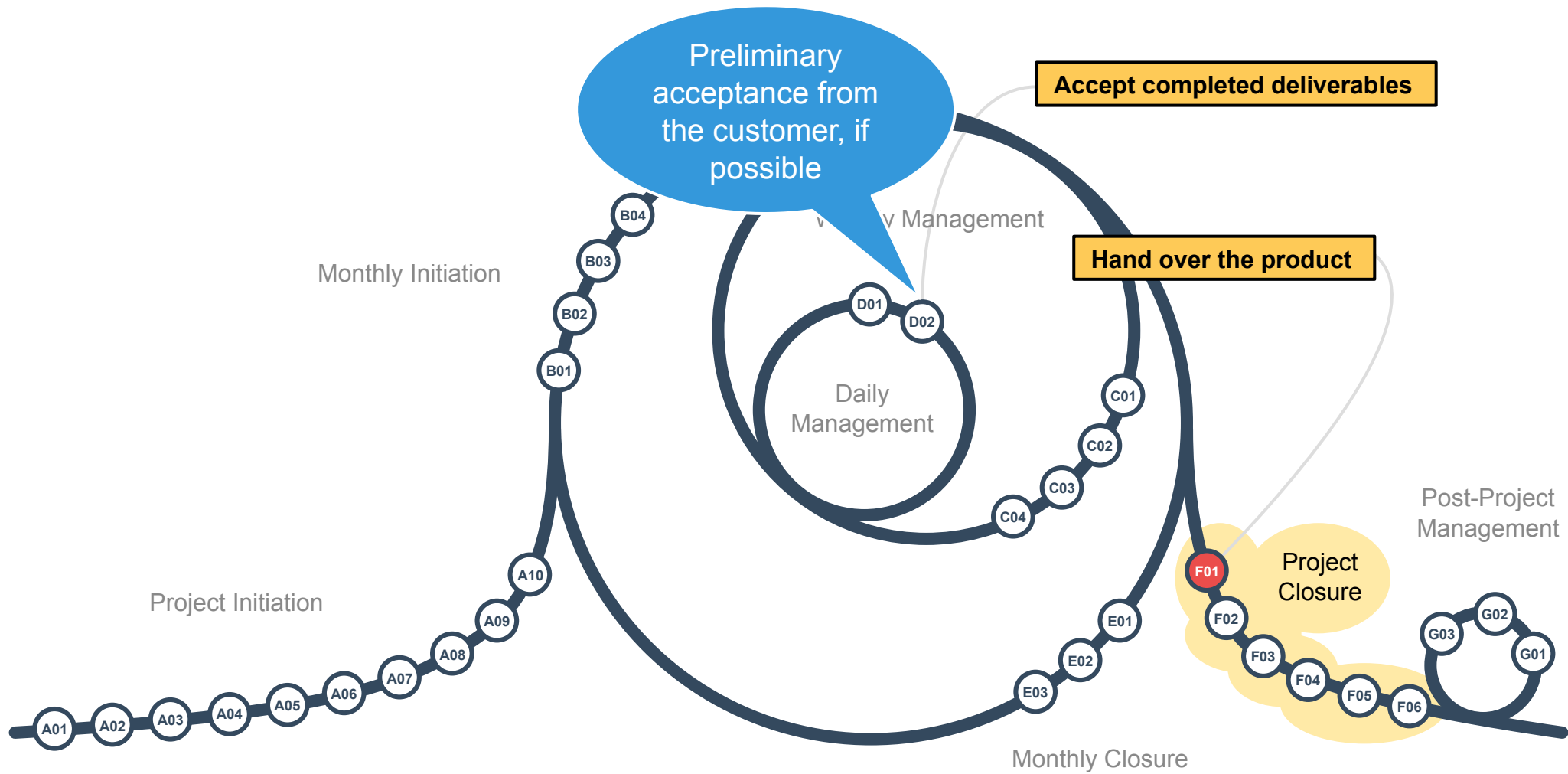


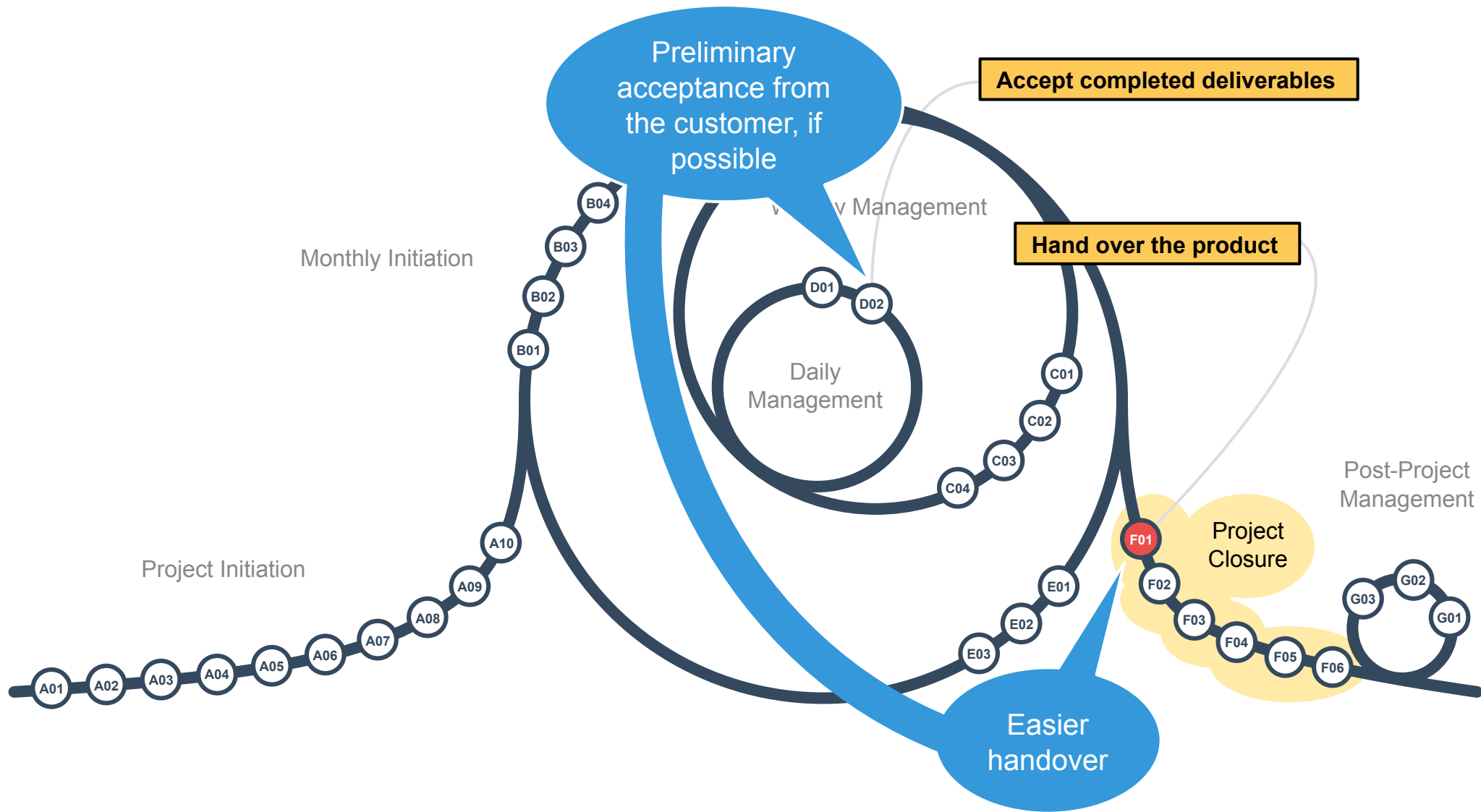


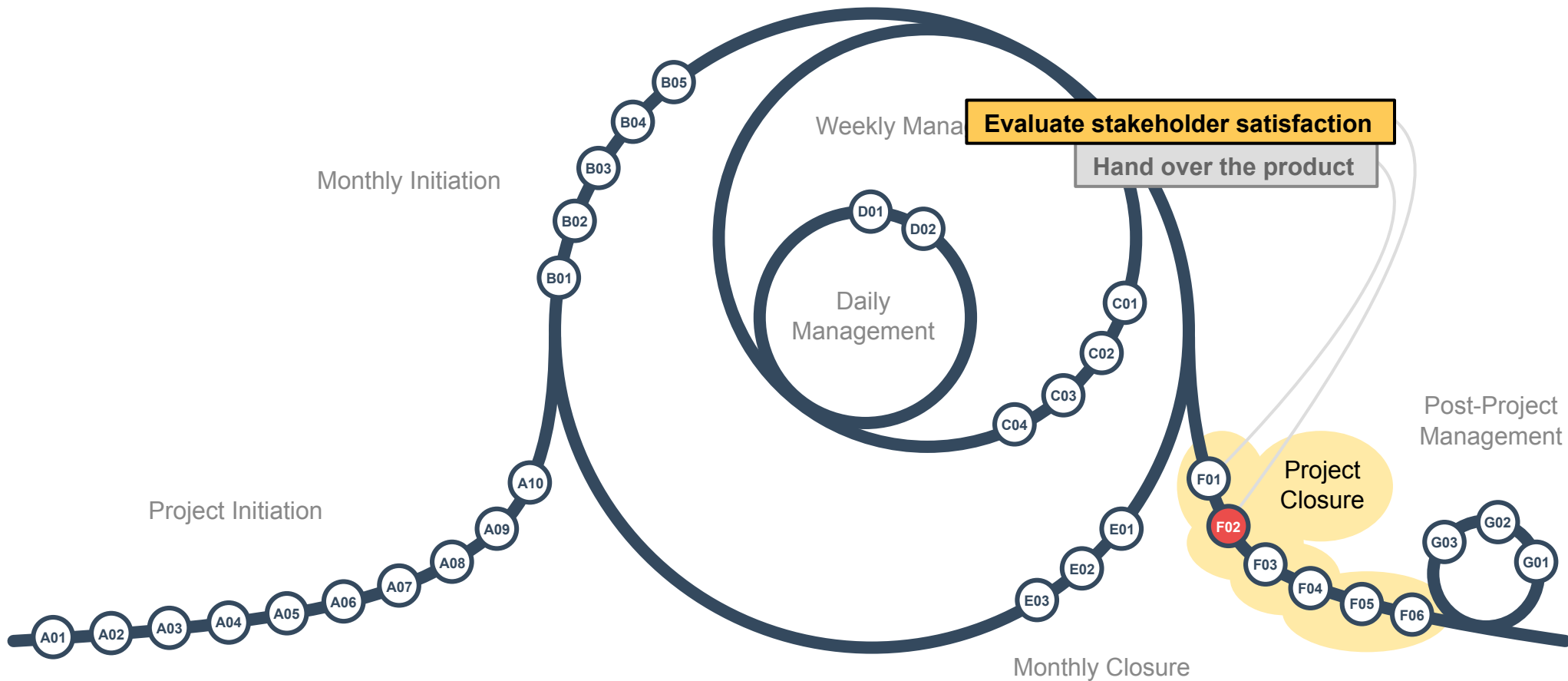


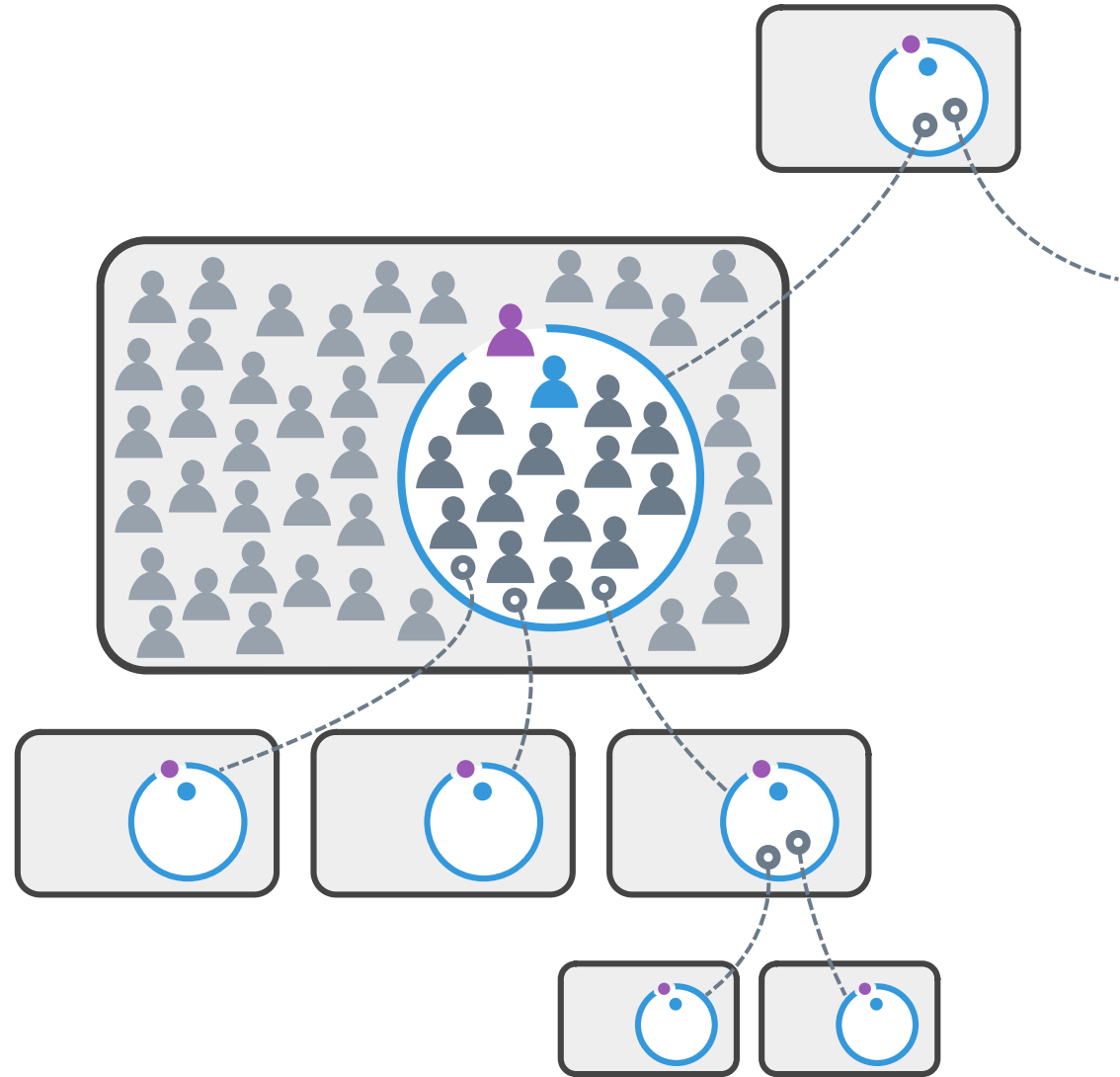


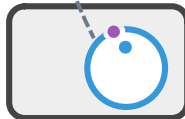
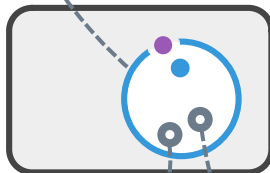
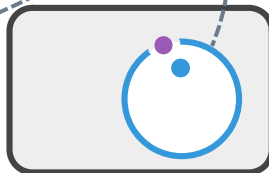
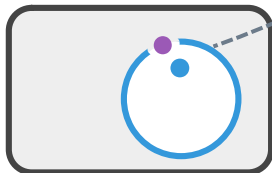
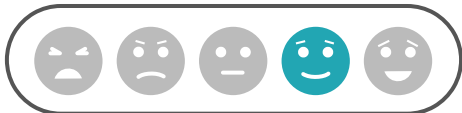
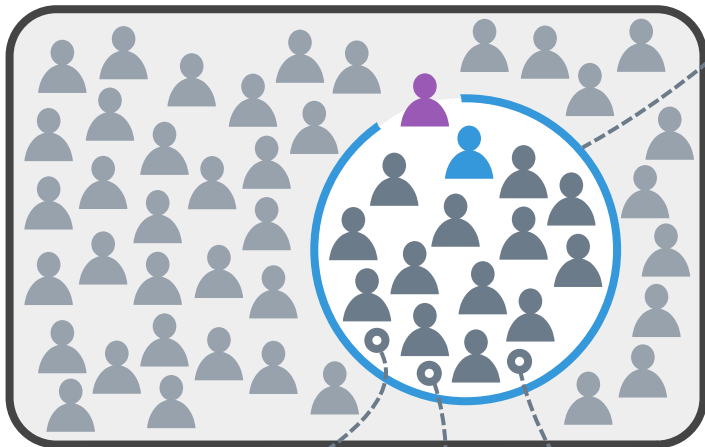
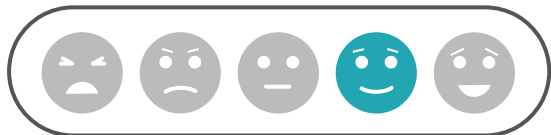
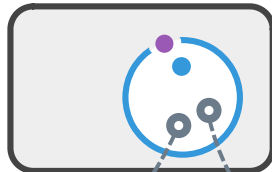


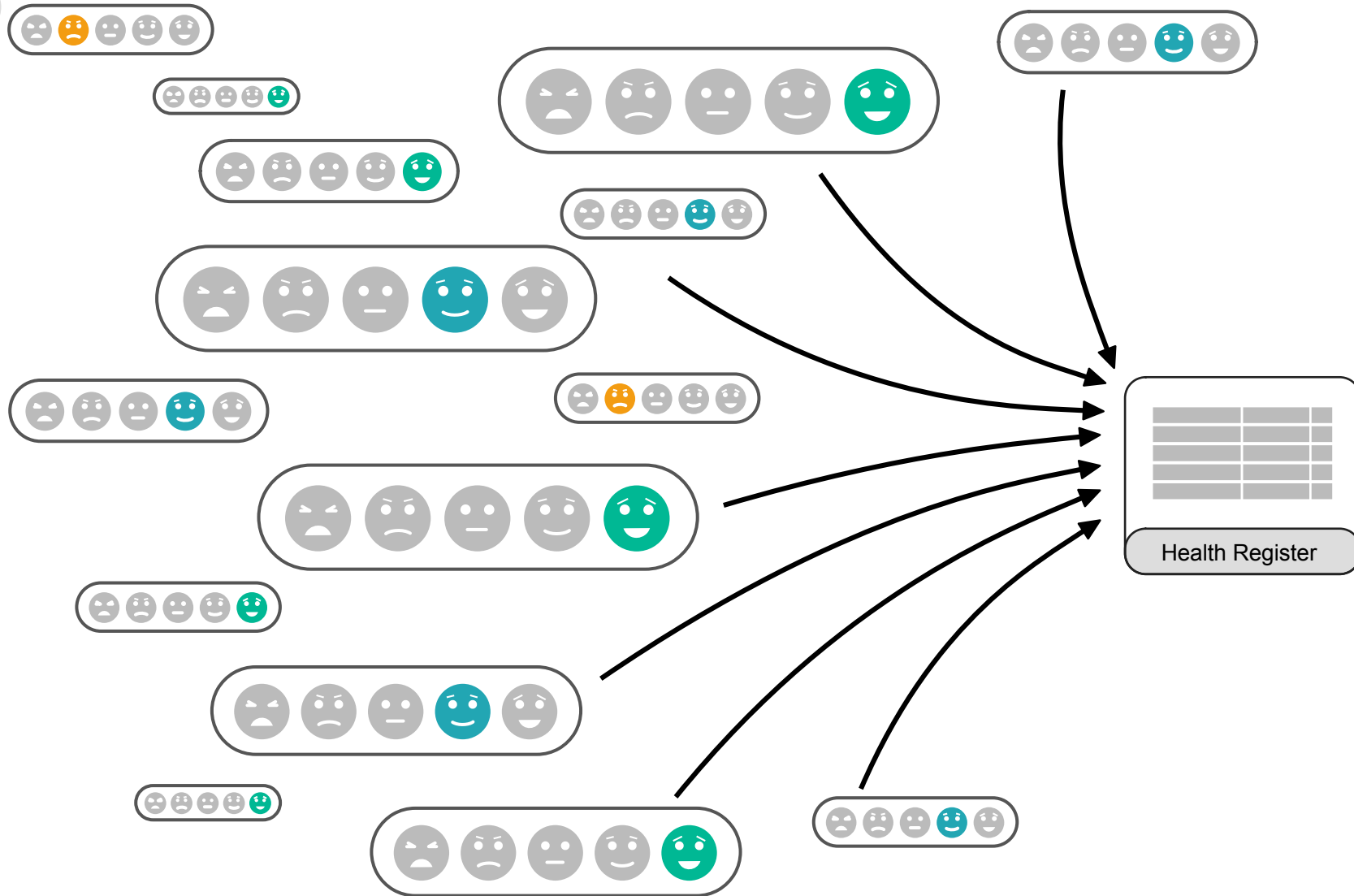




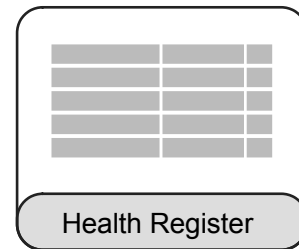
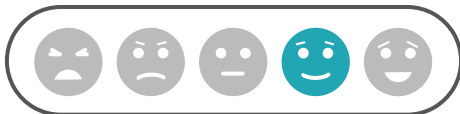
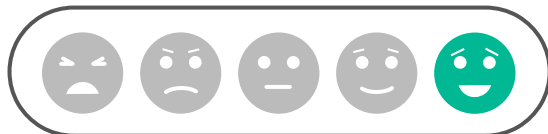
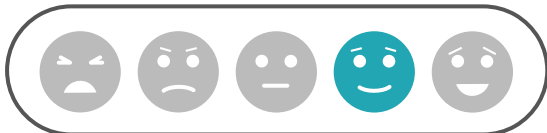


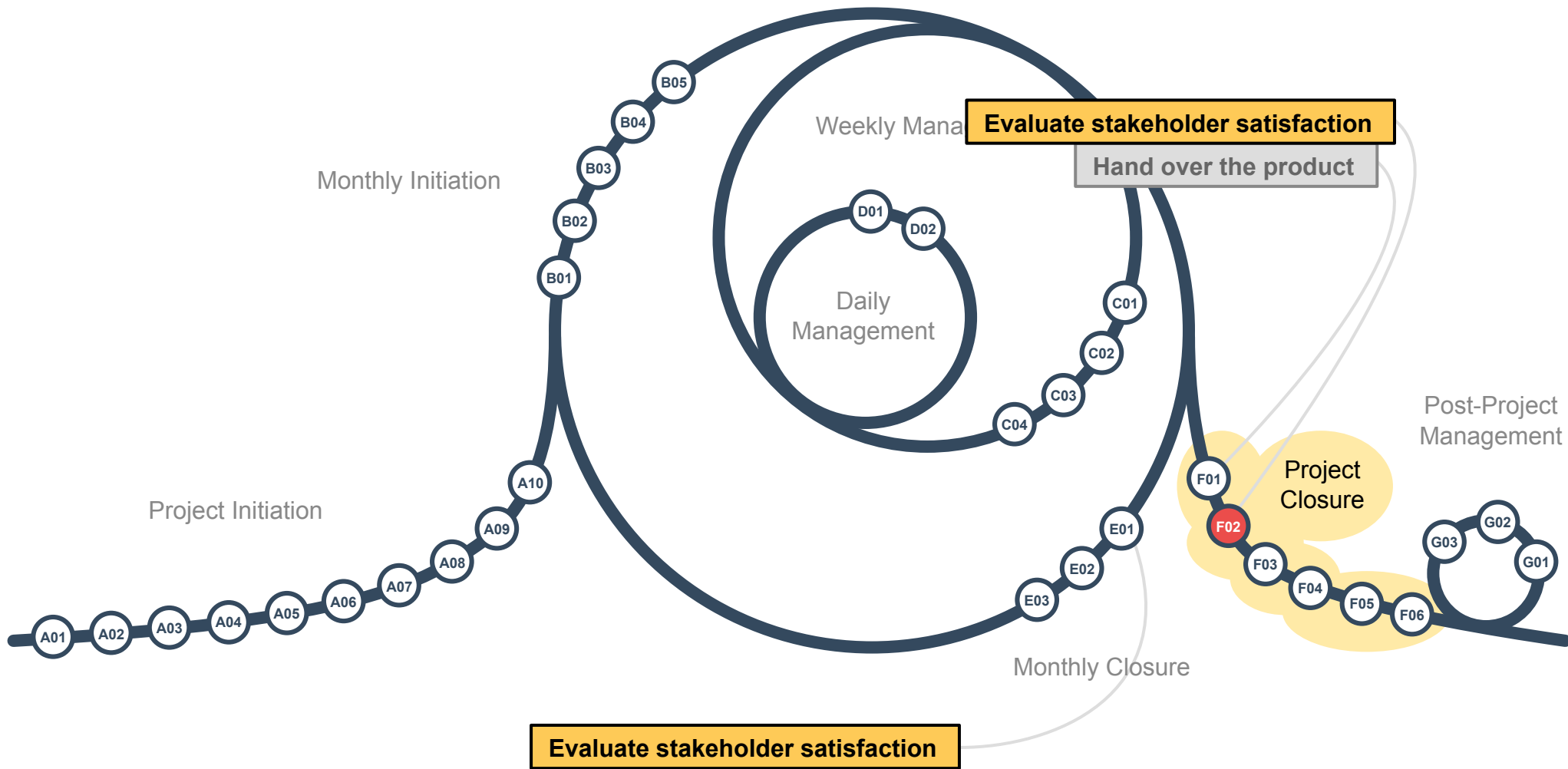


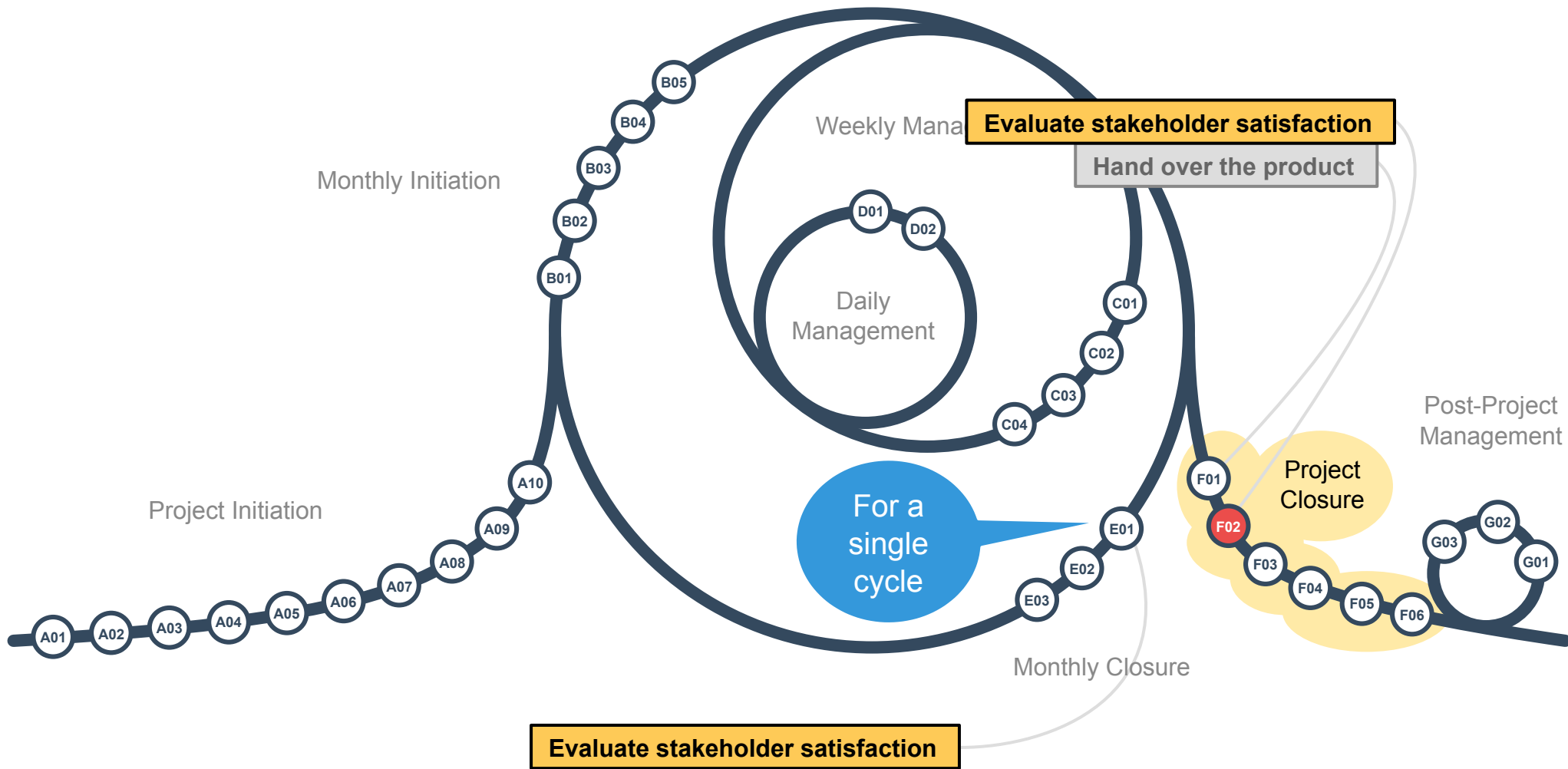


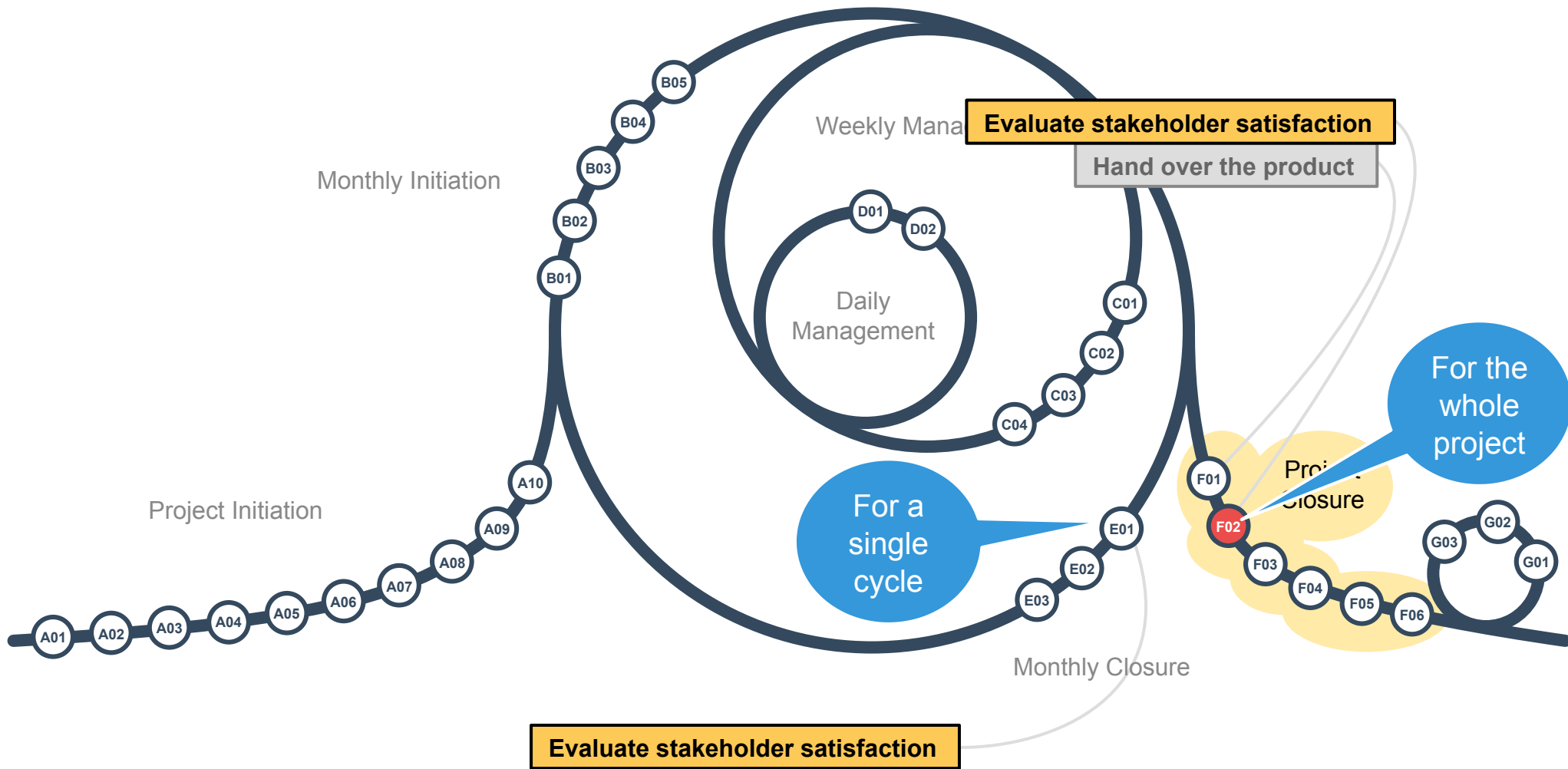


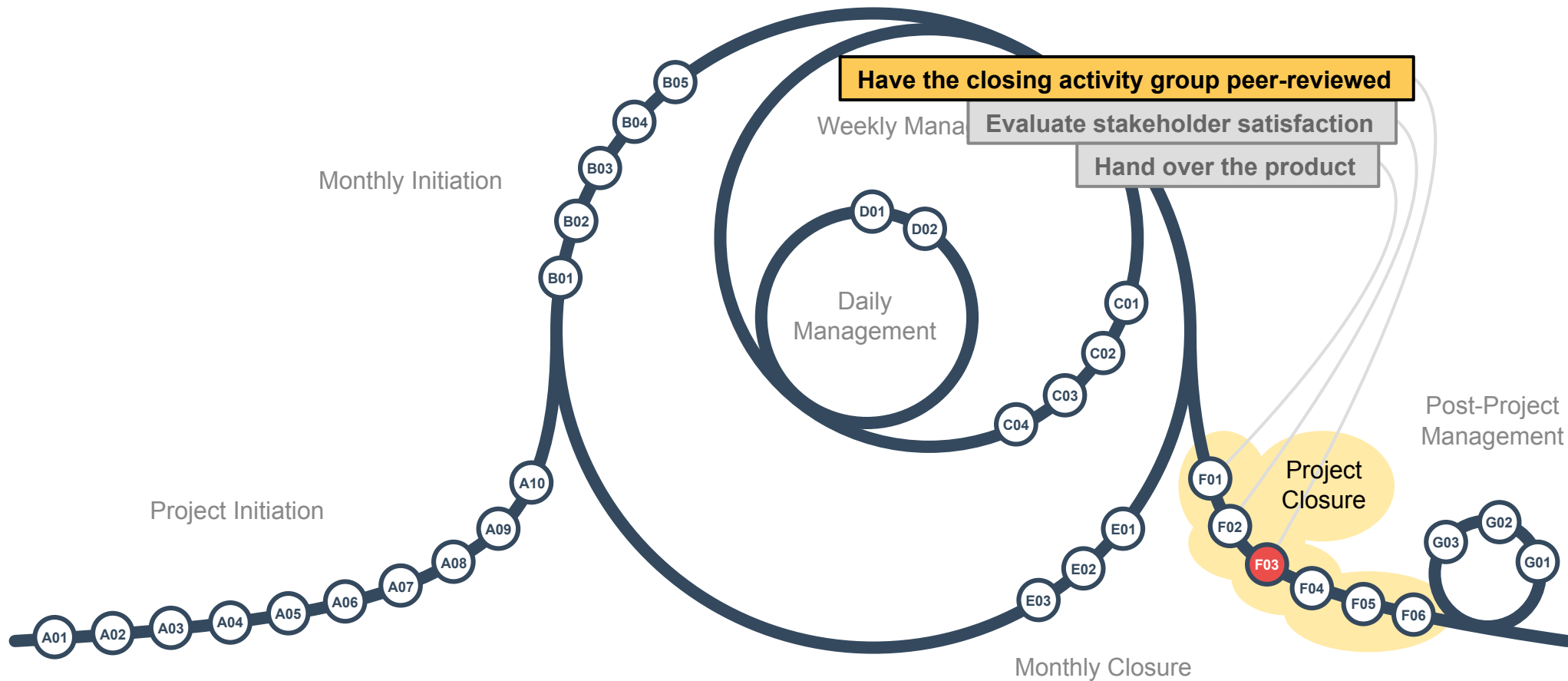
F02









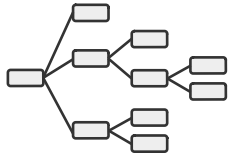


1

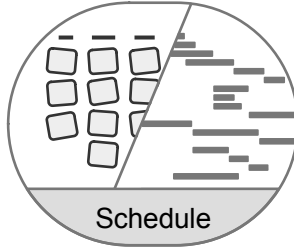


Project Description

2

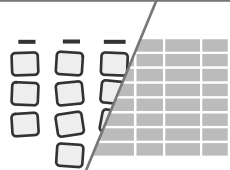


Deliverables Map



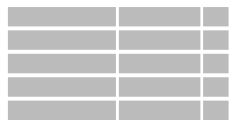
Schedule

3



Follow-Up Register

4



Health Register



Peer Reviewer

A person with project management expertise,
external to the project



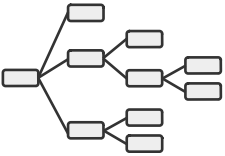
Project Manager

1

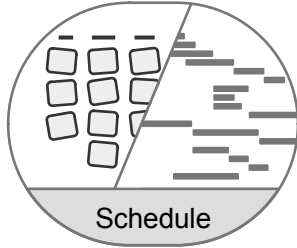


Project Description

2

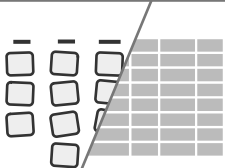


Deliverables Map



Schedule

3



Follow-Up Register

4



Health Register

To be
reviewed



Peer Reviewer

A person with project management expertise,
external to the project



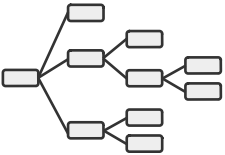
Project Manager

1



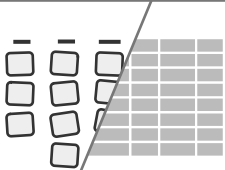
Project Description

2



Deliverables Map

3

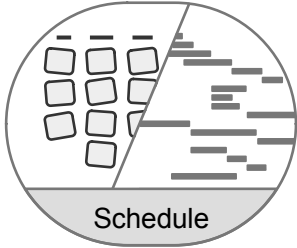


Follow-Up Register

4



Health Register



Schedule

To be
reviewed

Finding and fixing problems
as soon as possible

Learning from each other

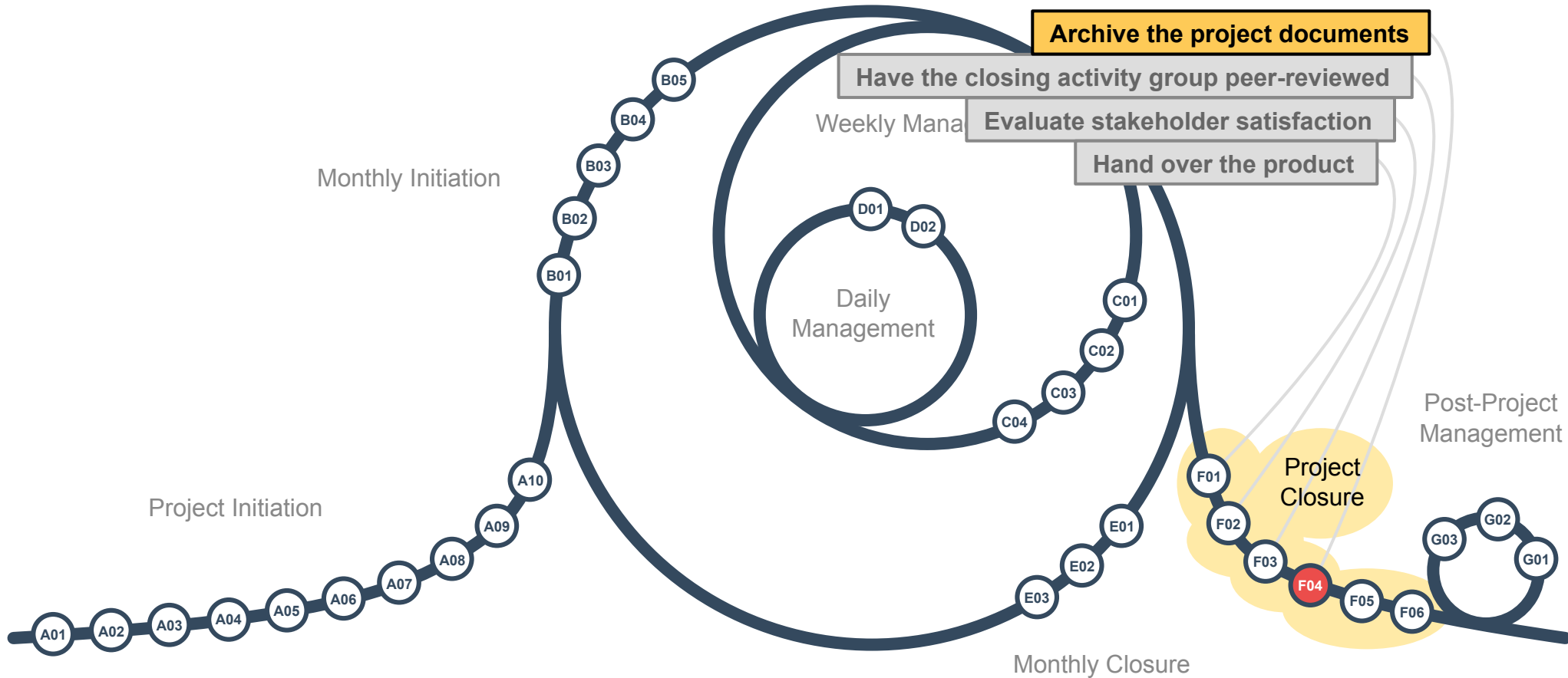


Peer Reviewer

A person with project management expertise,
external to the project



Project Manager

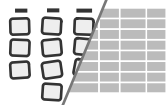




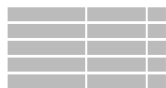
Project Description



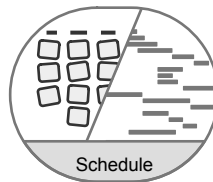
Deliverables Map



Follow-Up Register



Health Register



Schedule

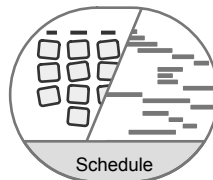
Archive



Project Description



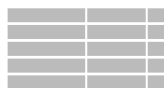
Deliverables Map



Schedule

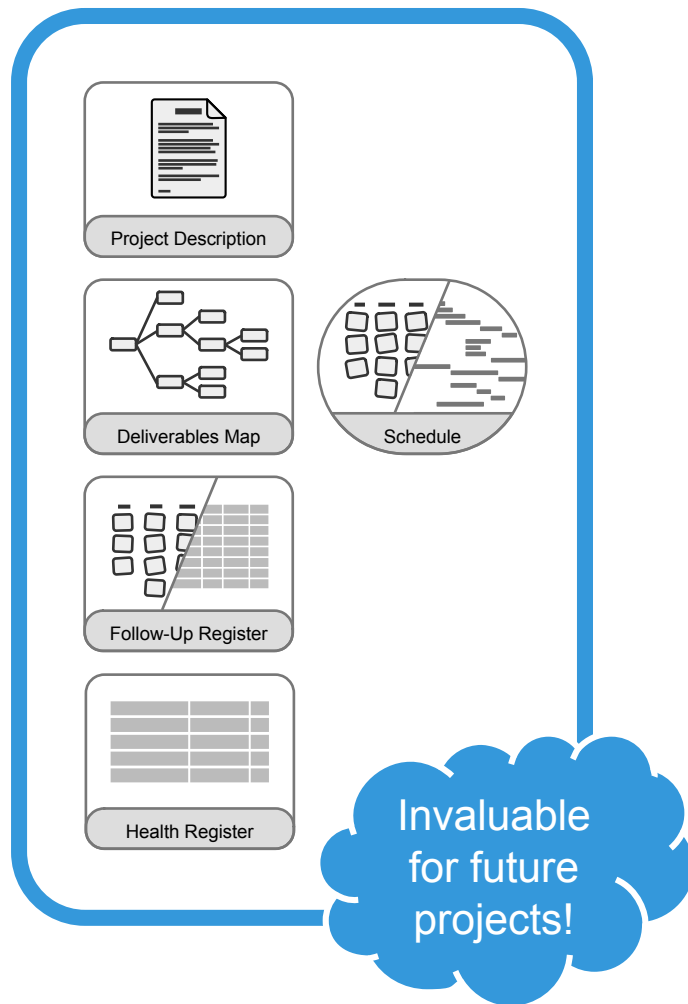


Follow-Up Register



Health Register

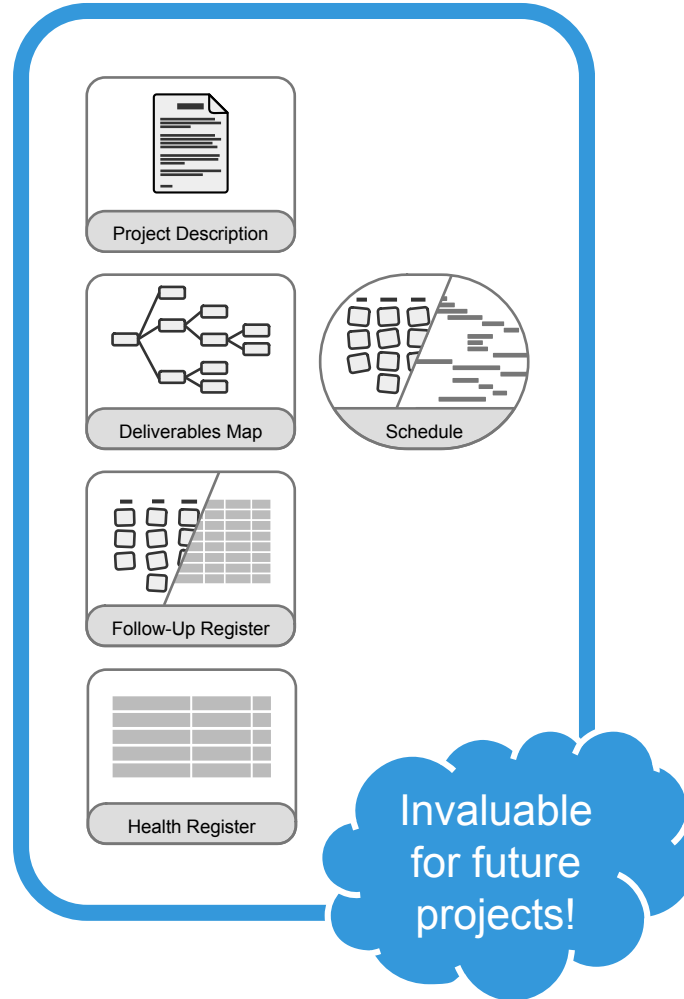
Archive



Archive

Considerations during the project

Clear and
understandable

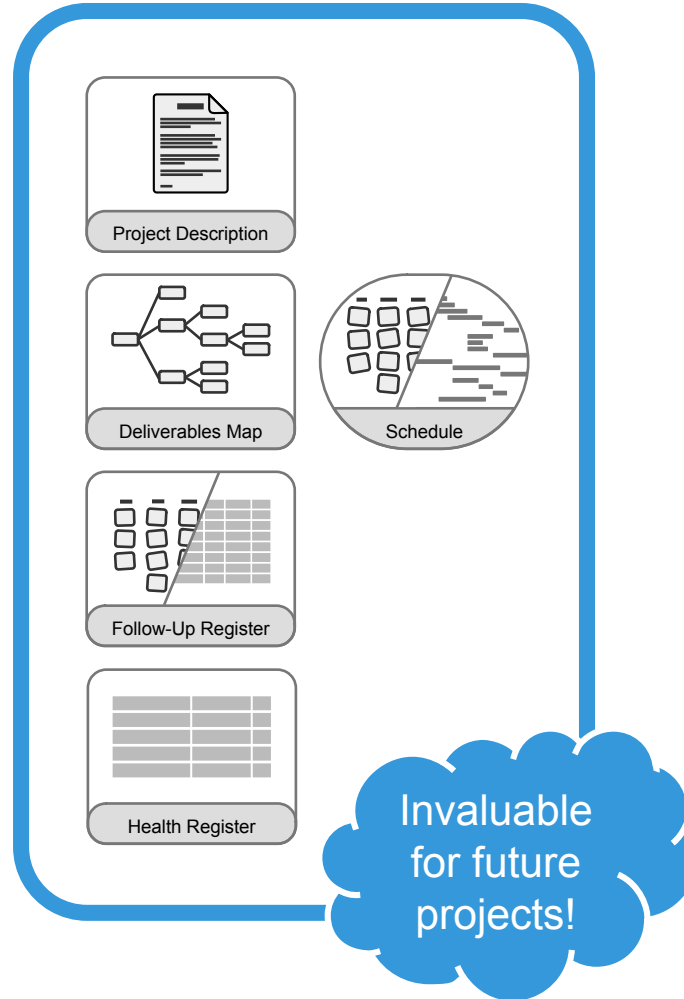


Archive

Considerations during the project

Clear and
understandable

Well
organized



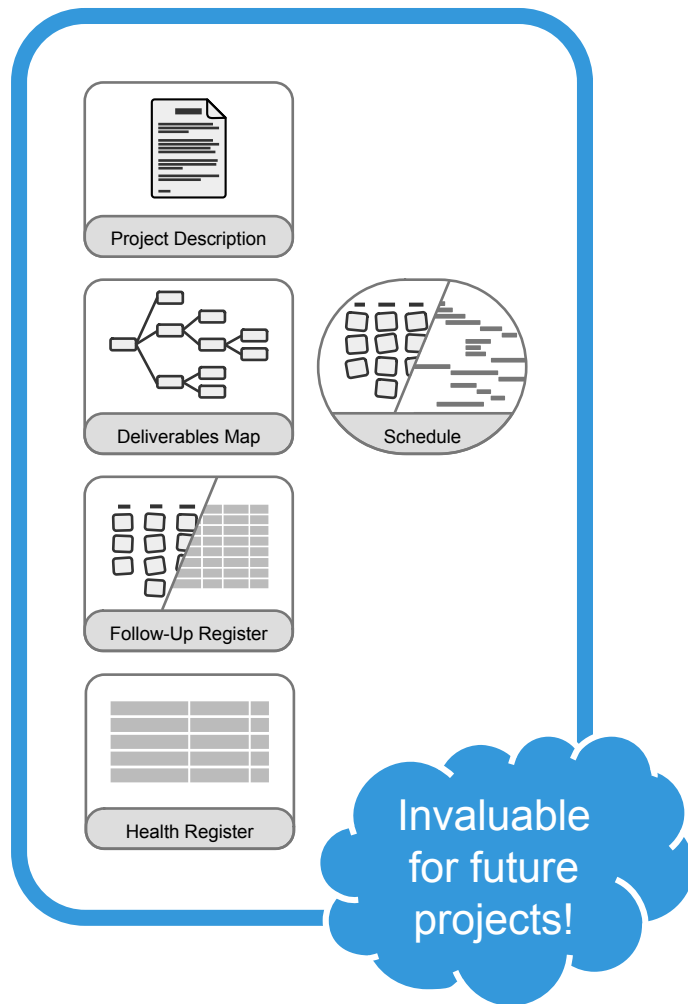
Archive

Considerations during the project

Clear and
understandable

Well
organized

Future-proof
file formats



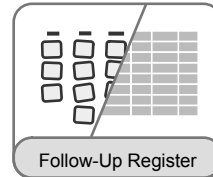
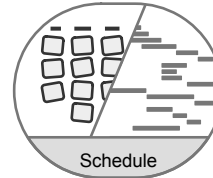
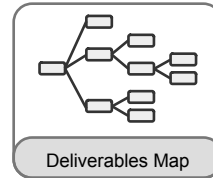
Archive

Considerations during the project

Clear and
understandable

Well
organized

Future-proof
file formats



Considerations when archiving

Cleaned up
for future use

Invaluable
for future
projects!

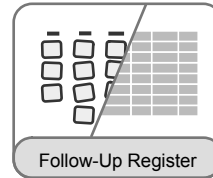
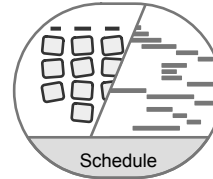
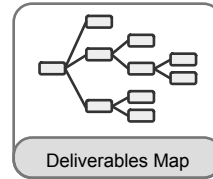
Archive

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!

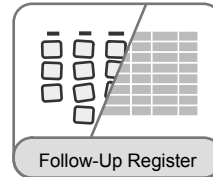
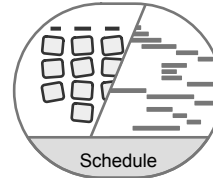
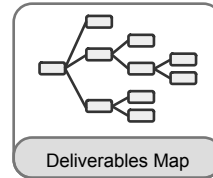
Archive

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!

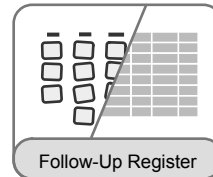
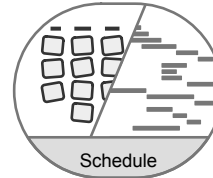
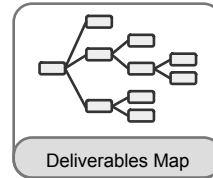
Archive

Considerations during the project

Clear and
understandable

Well
organized

Future-proof
file formats



Considerations when archiving

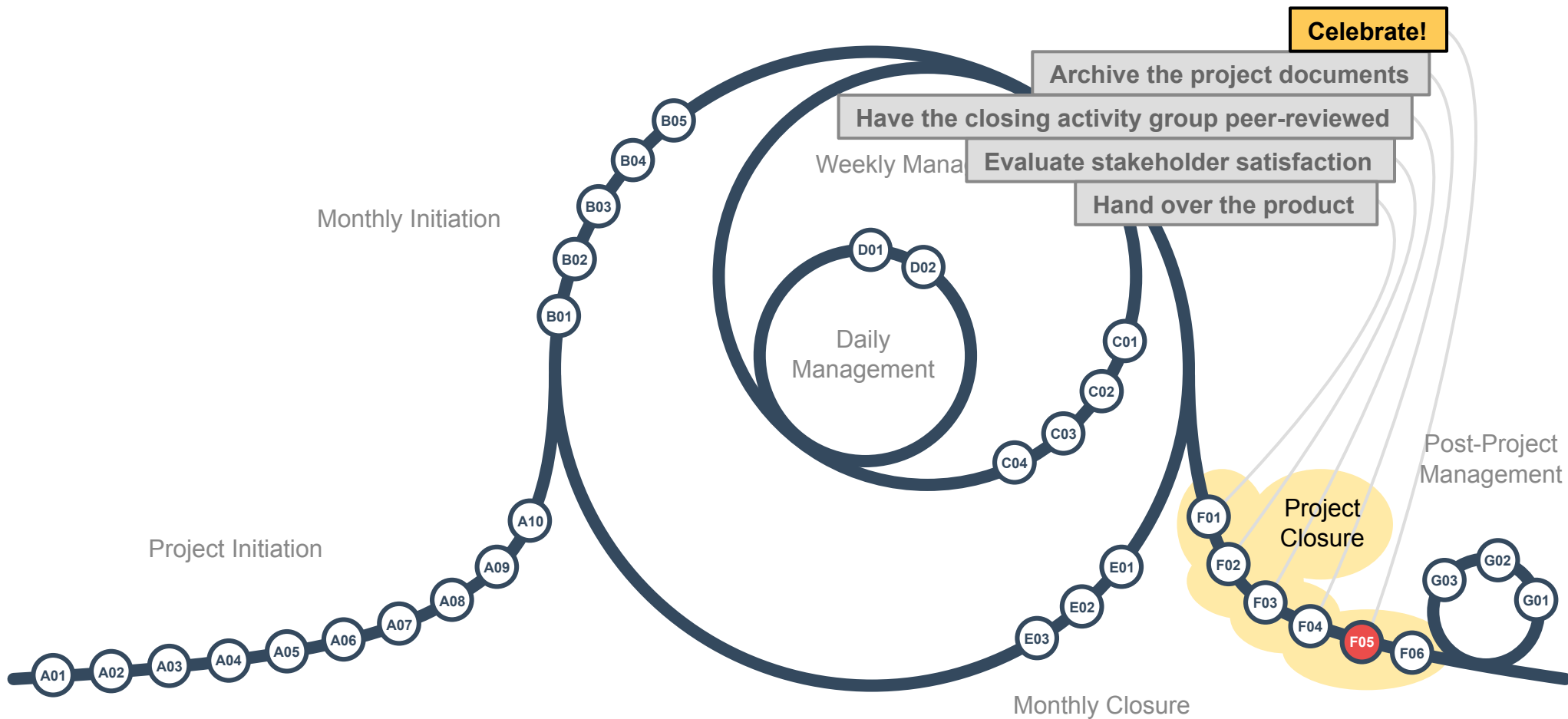
Cleaned up
for future use

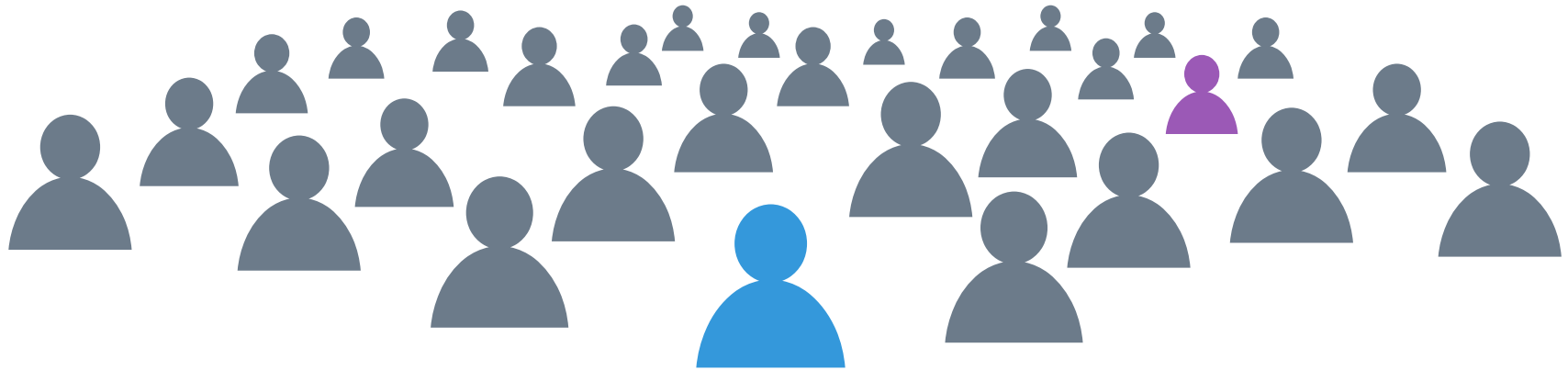
read-only

Resilient
and safe

Accessible to
authorized
people

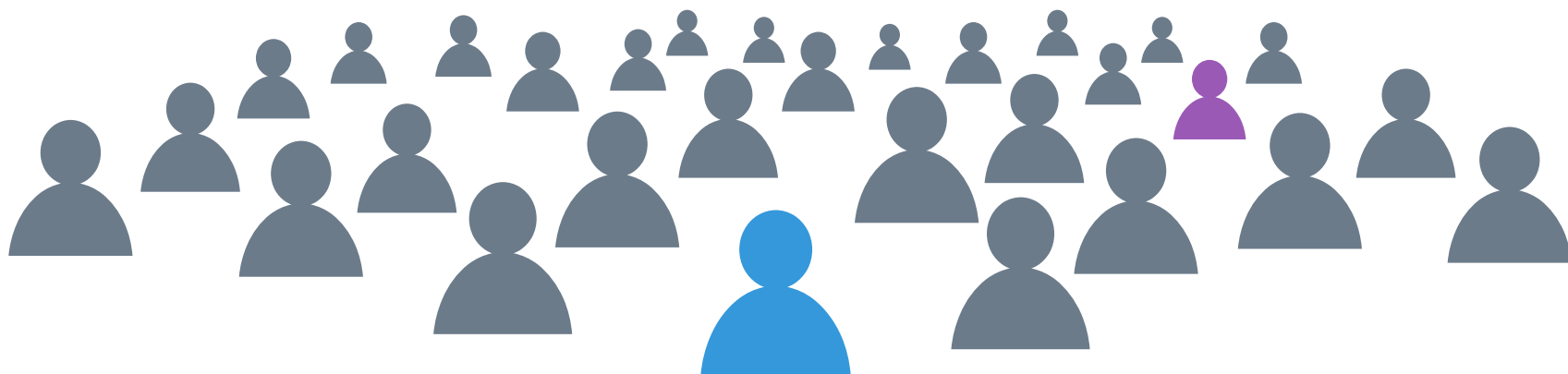
Invaluable
for future
projects!

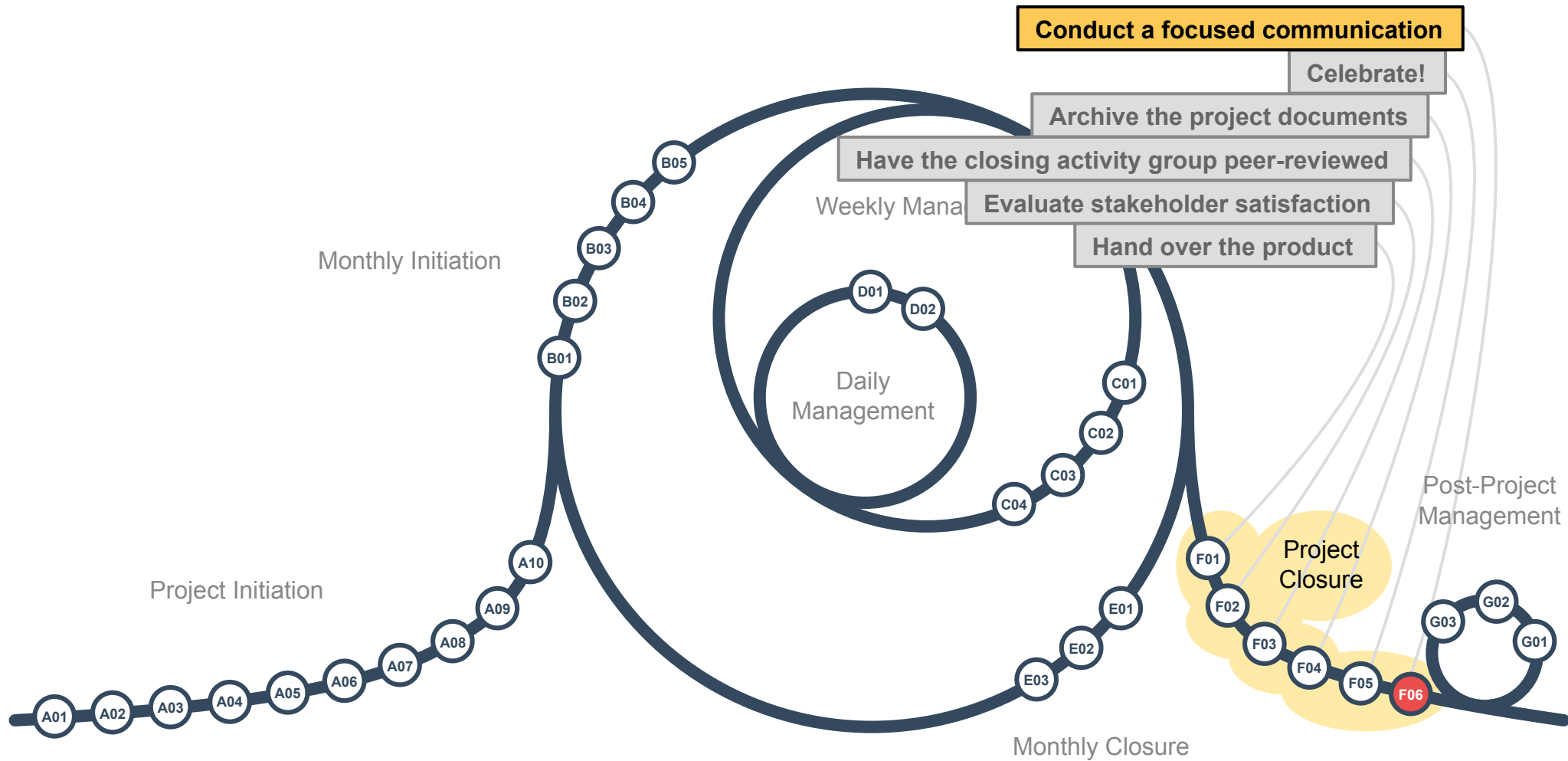


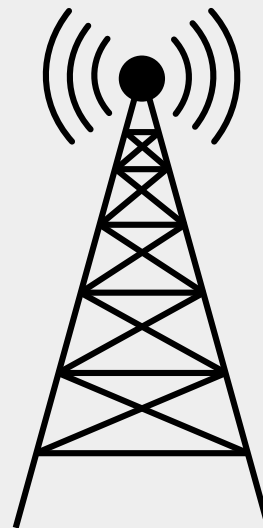
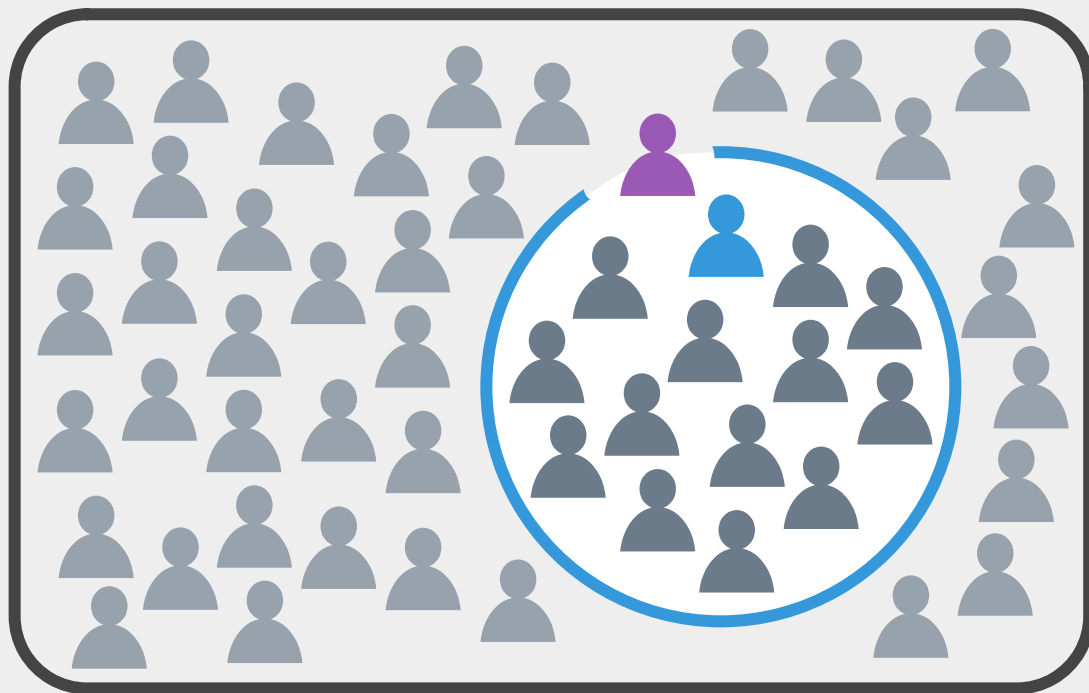


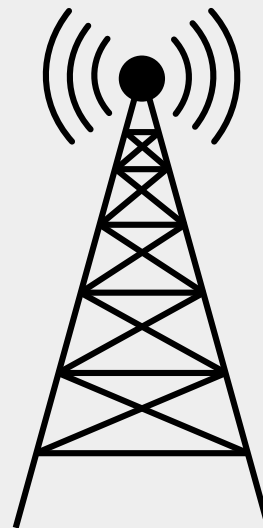
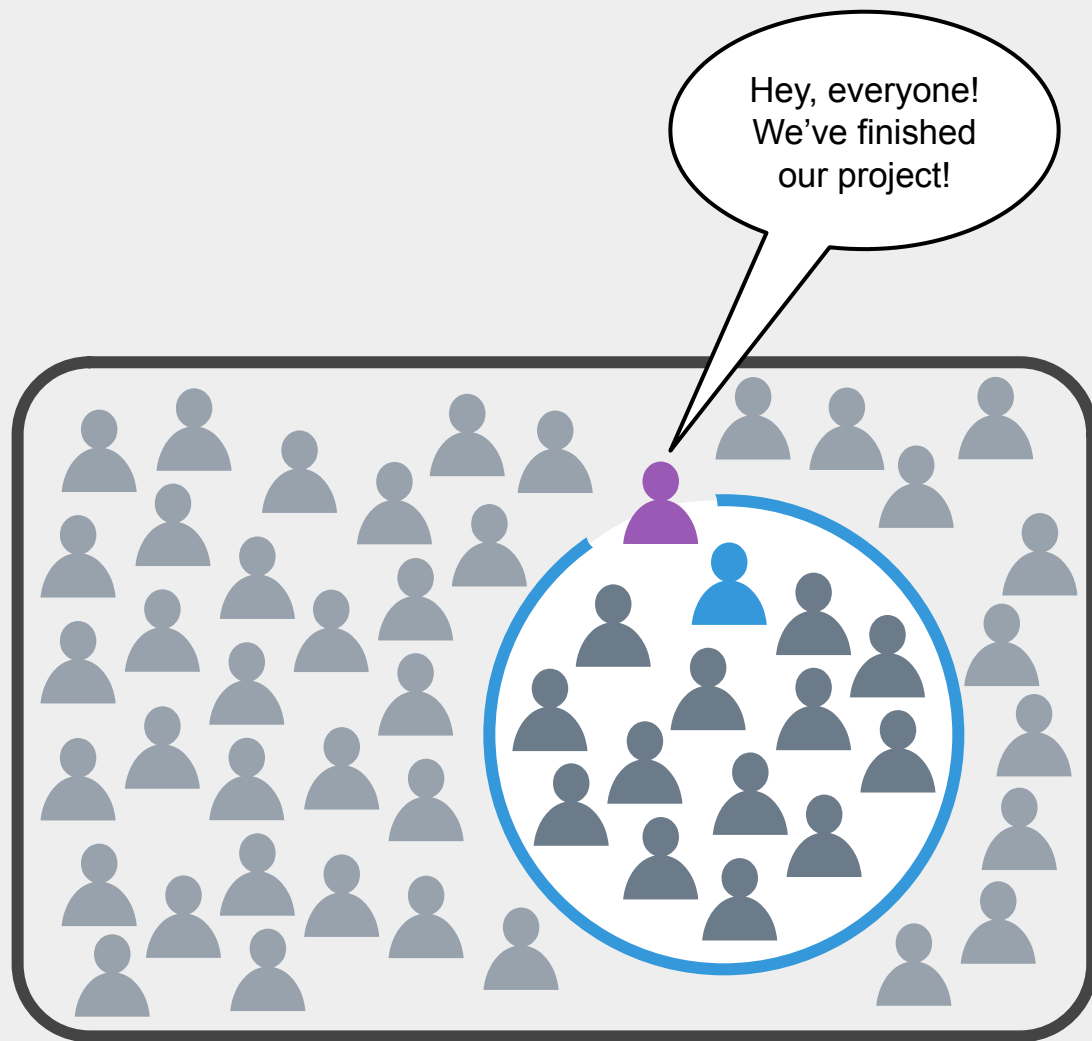


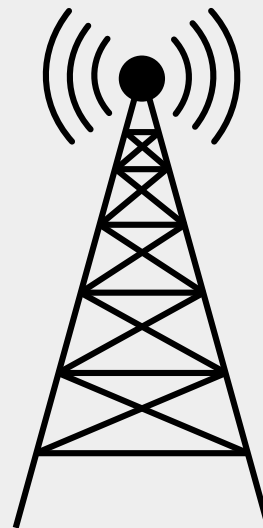
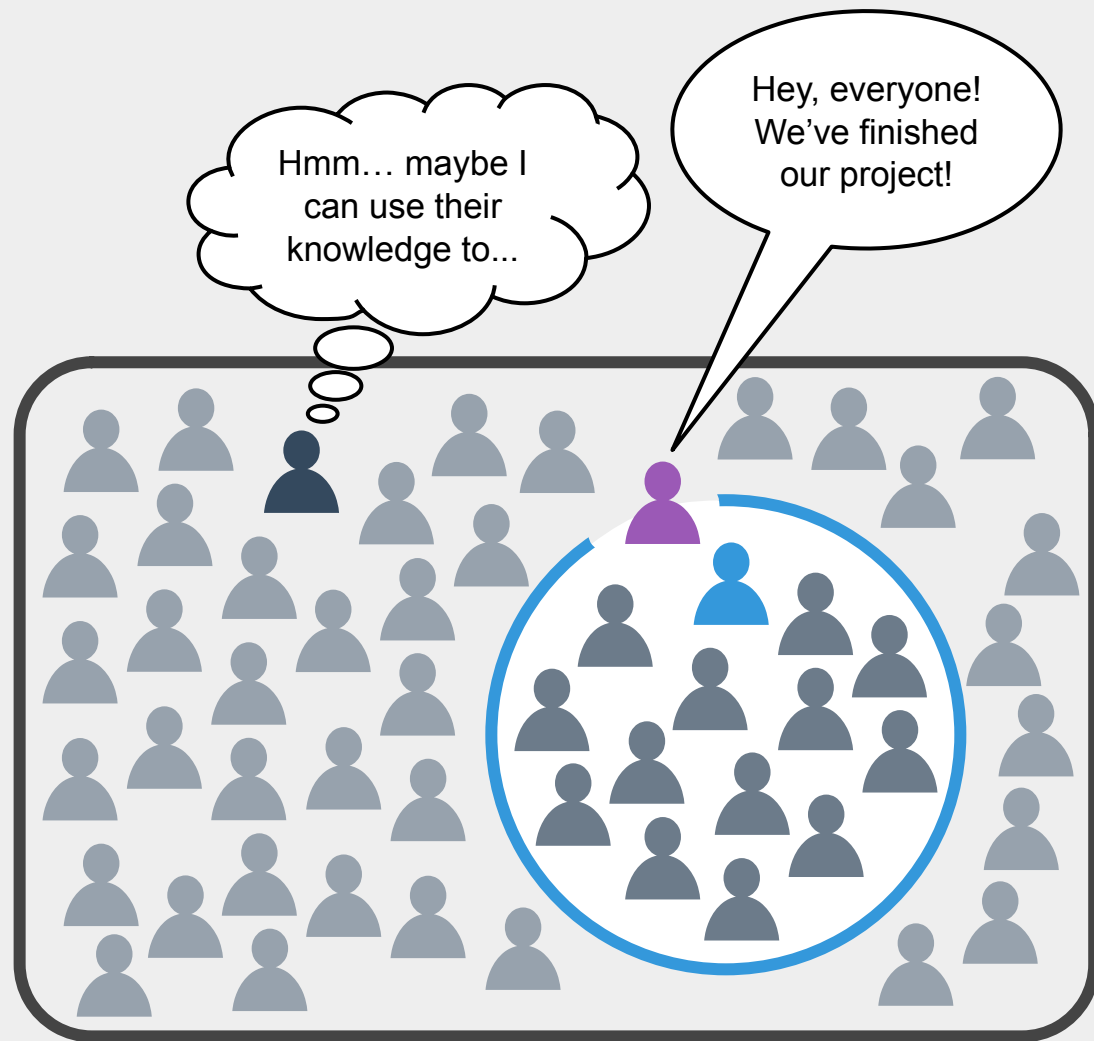
Investment
for future
projects!

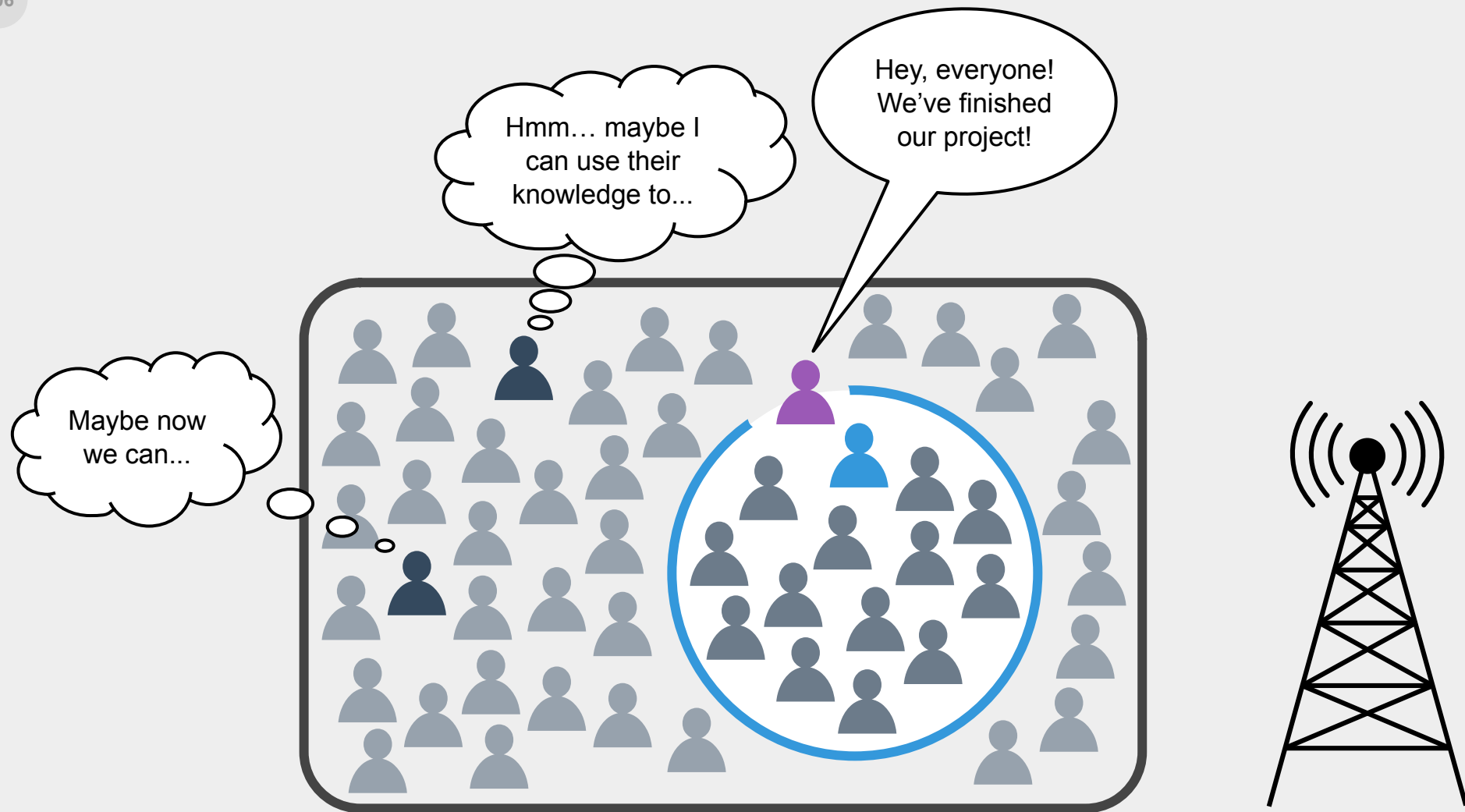


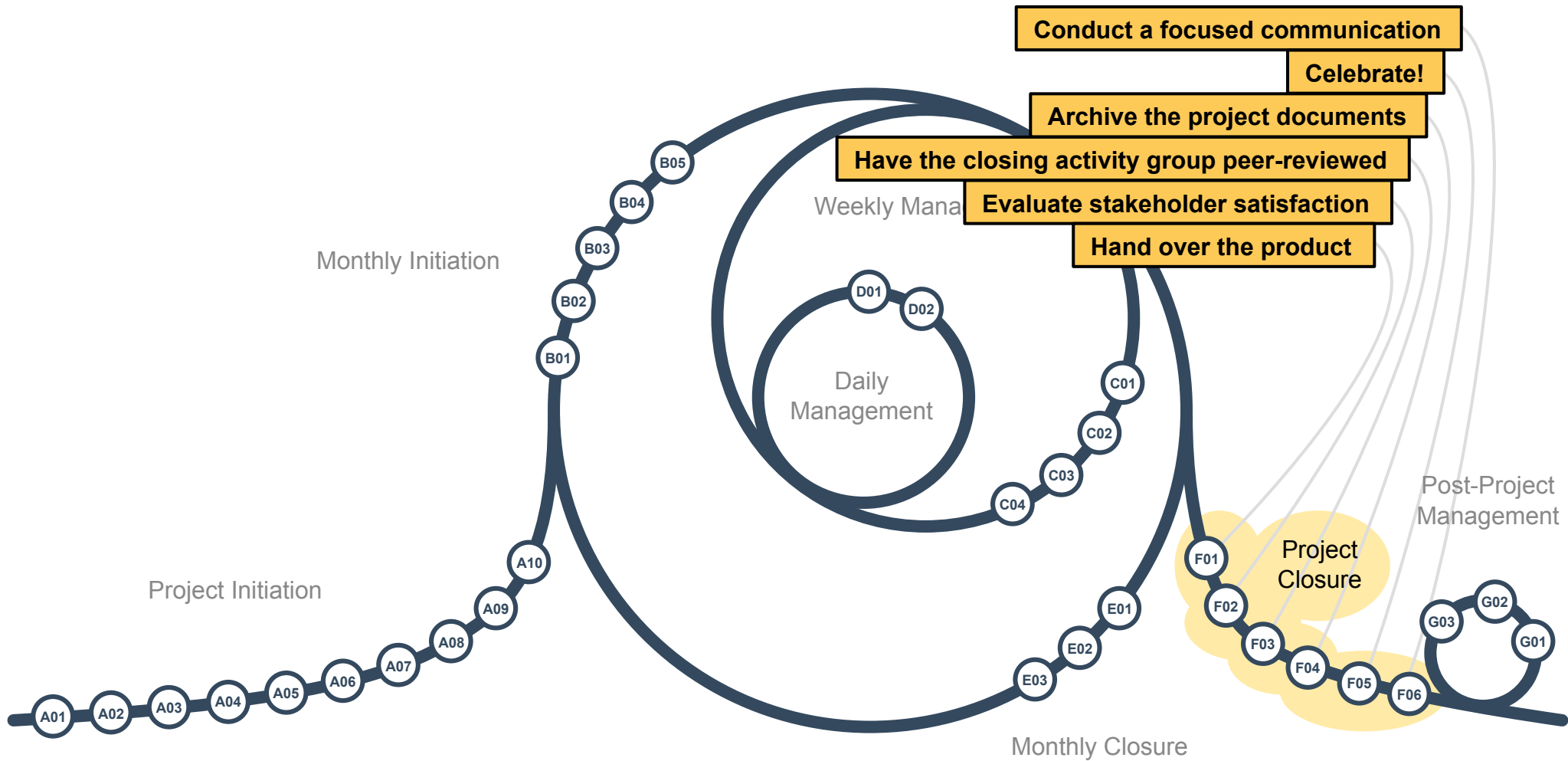












① High-level overview

② Full review

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



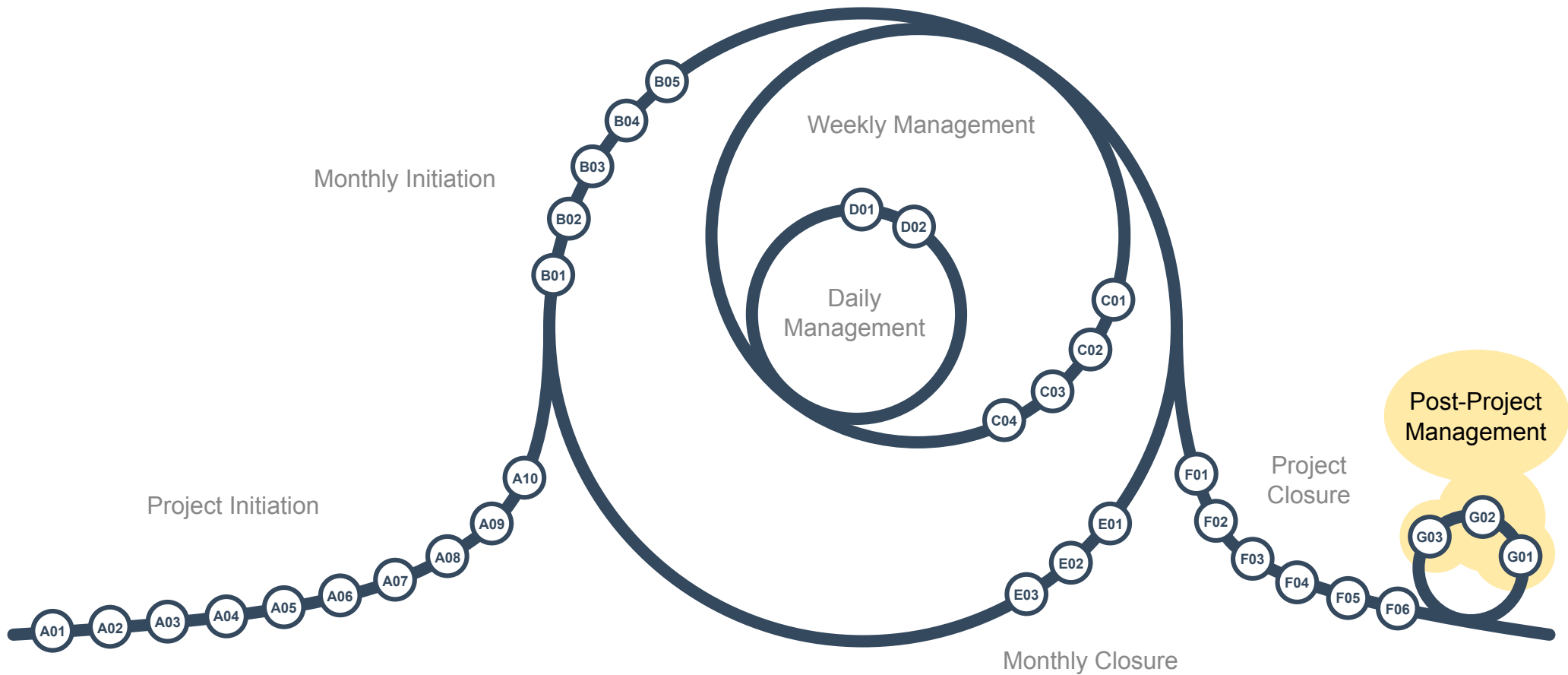
③ NUPP

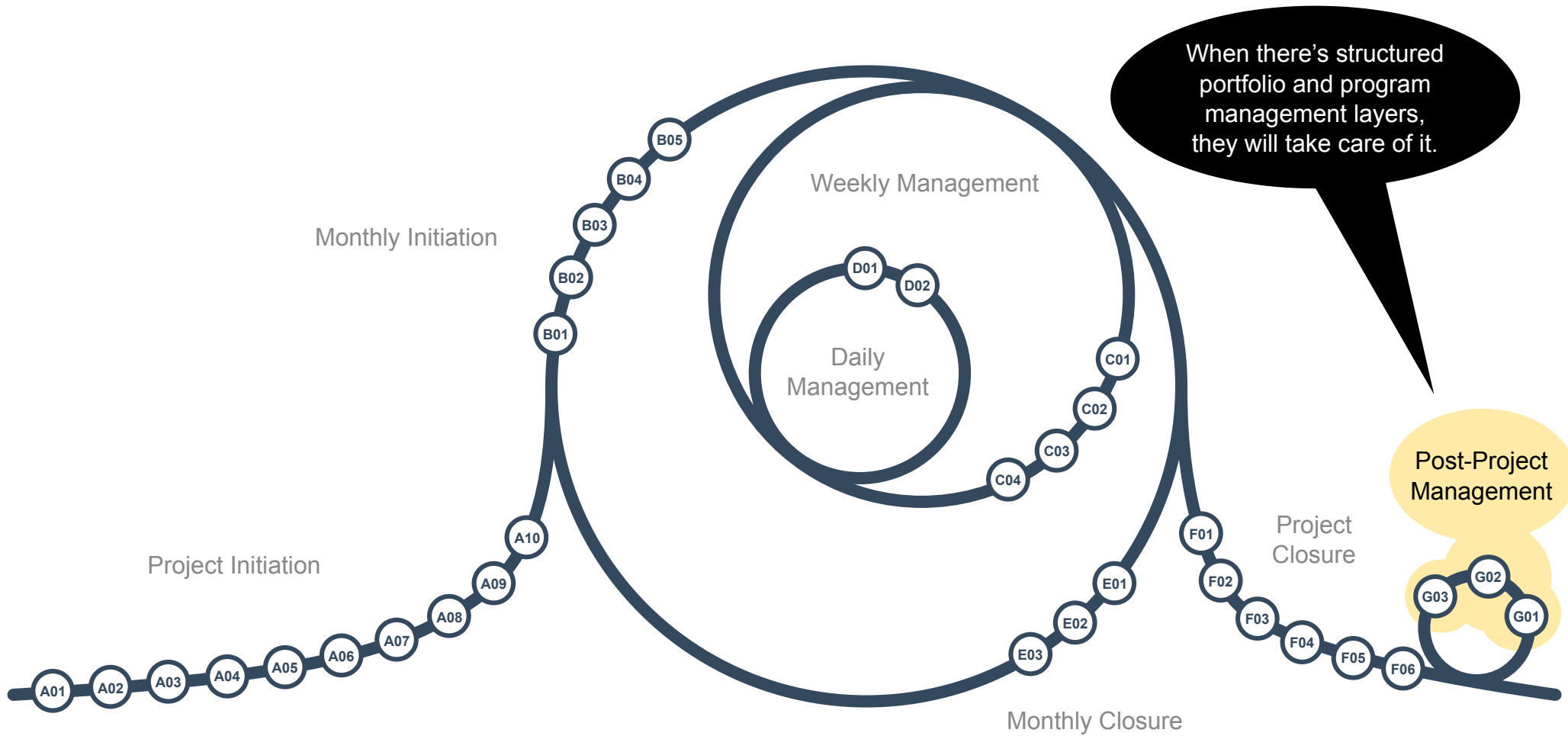
④ Tailoring

⑤ Development methods

⑥ Context

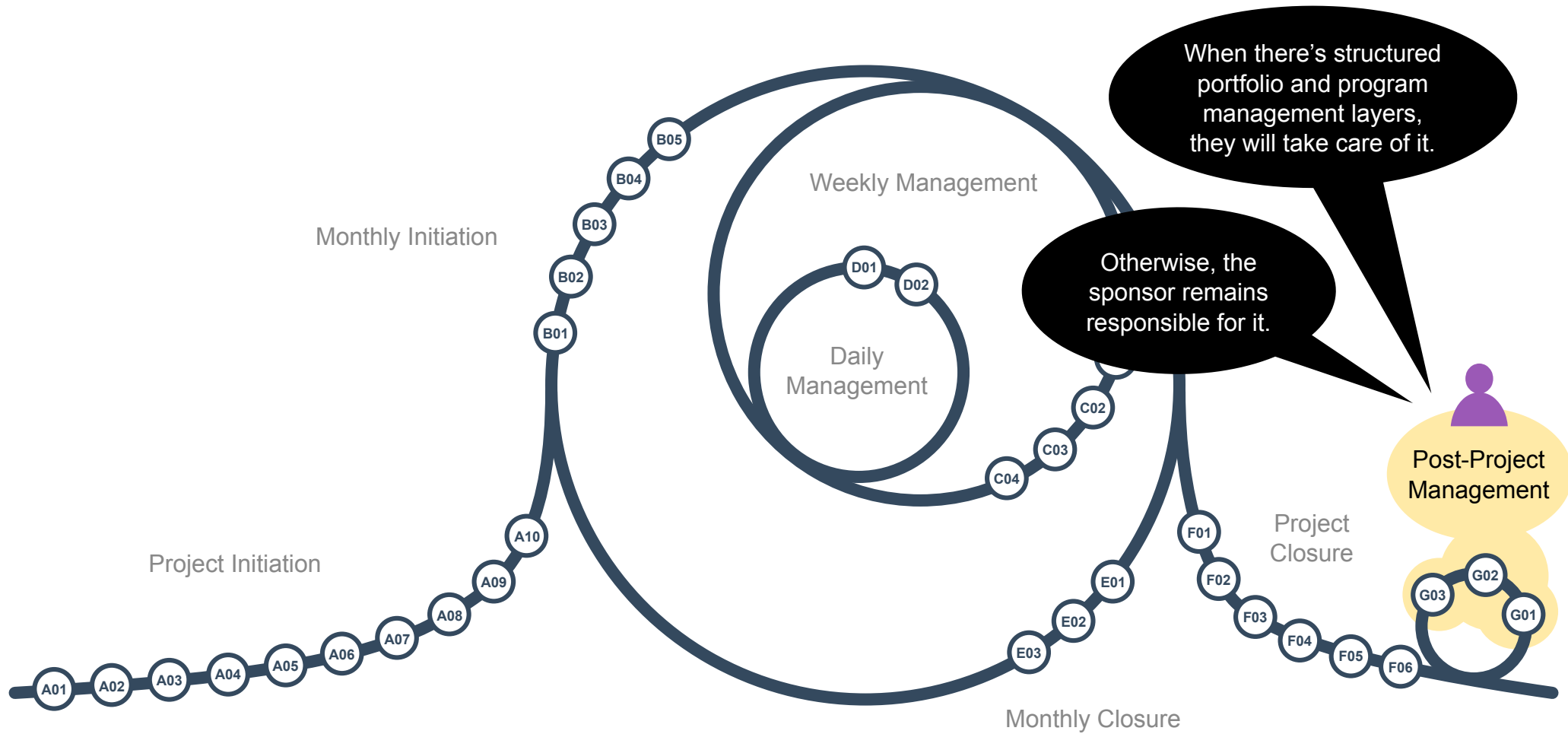
⑦ Certification program

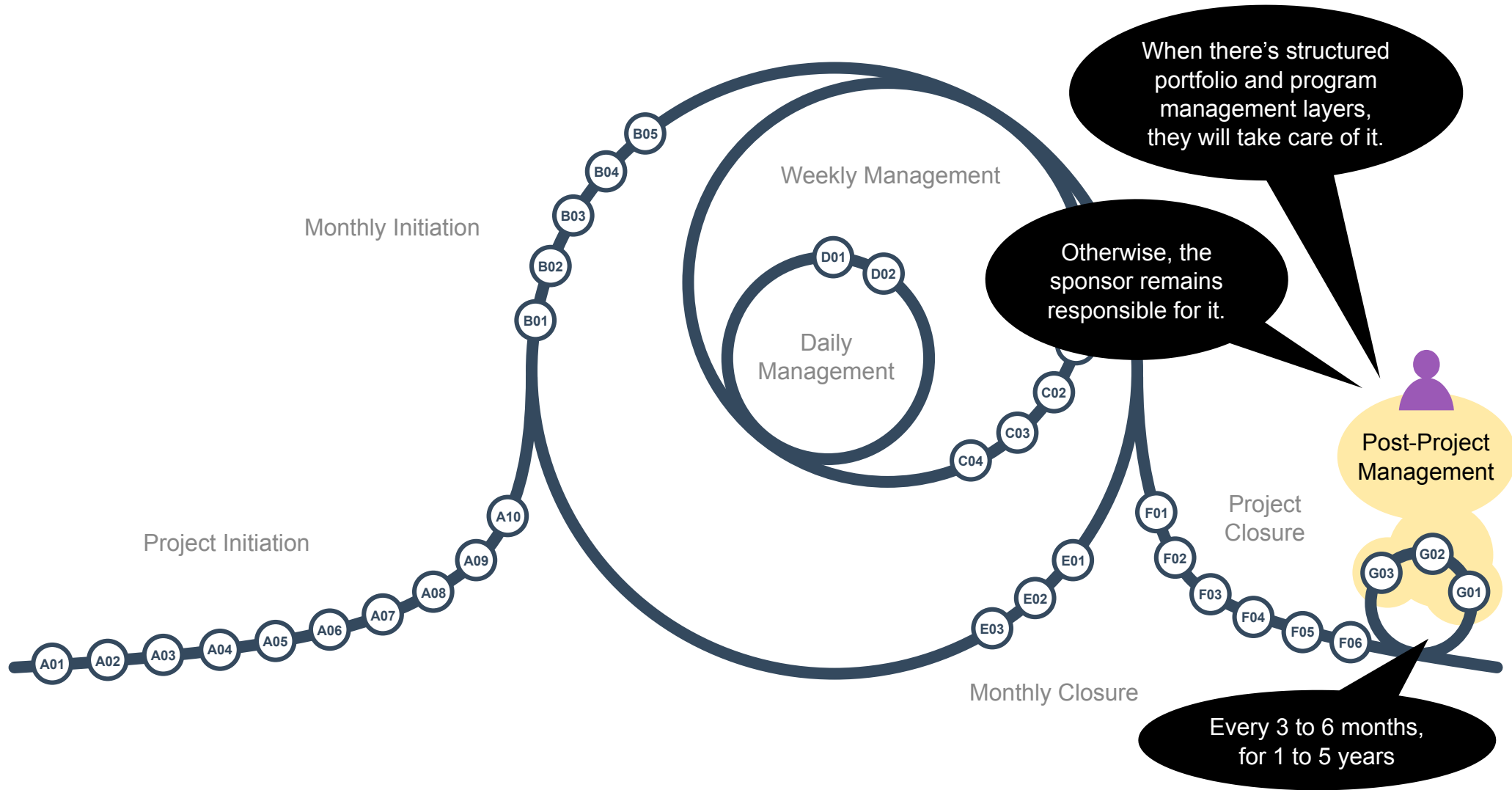


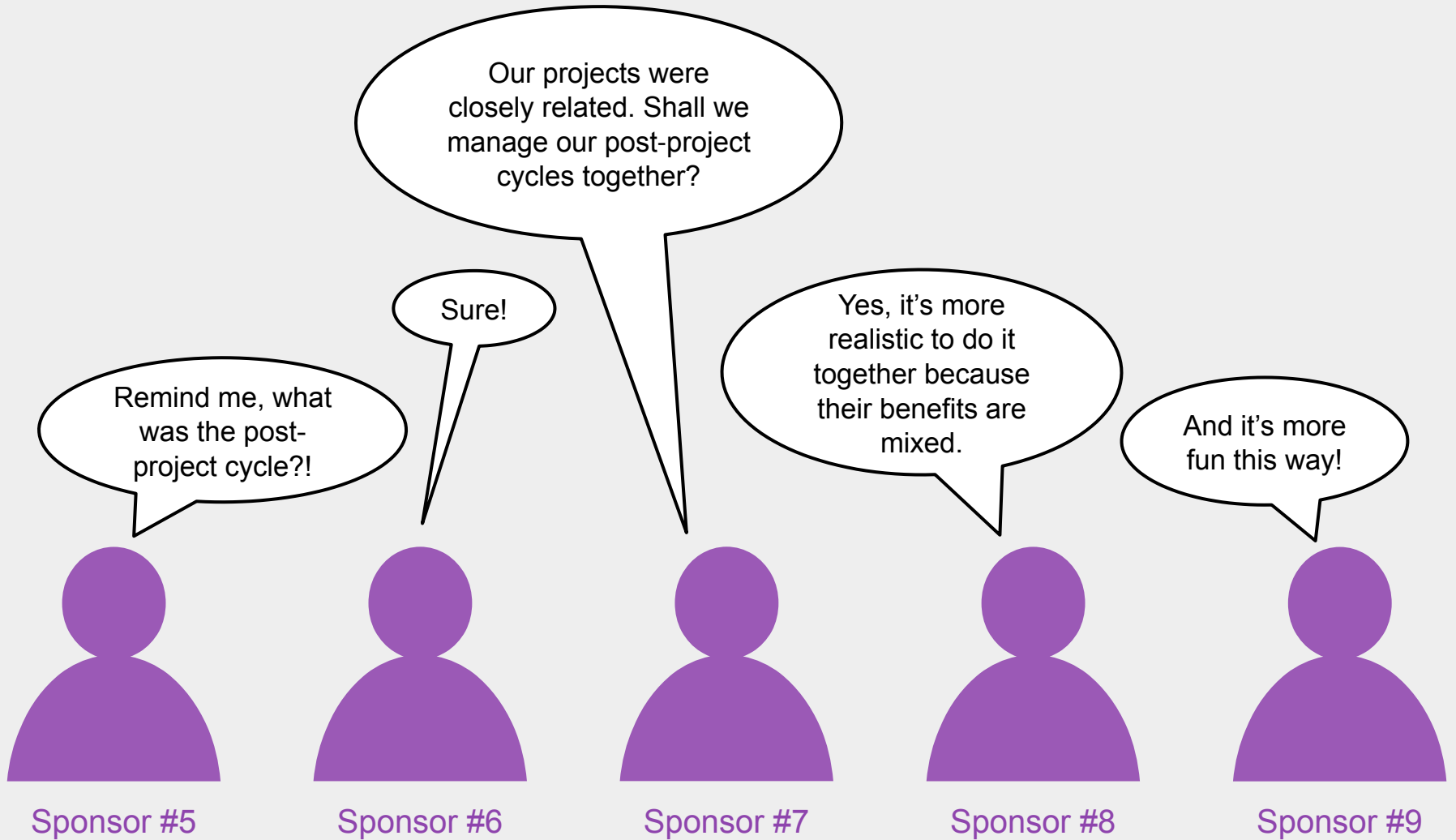


When there's structured portfolio and program management layers, they will take care of it.

Post-Project Management

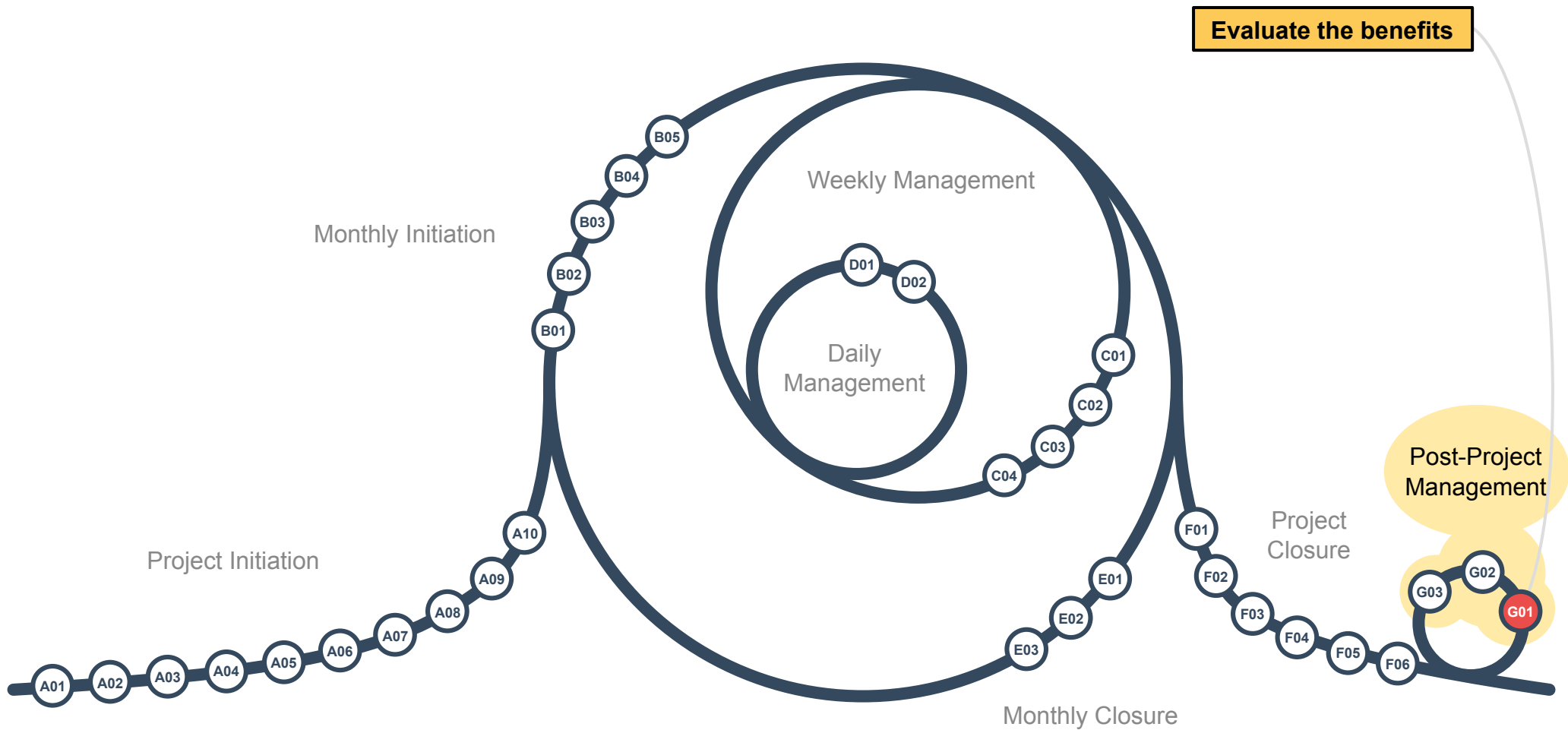






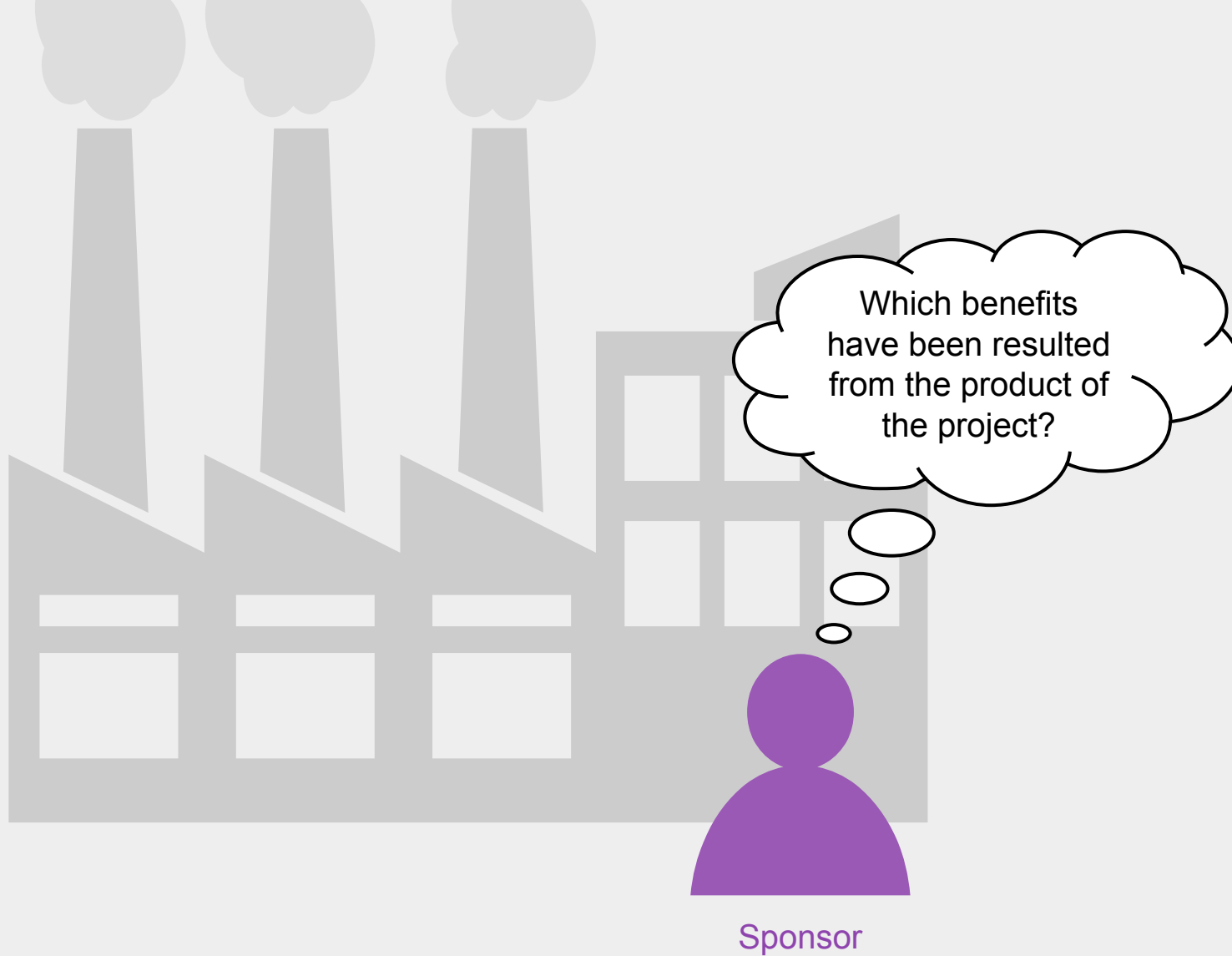
Give an example of a few projects that need to have combined Post-Project Management cycles.

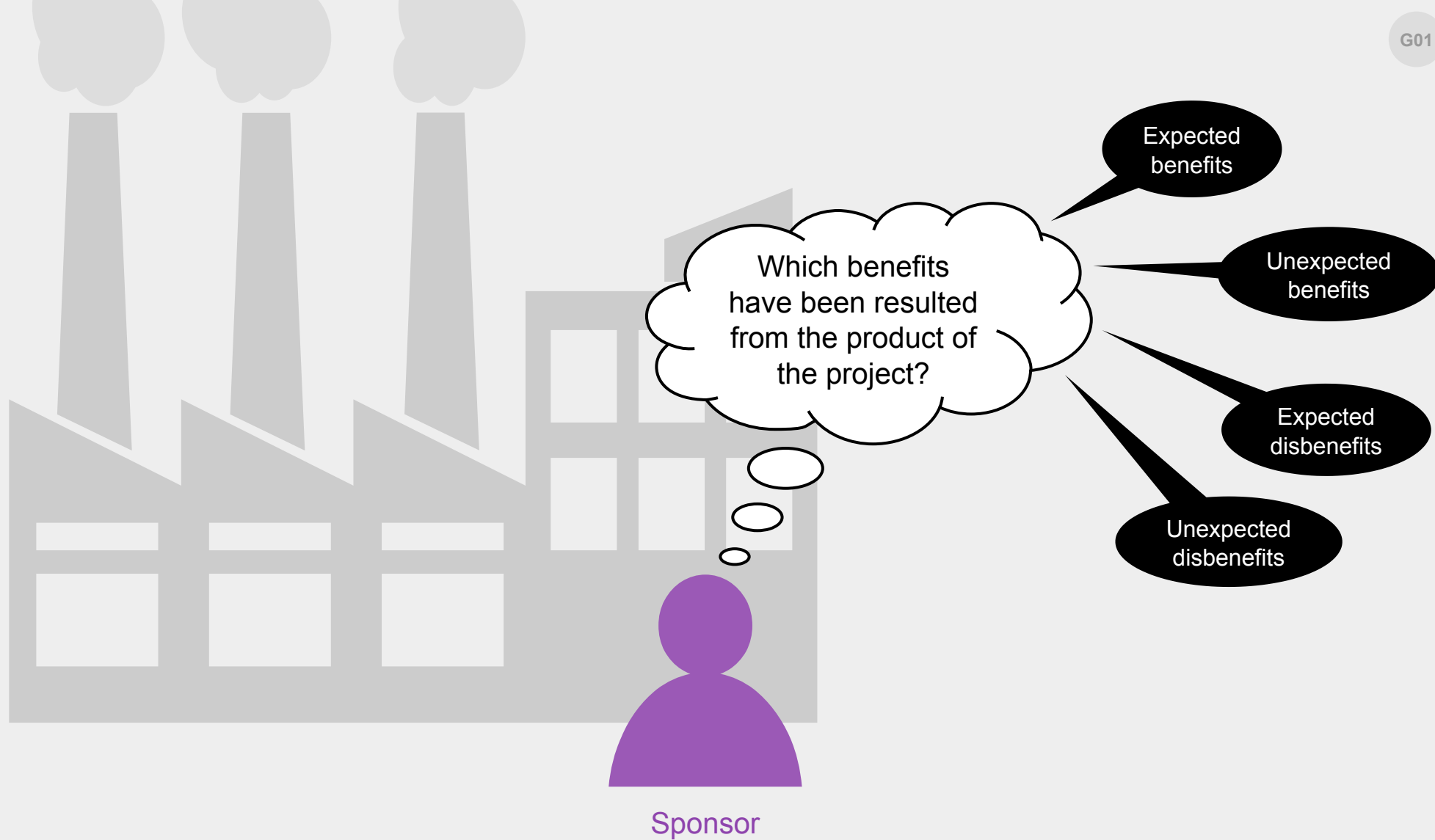


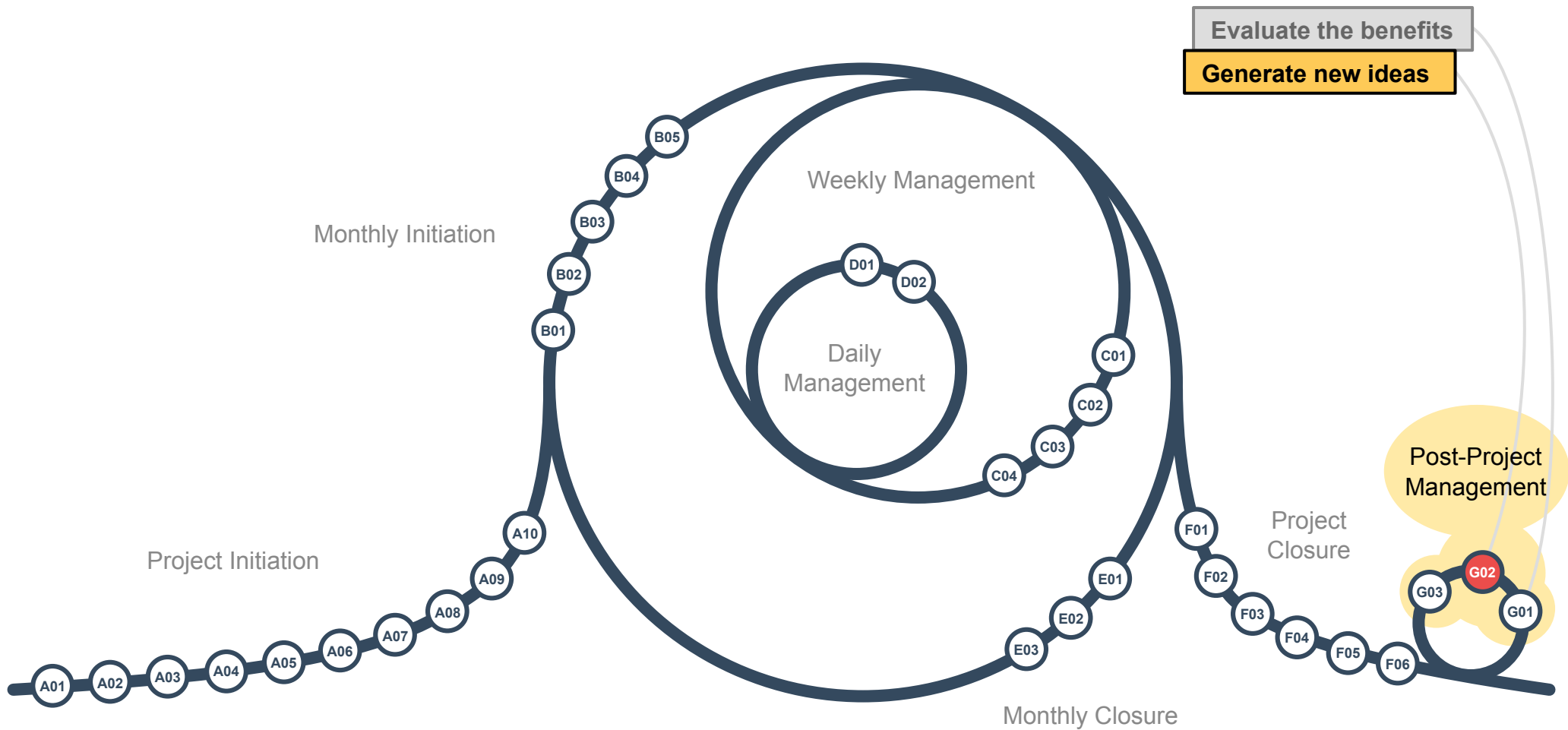




Sponsor

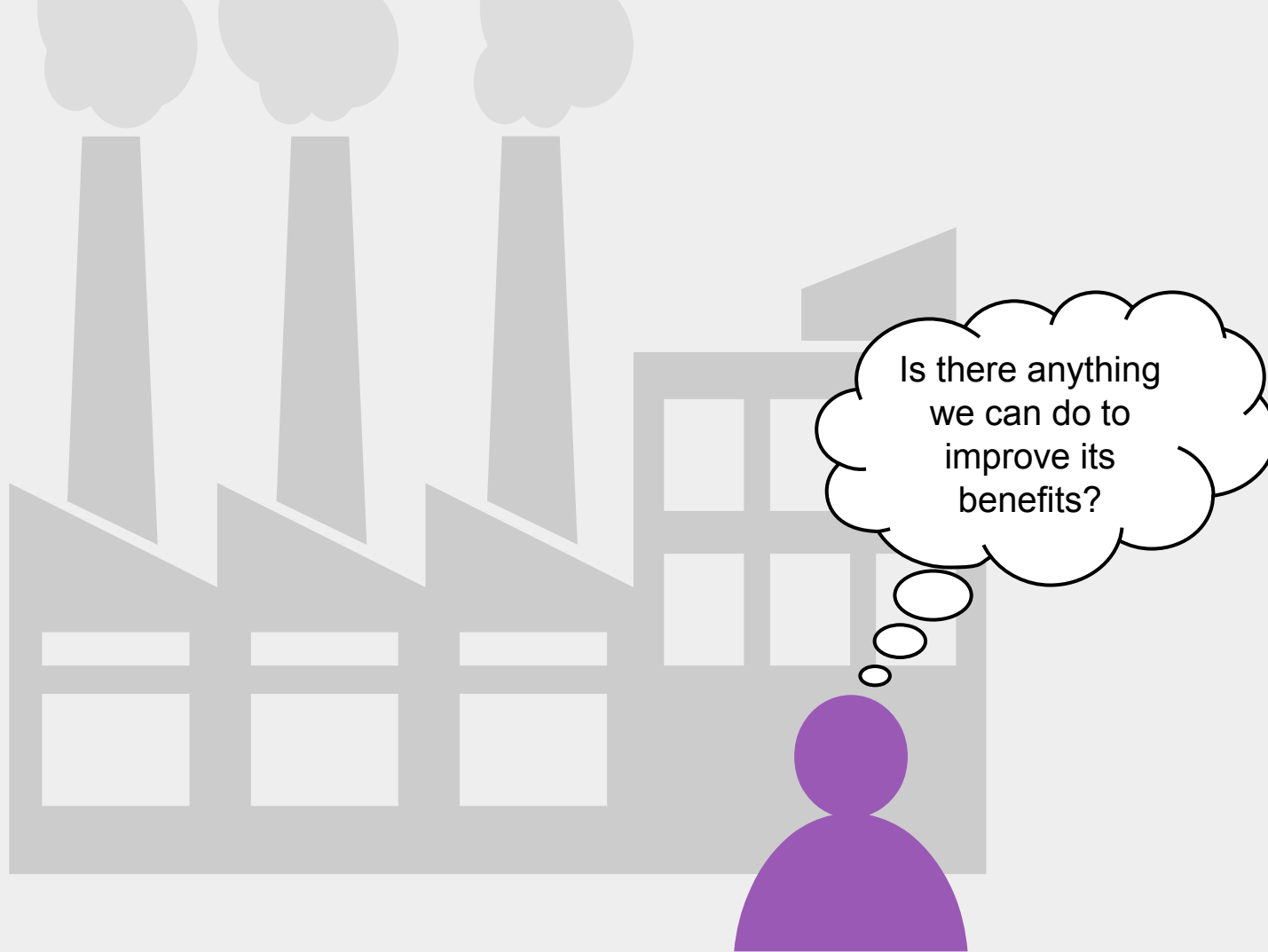




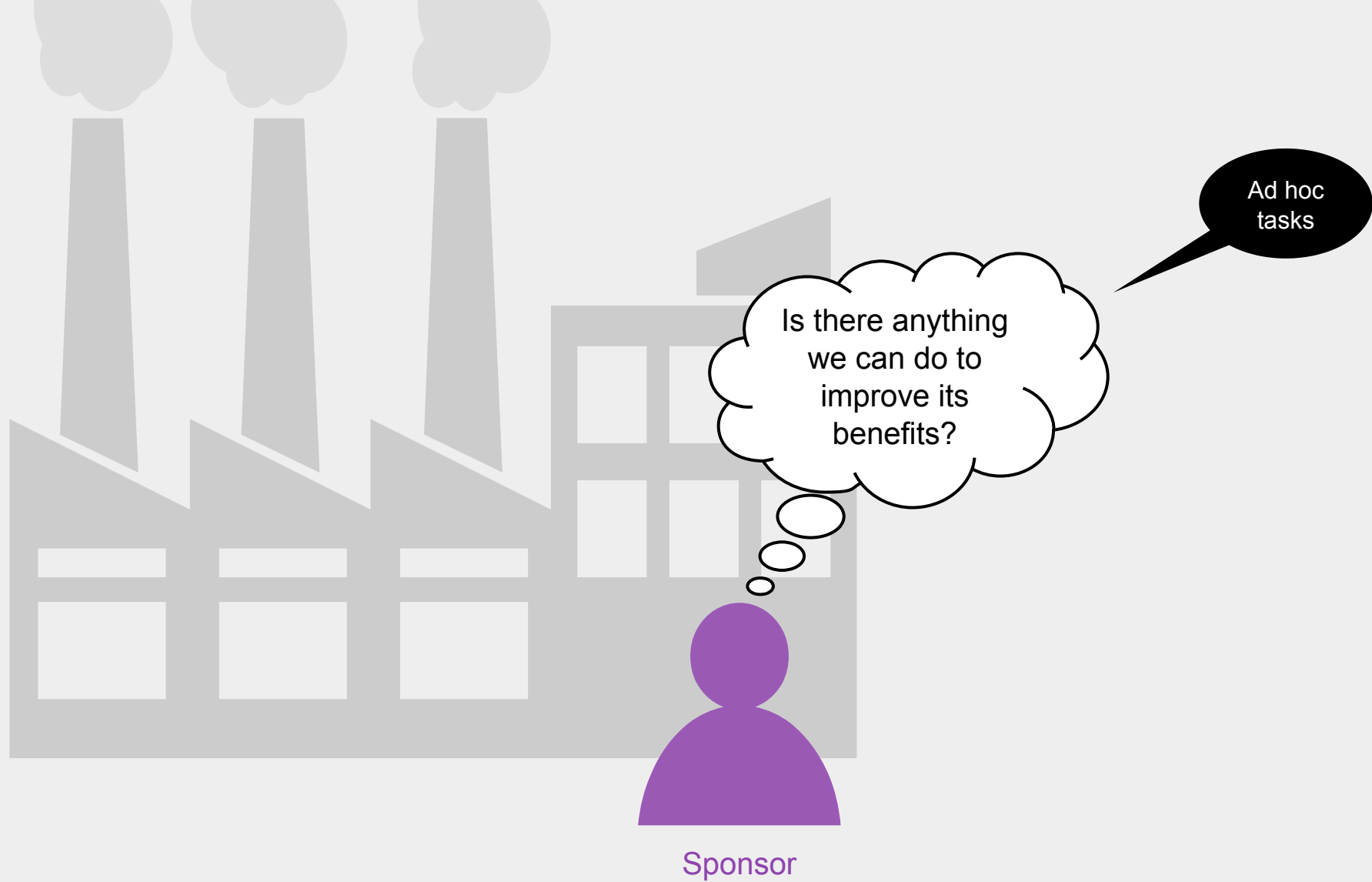


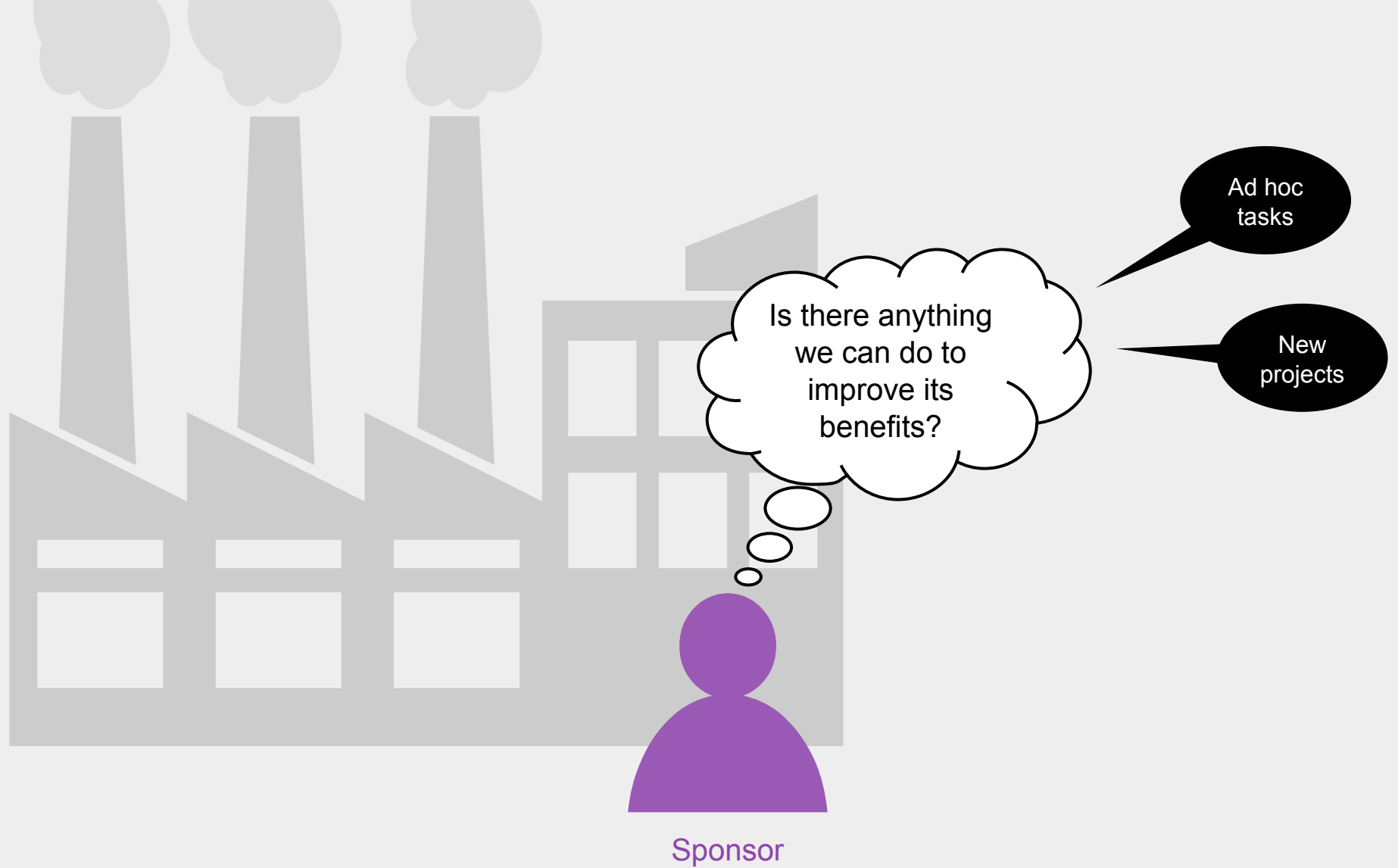


Sponsor



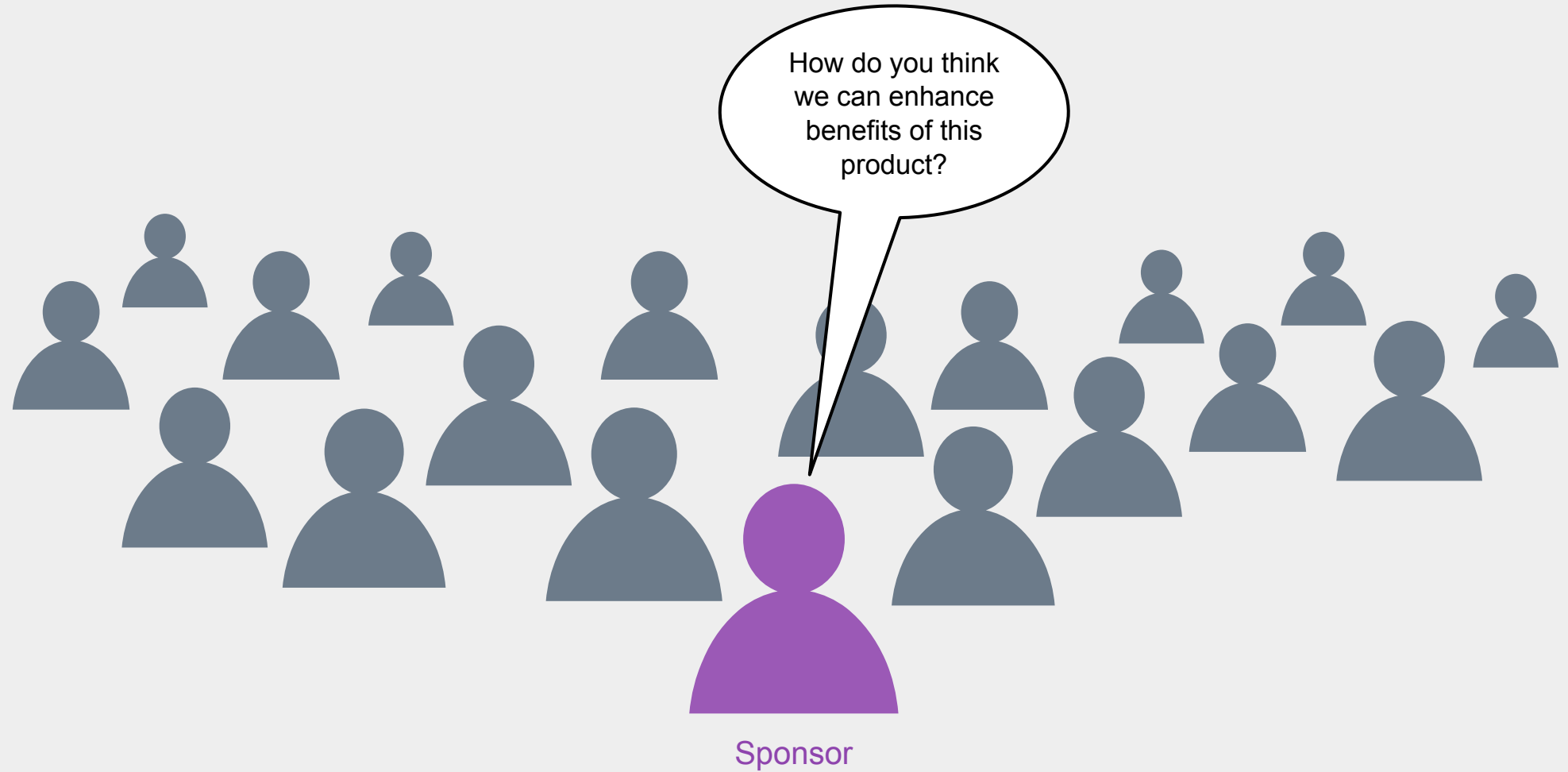
Sponsor

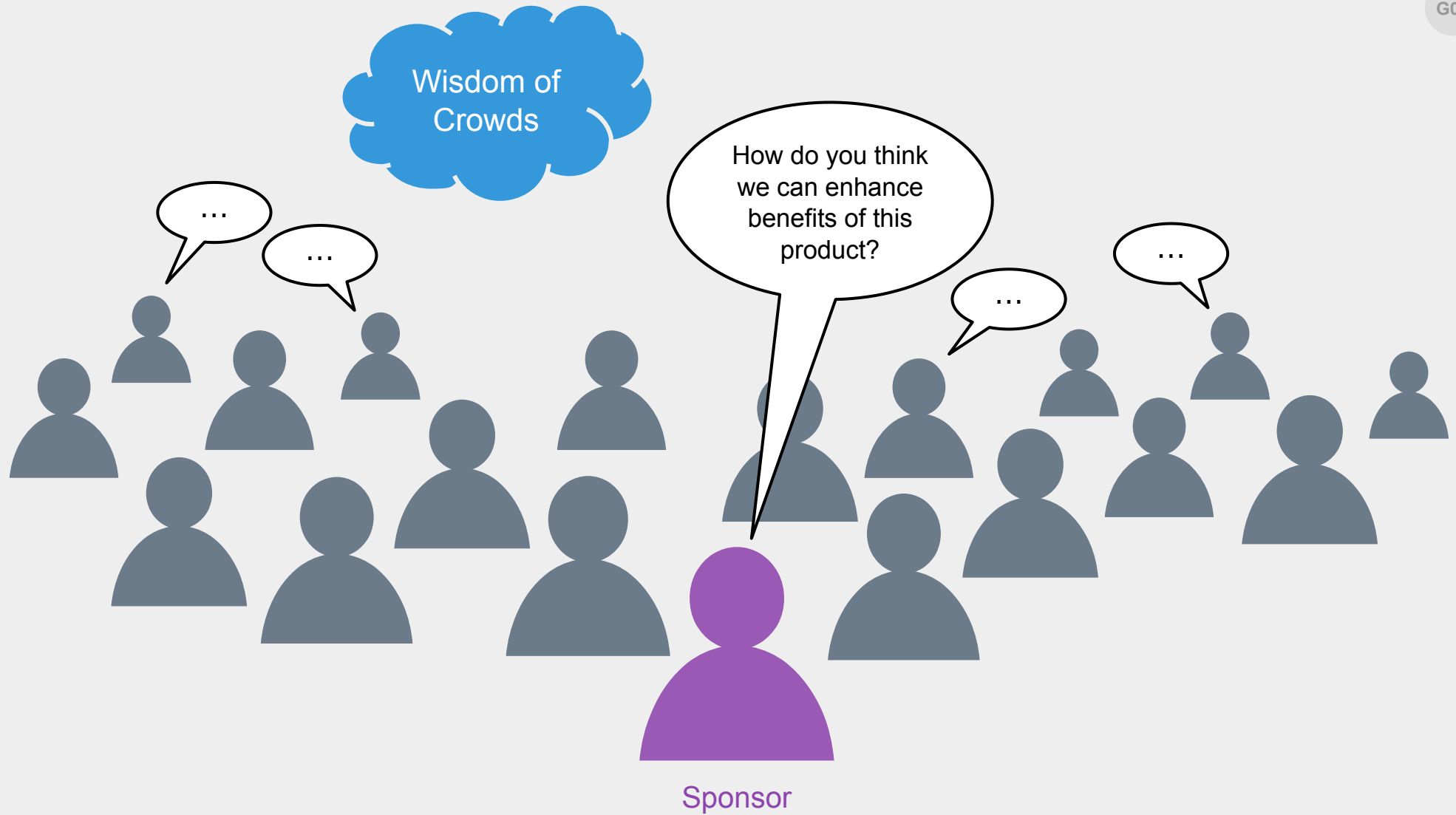






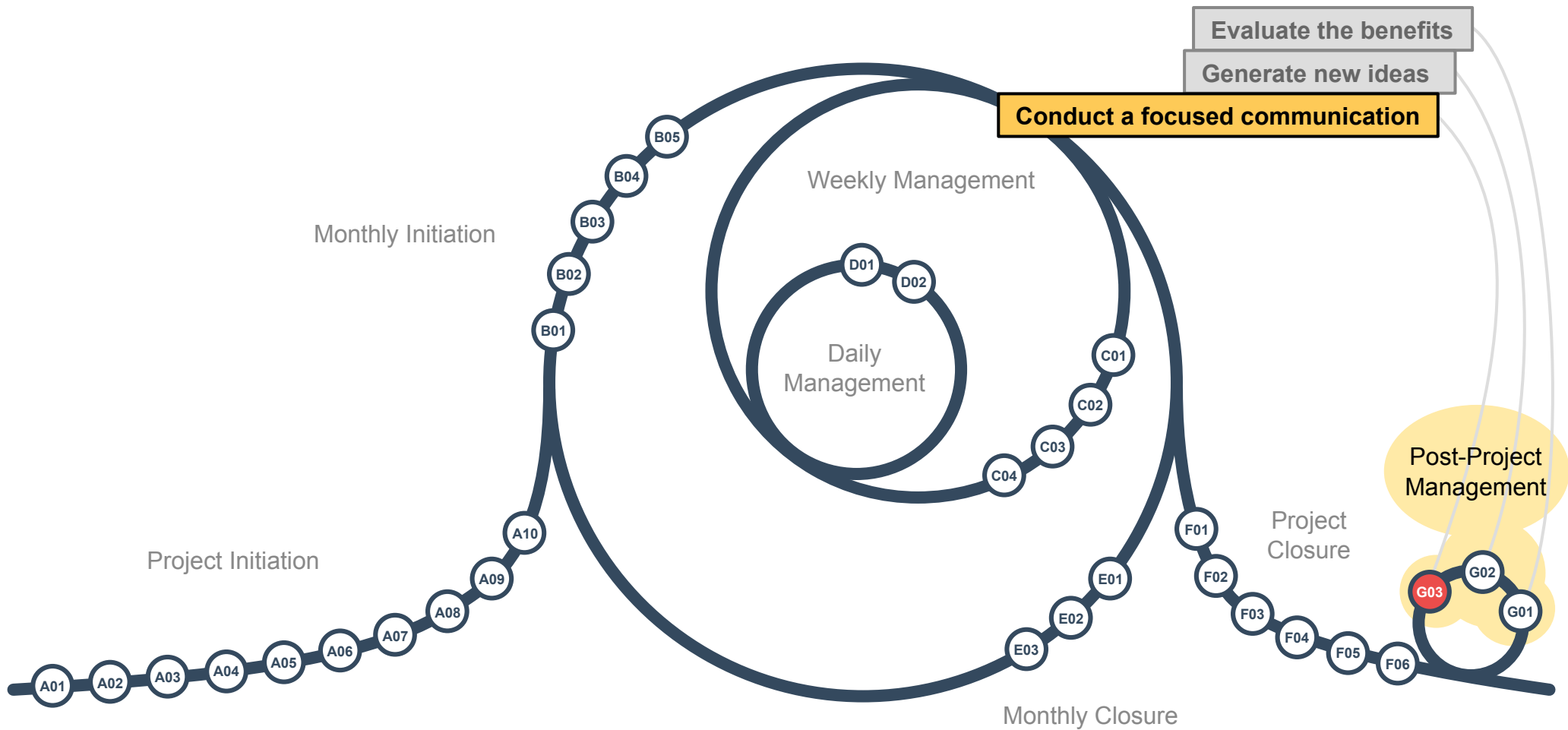
Sponsor

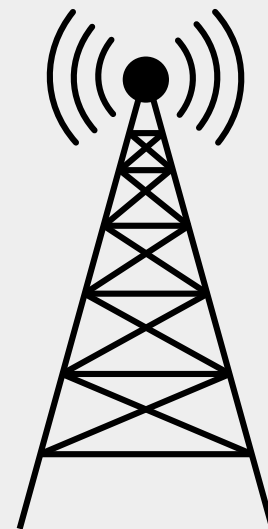
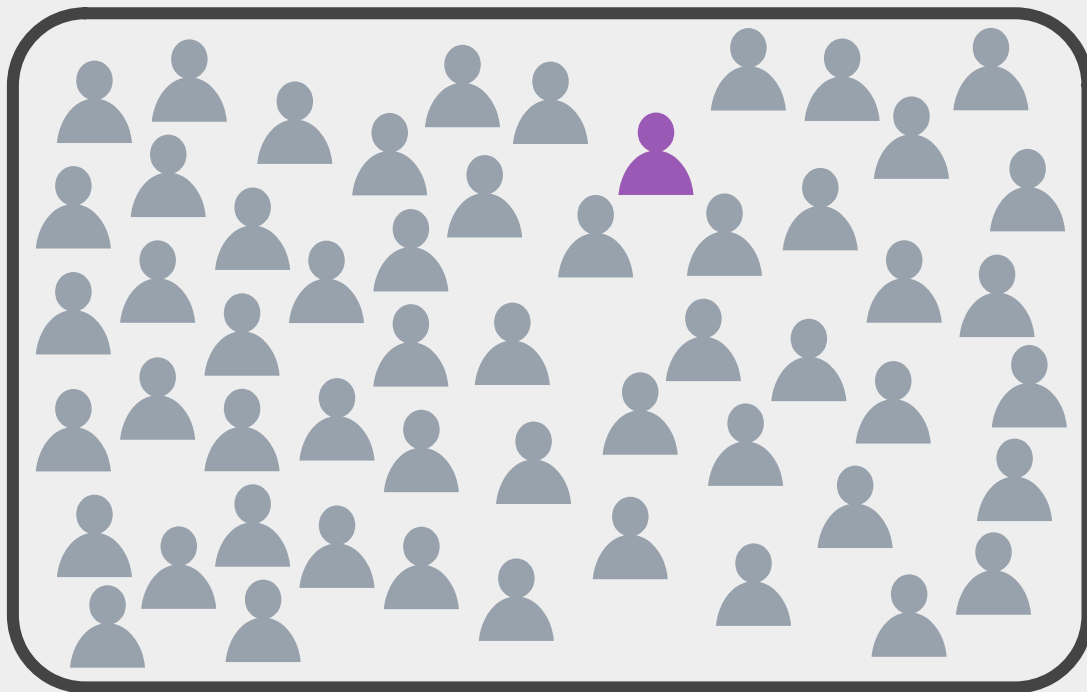




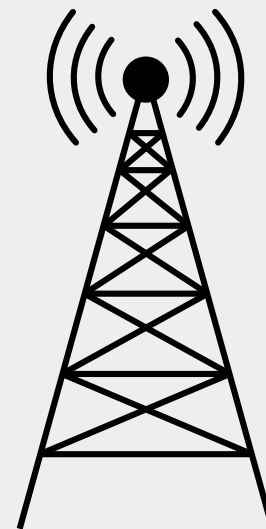
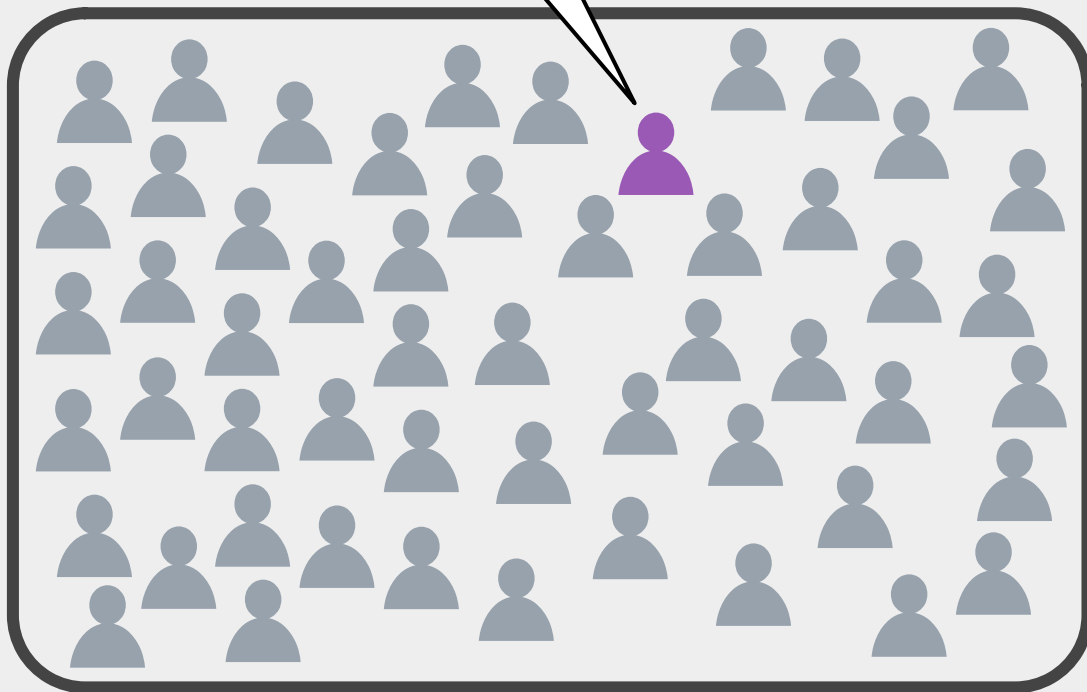
You've finished the project for making the city center bicycle-friendly. Think of a few ad hoc post-project tasks that can improve its benefits.

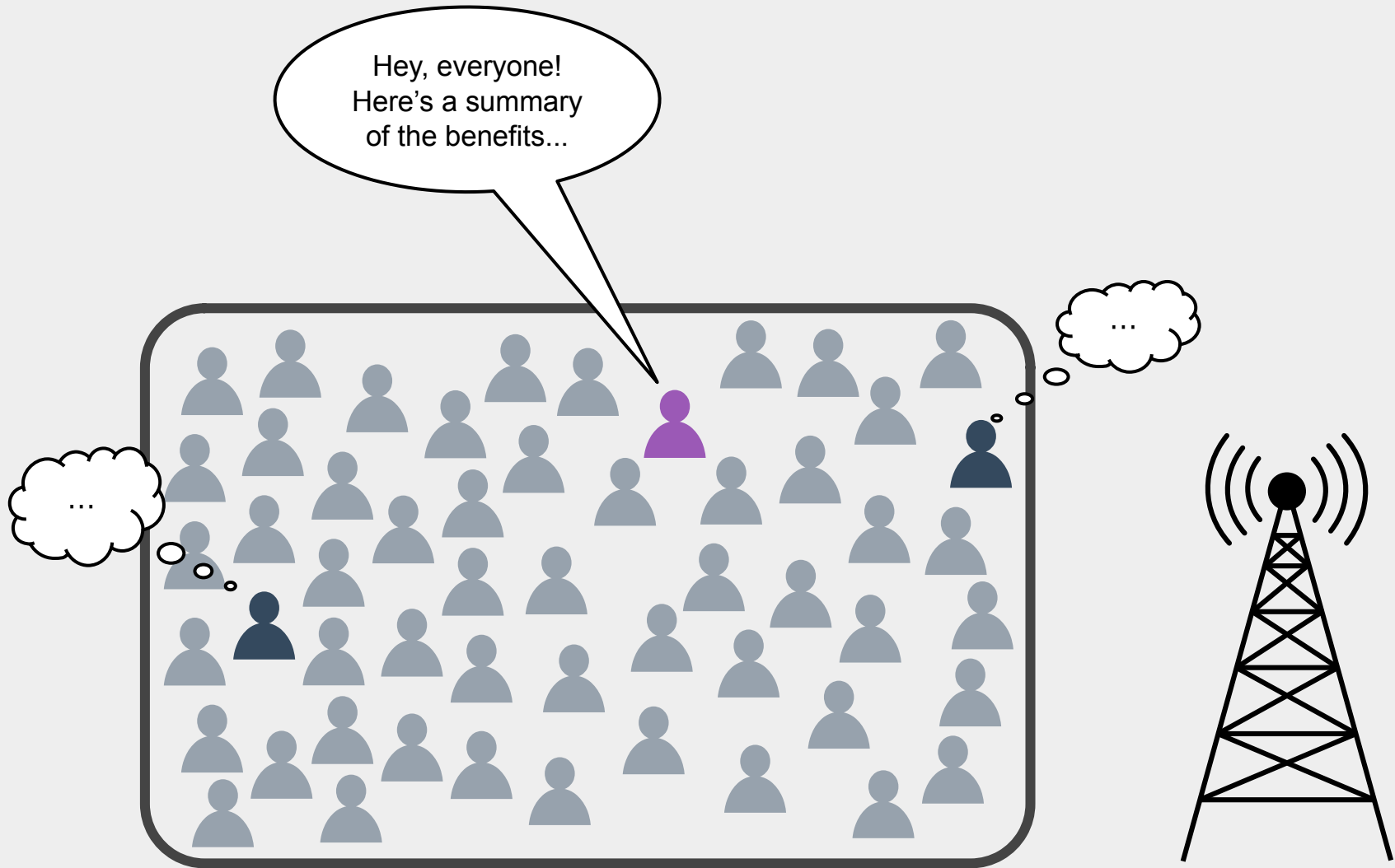


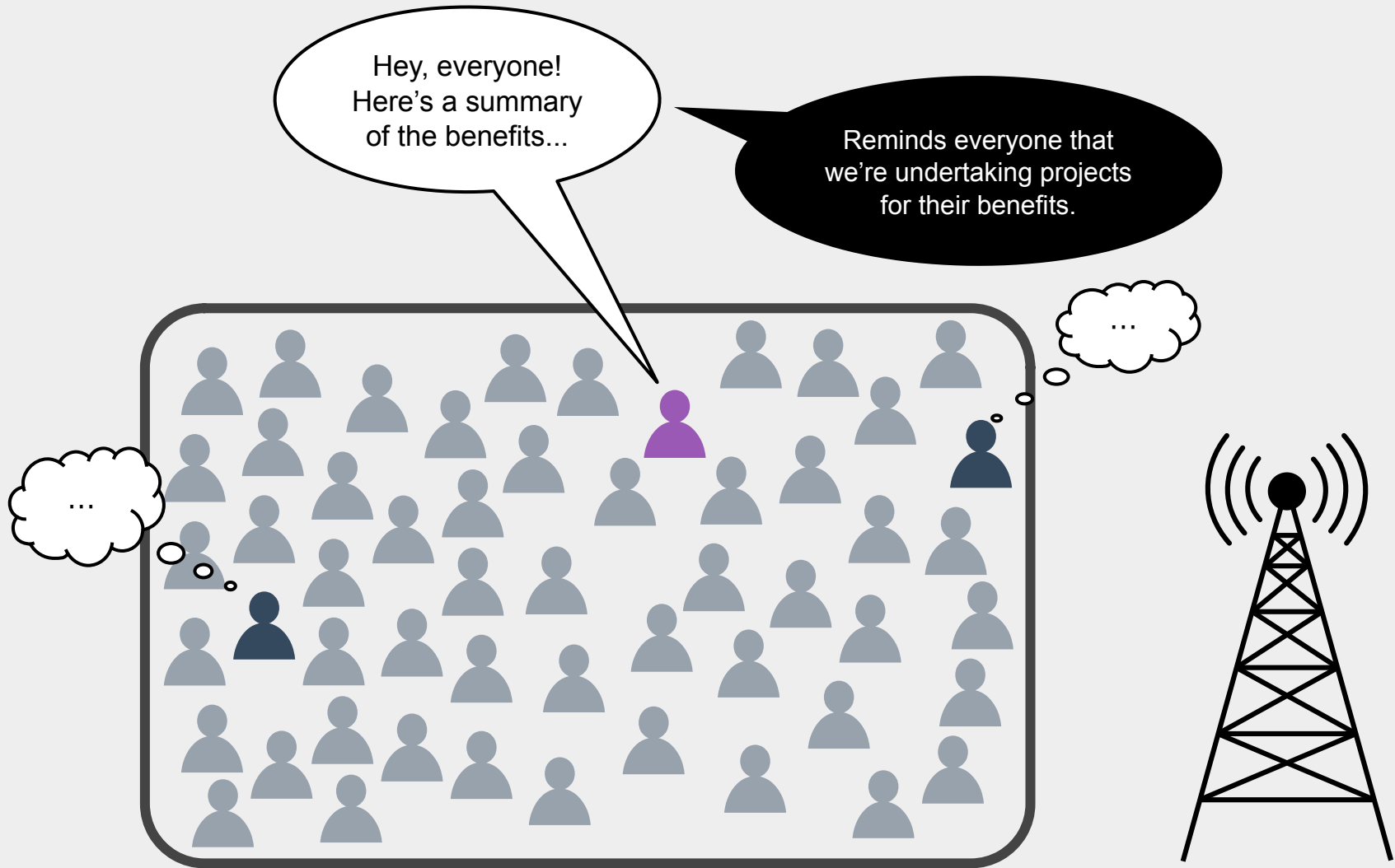


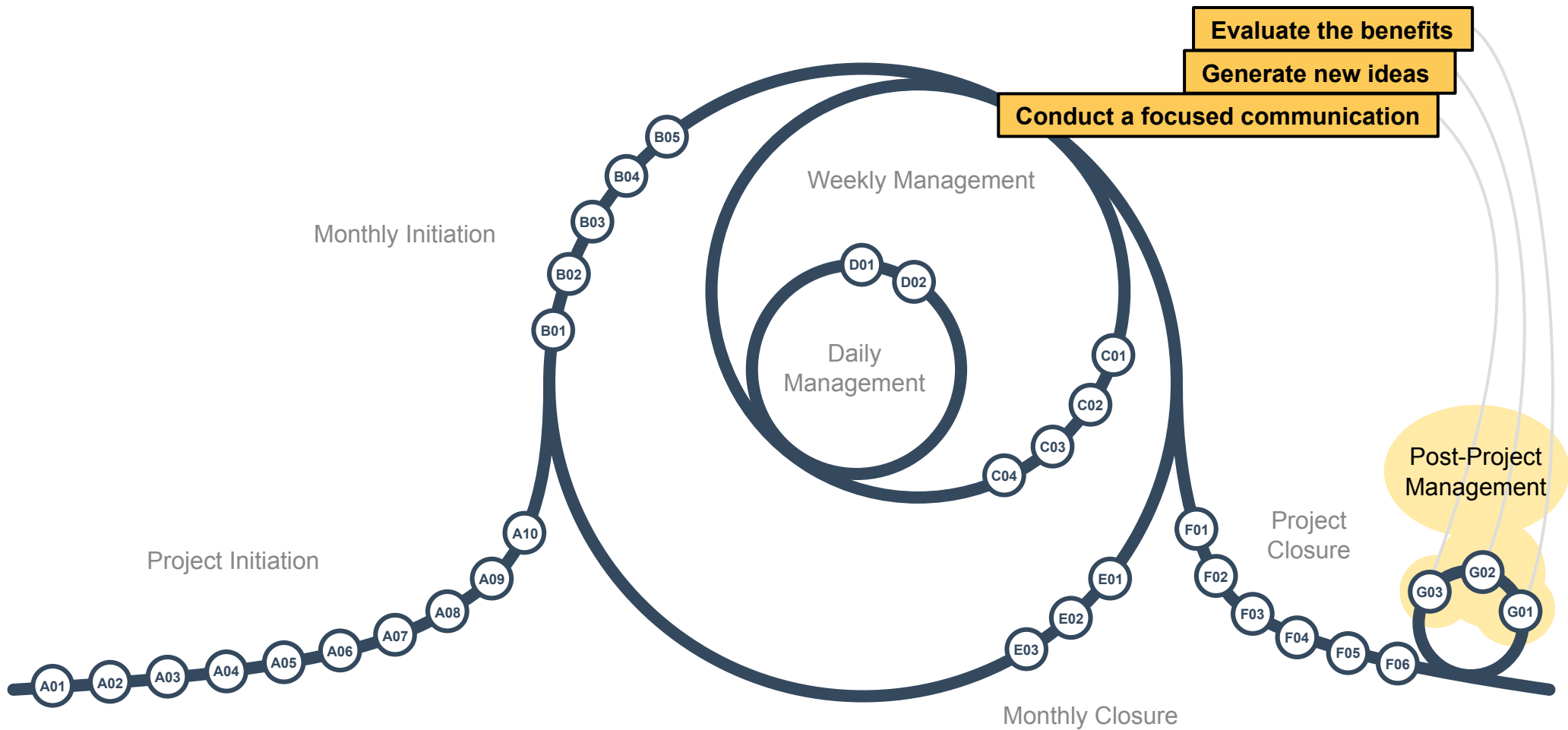


Hey, everyone!
Here's a summary
of the benefits...









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 Context

⑦ Certification program

NUPP

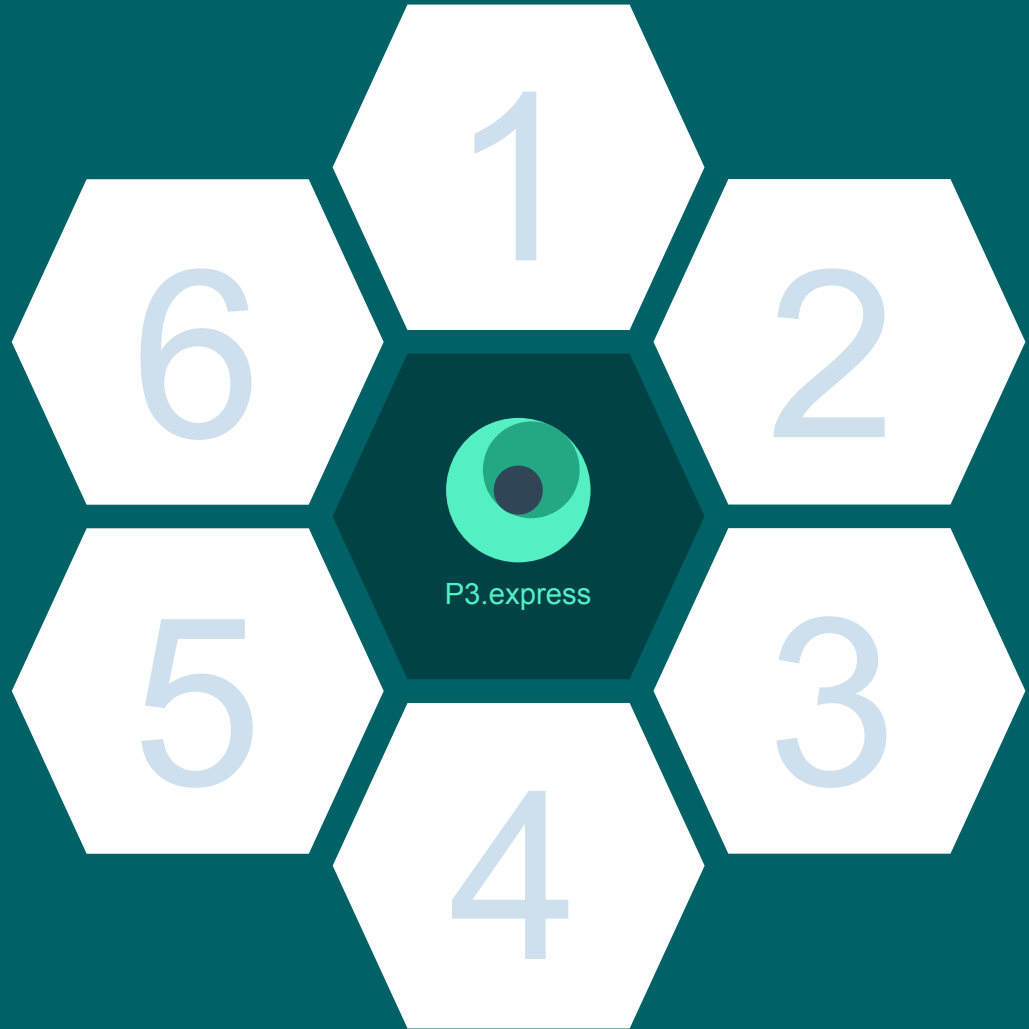
Nearly Universal Principles of Projects



NUPP

Nearly Universal Principles of Projects

P3.express should
be interpreted and
implemented using
NUPP

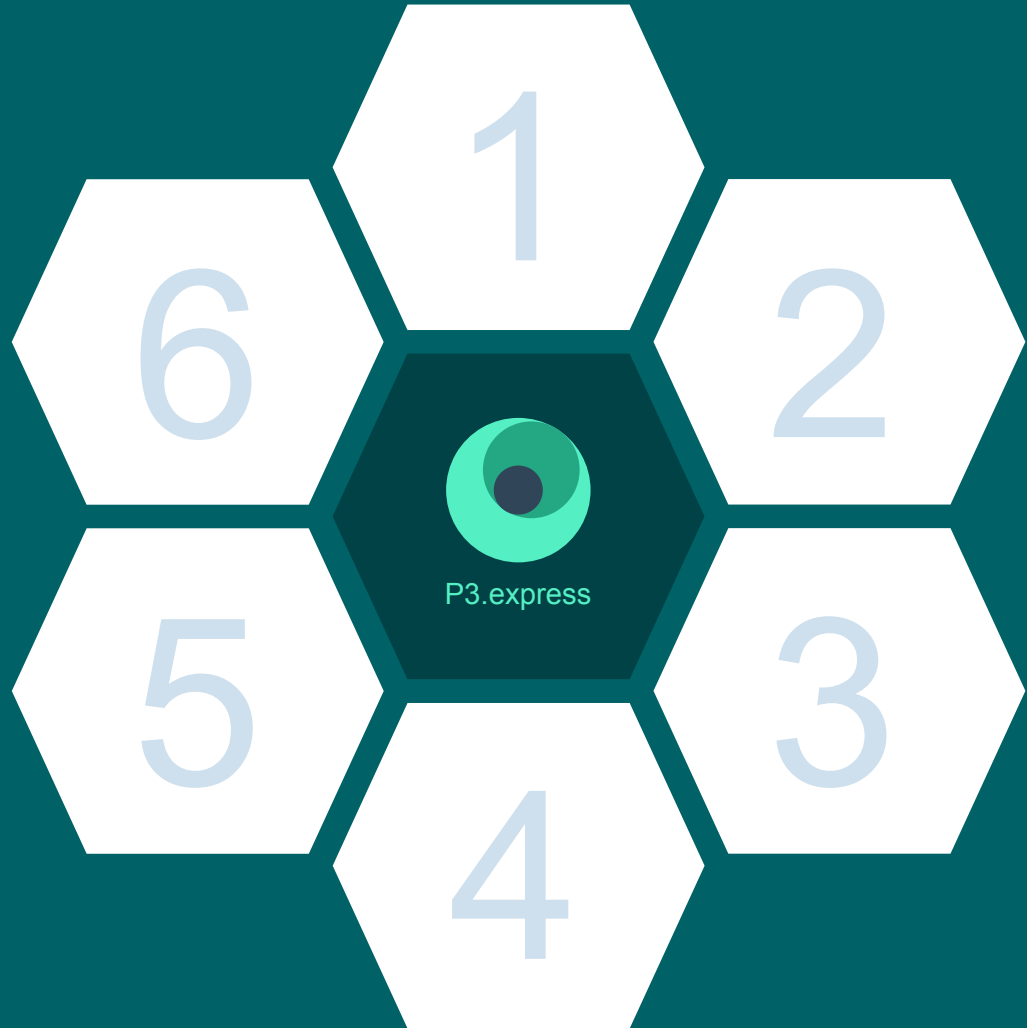


NUPP

Nearly Universal Principles of Projects

Applicable to

- P3.express
- micro.P3.express
- PRINCE2 PjM
- DSDM
- Scrum
- XP
- PM²
- 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.

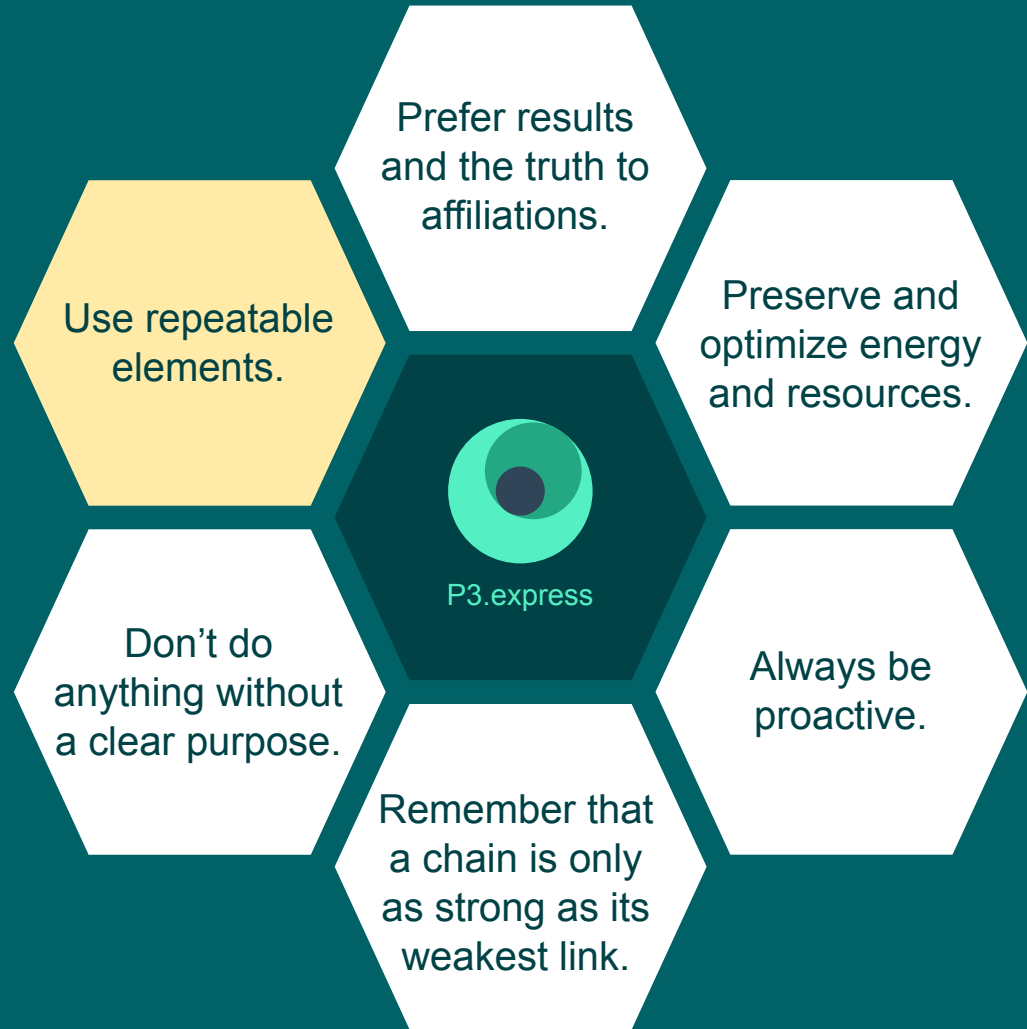


NUPP

Nearly Universal Principles of Projects

Examples:

- Checklists
- Cycles
- Methods
- Etc.



NUPP

Nearly Universal Principles of Projects



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③ NUPP

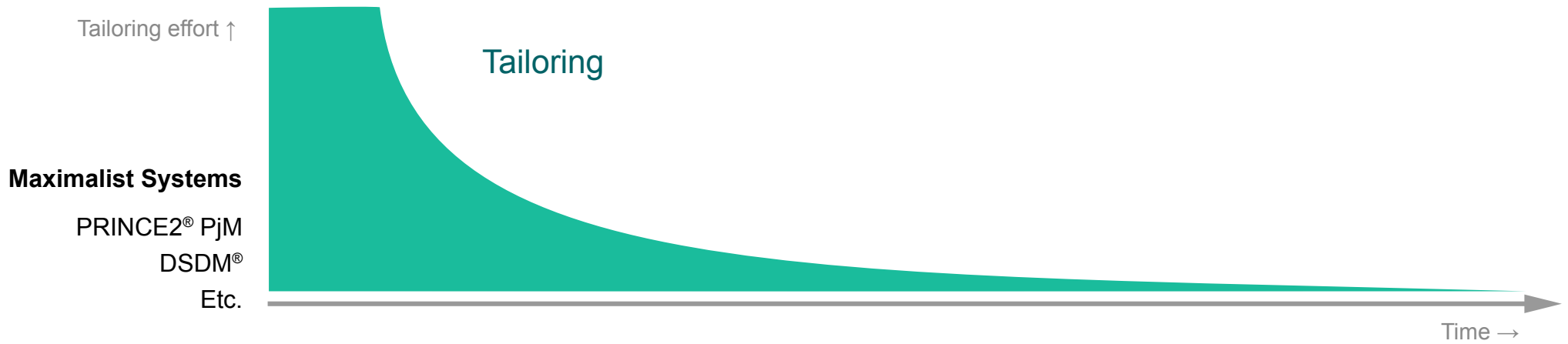


④ Tailoring

⑤ Development methods

⑥ Context

⑦ Certification program



Upfront
Tailoring

Continuous
Tailoring

Minimalist Systems

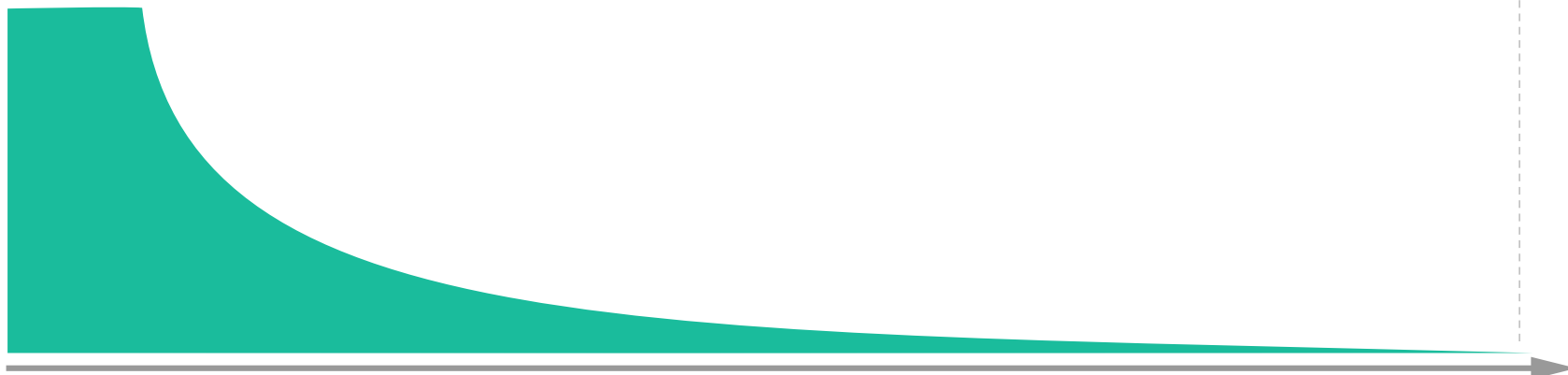
P3.express
micro.P3.express
Etc.



Tailoring effort ↑

Maximalist Systems

PRINCE2® PjM
DSDM®
Etc.



Time →

Upfront
Tailoring

Risky!

Continuous
Tailoring

Minimalist Systems

P3.express
micro.P3.express
Etc.



Tailoring effort ↑

Maximalist Systems

PRINCE2® PjM
DSDM®
Etc.



Time →

Upfront
Tailoring

Risky!

Continuous
Tailoring

Always
necessary

Minimalist Systems

P3.express
micro.P3.express
Etc.



Tailoring effort ↑

Maximalist Systems

PRINCE2® PjM
DSDM®
Etc.



Time →

Minimalist Systems

P3.express
micro.P3.express
Etc.

Upfront
Tailoring

Risky!

Continuous
Tailoring

Always
necessary

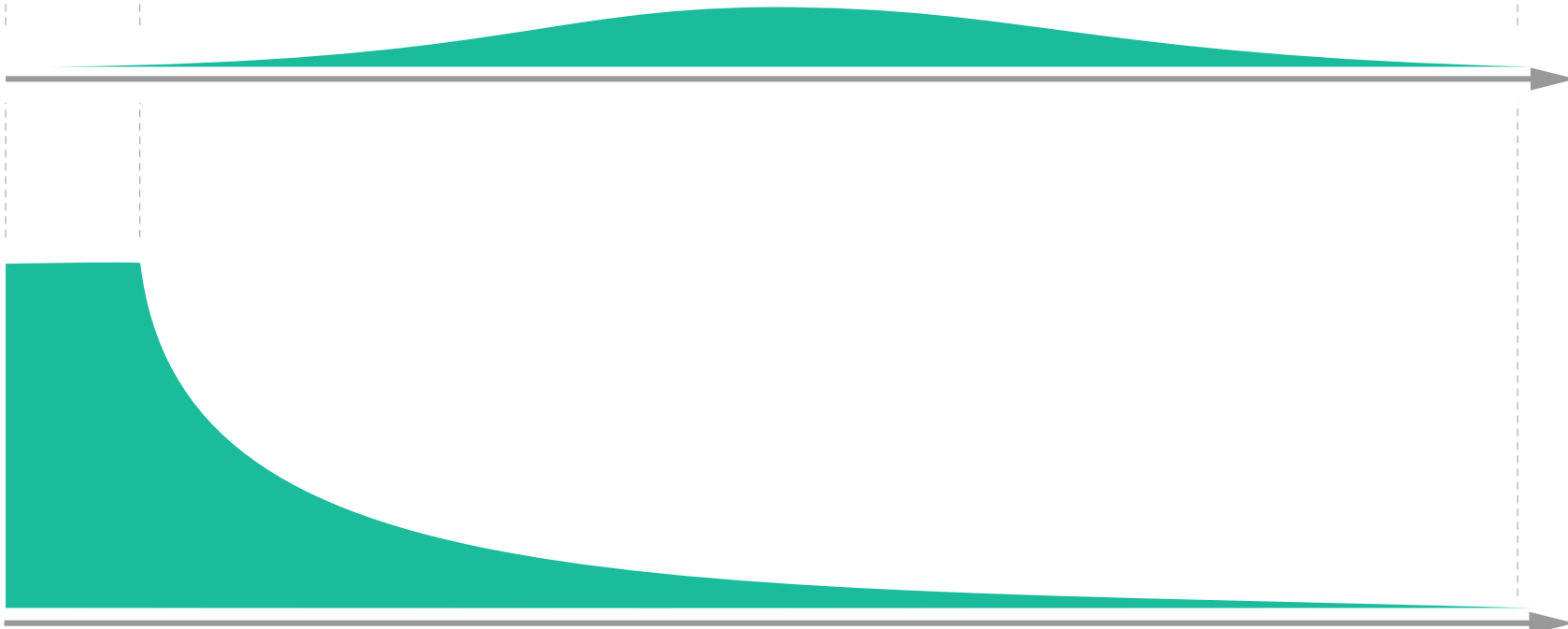
Adaptation

Maximalist Systems

PRINCE2® PjM
DSDM®
Etc.

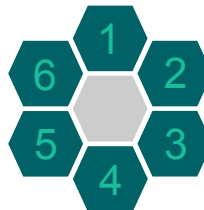
Tailoring effort ↑

Time →



Upfront
Tailoring

Risky!



Continuous
Tailoring

Always
necessary

Adaptation

Minimalist Systems

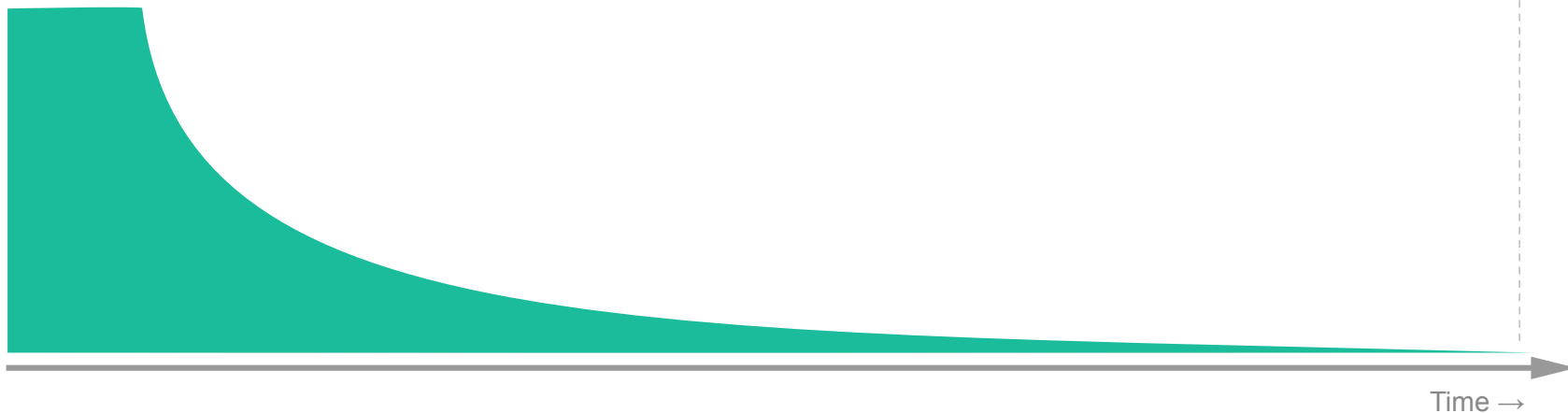
P3.express
micro.P3.express
Etc.



Tailoring effort ↑

Maximalist Systems

PRINCE2® PjM
DSDM®
Etc.



Time →

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③ NUPP

④ Tailoring



⑤ Development methods

⑥ Context

⑦ Certification program

5

Portfolio
Management

4

Program
Management

3

Project
Management

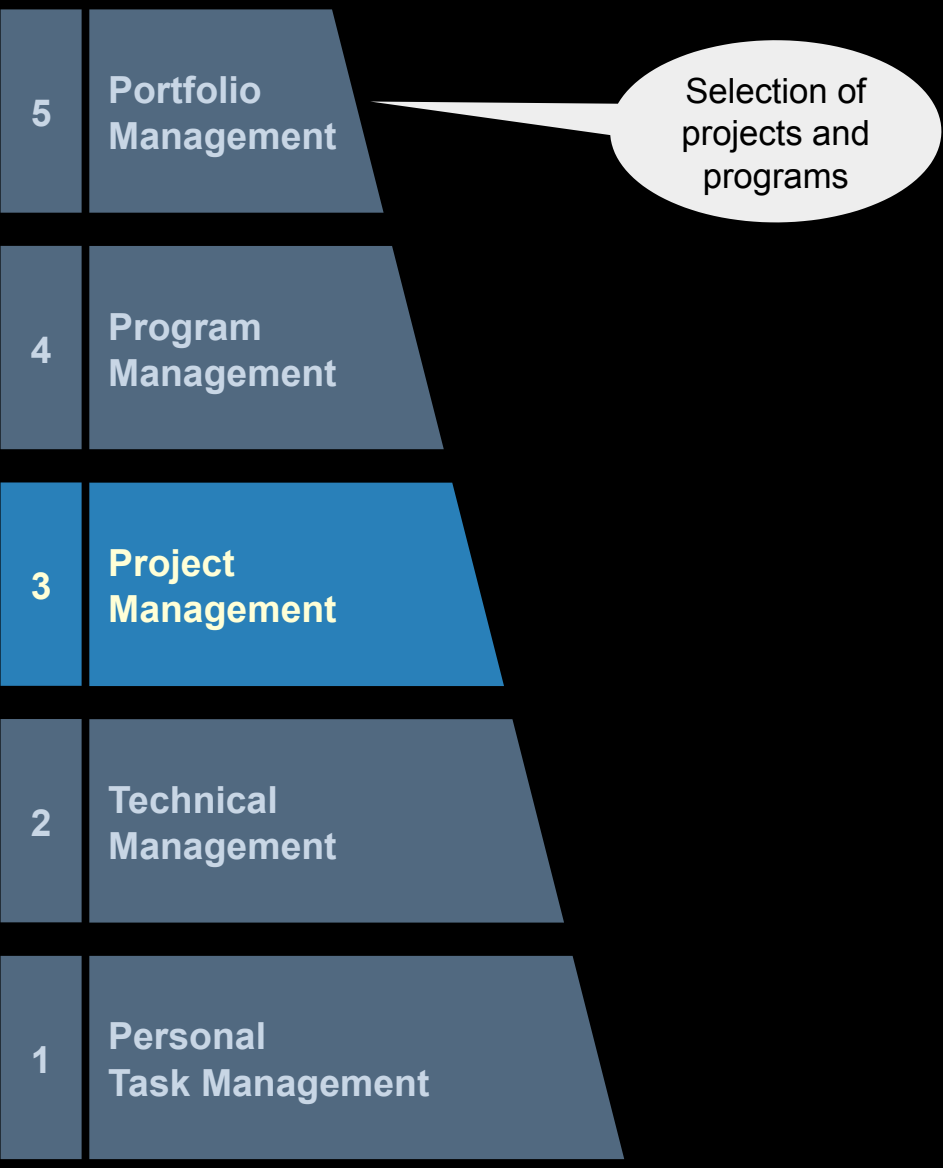
2

Technical
Management

1

Personal
Task Management

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
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**Project
Management**

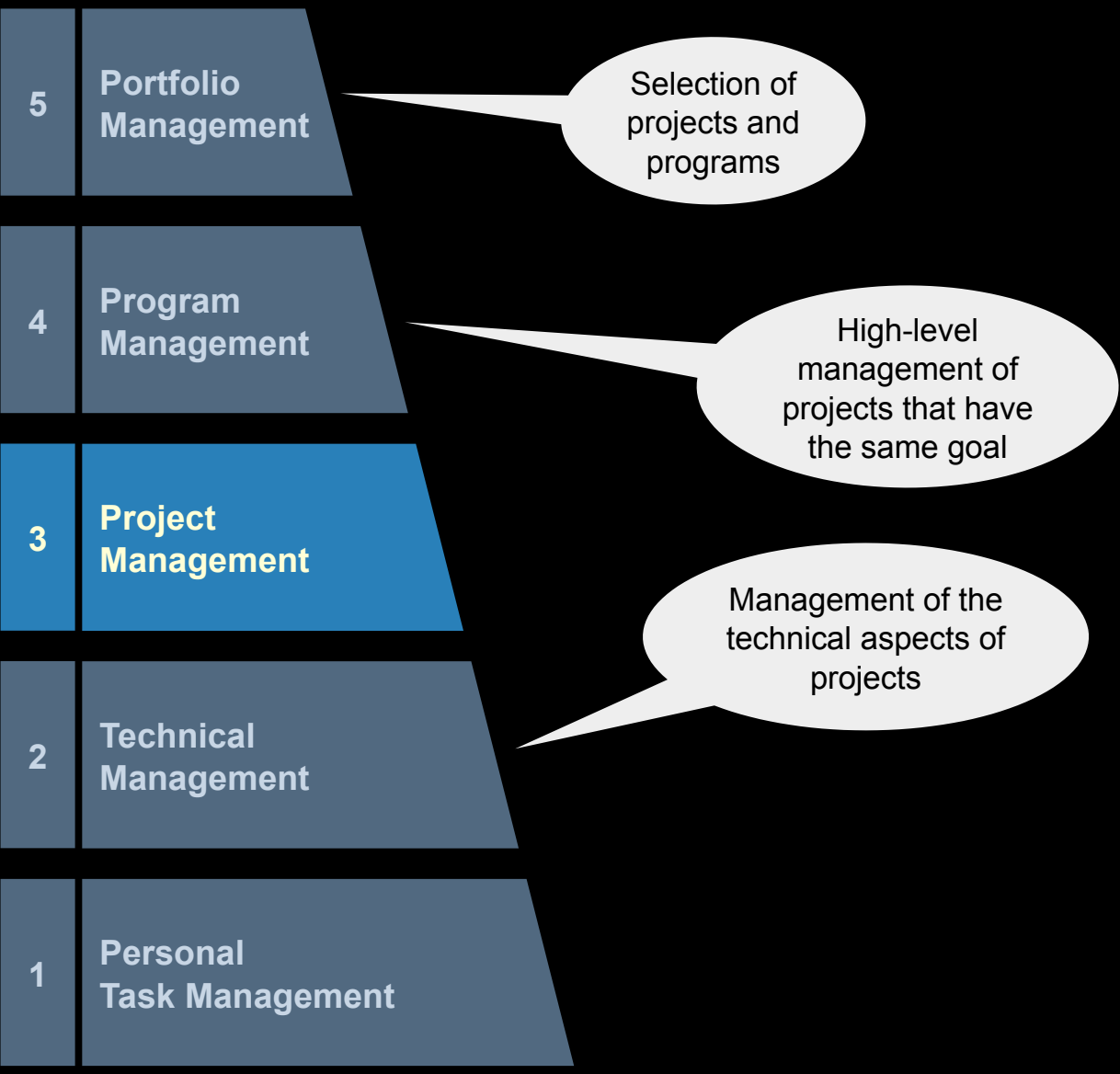
Management of the
technical aspects of
projects

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

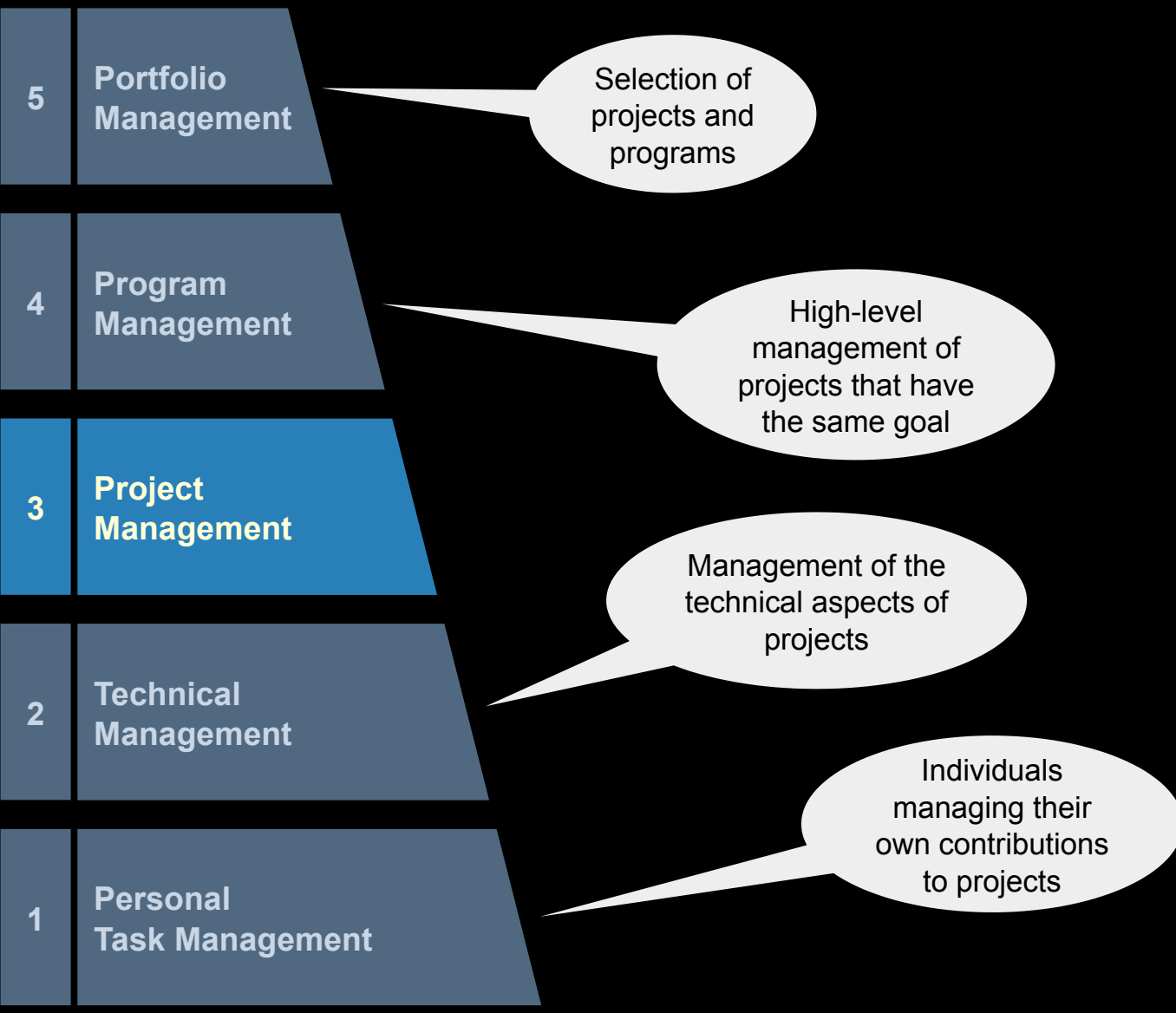
2

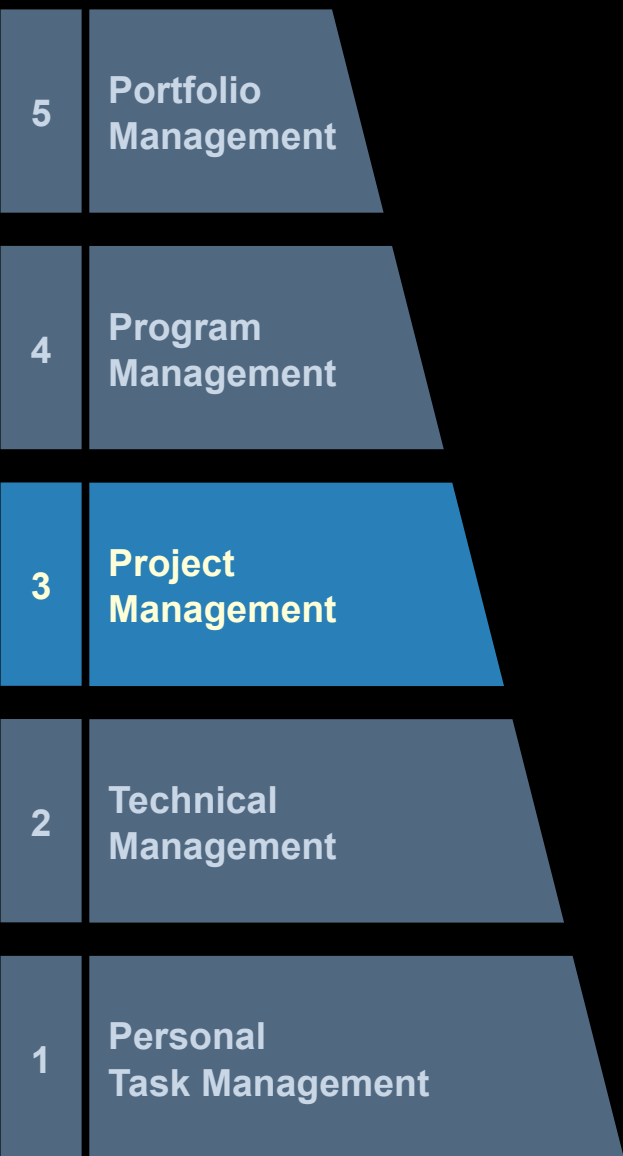
**Technical
Management**

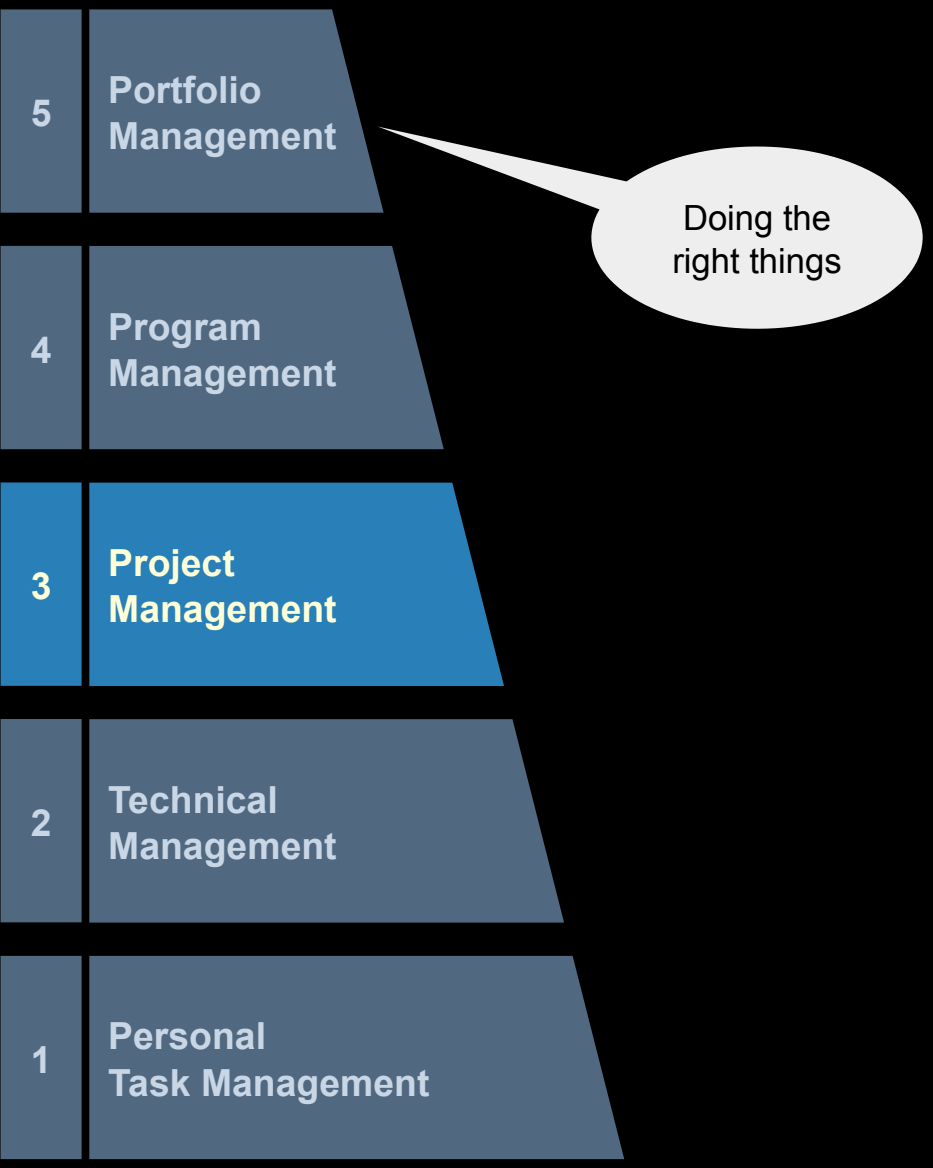
Individuals
managing their
own contributions
to projects

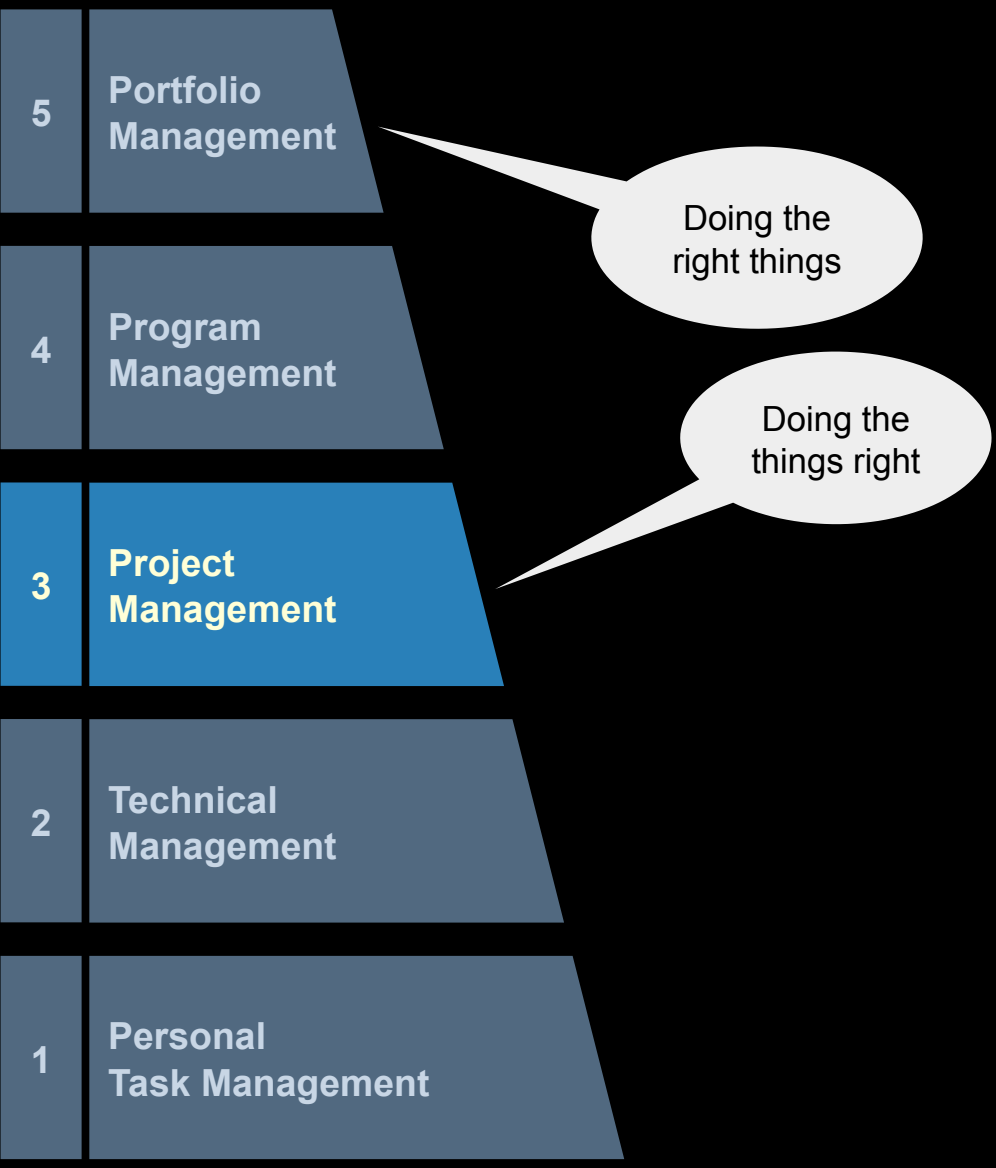
1

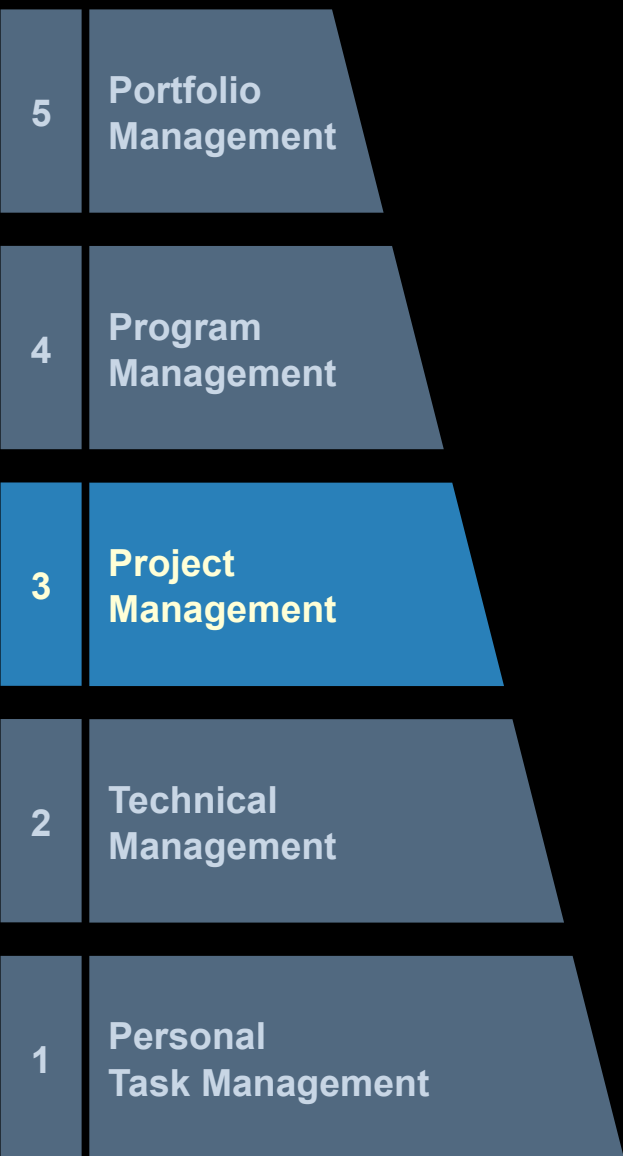
**Personal
Task Management**

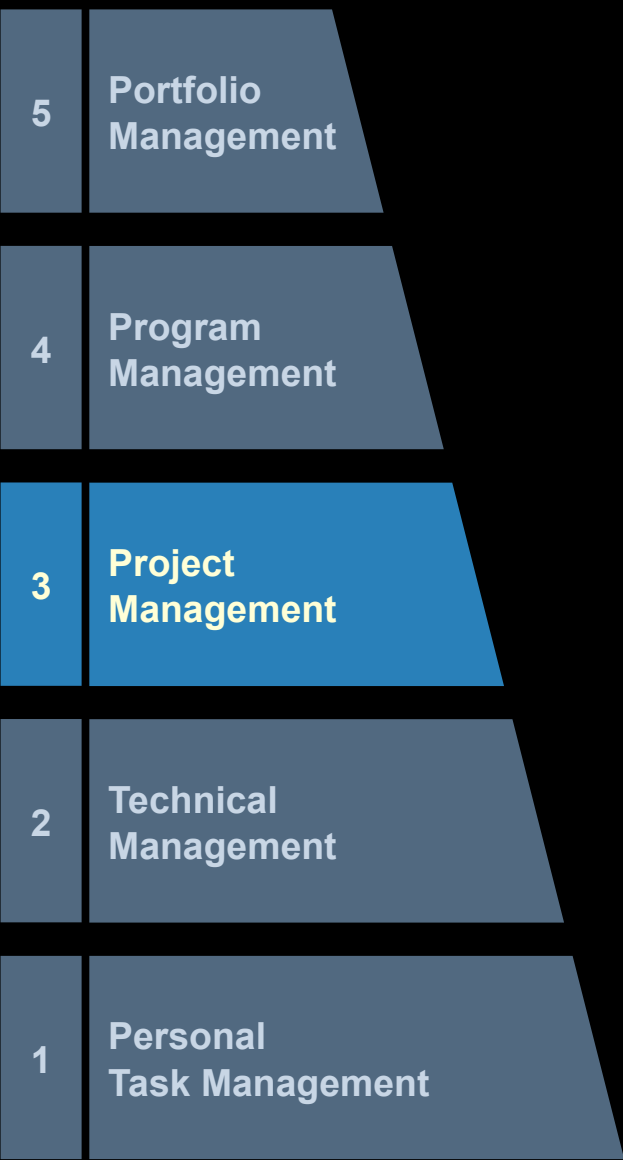




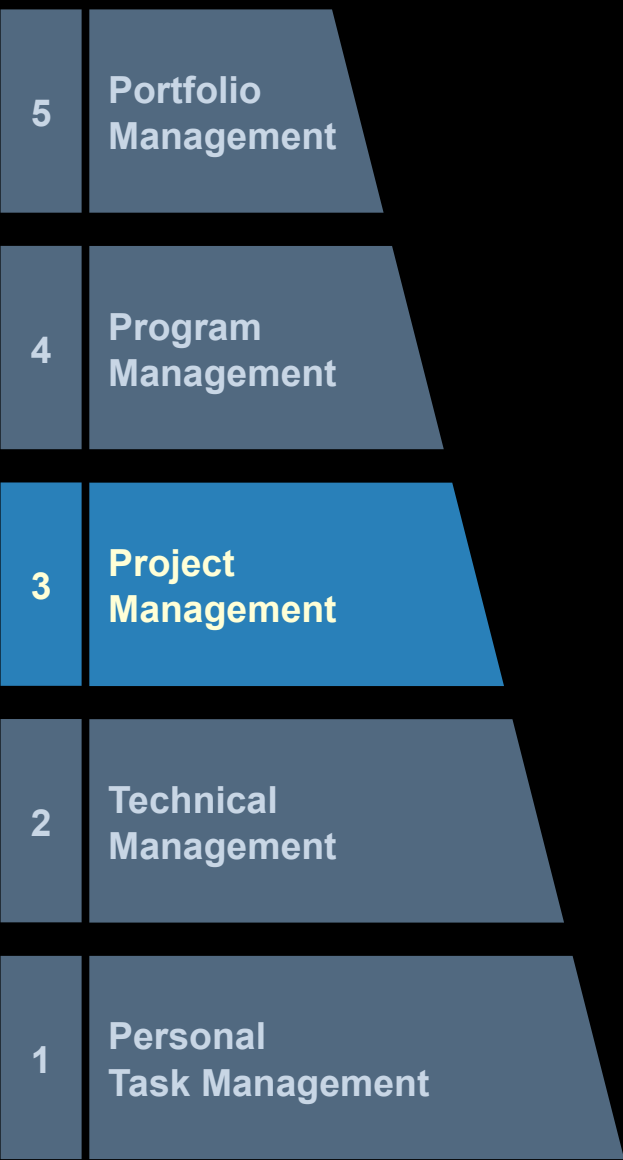






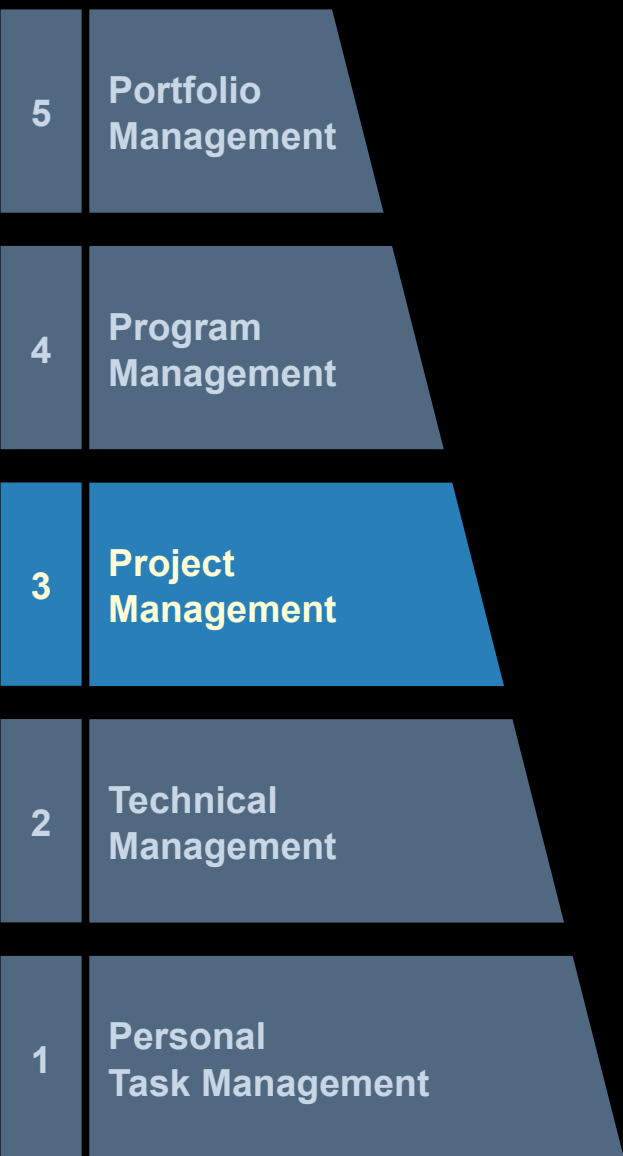


All layers are necessary



Each problem should be solved in the correct layer.

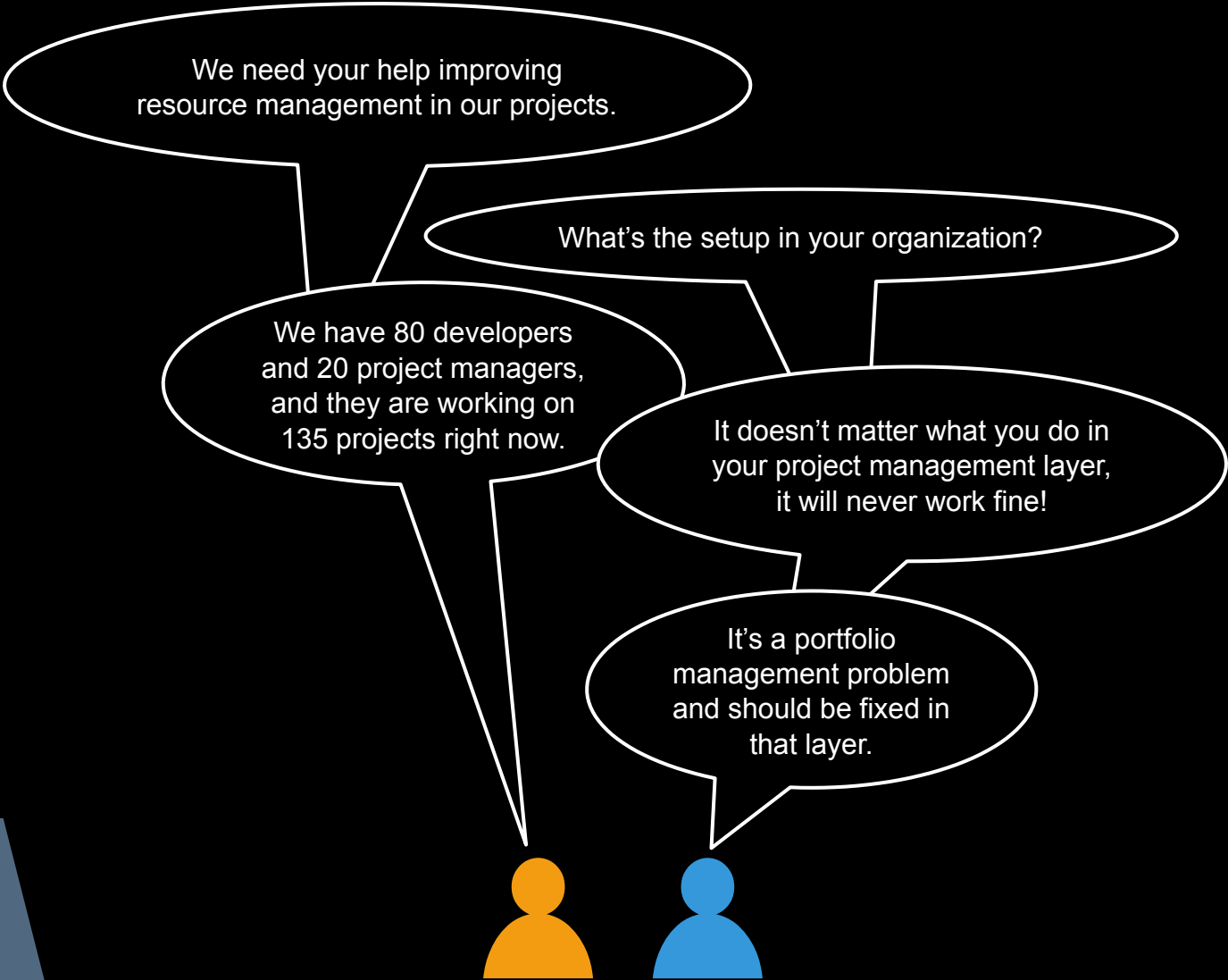
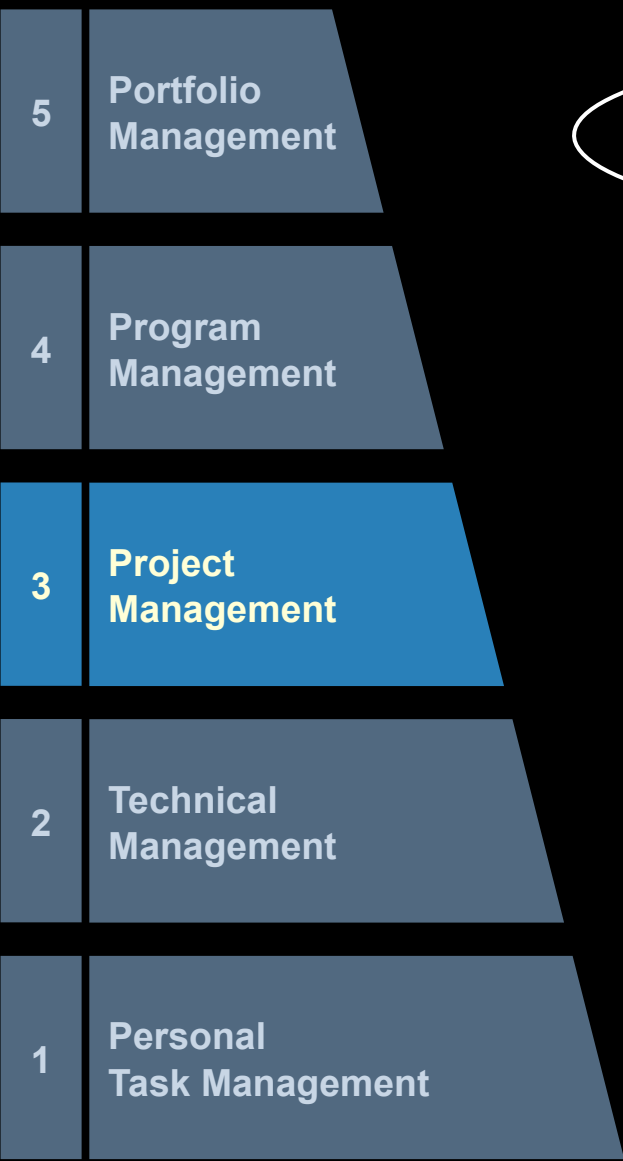
All layers are necessary

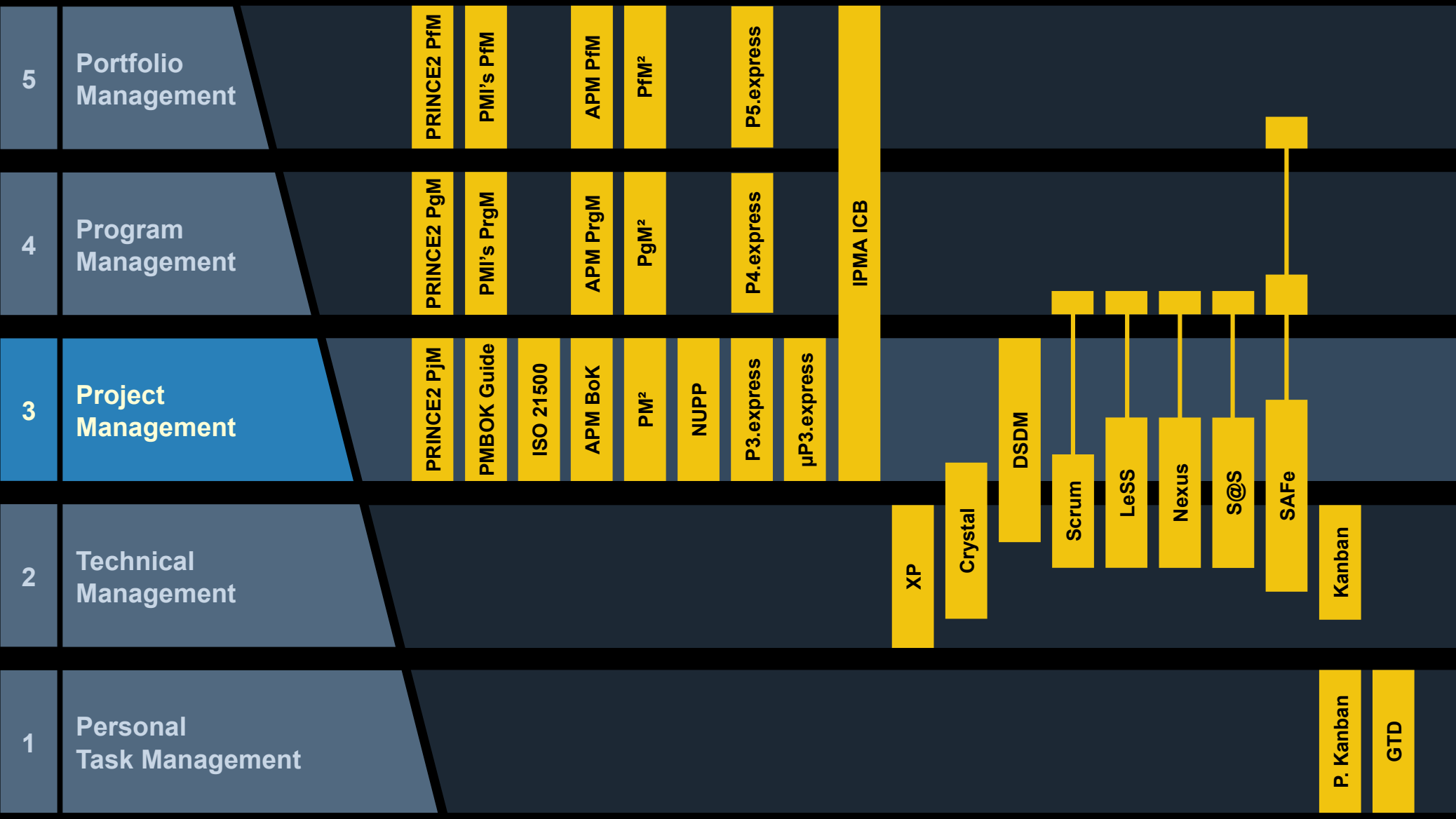


All layers are necessary

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.





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



A Mars rover

A plane hospital equipment software

A hospital or bridge

Migration of a data center

A restaurant or cafe

A productivity software

A graphics design software

An entertainment software

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



Describe the project

5

4

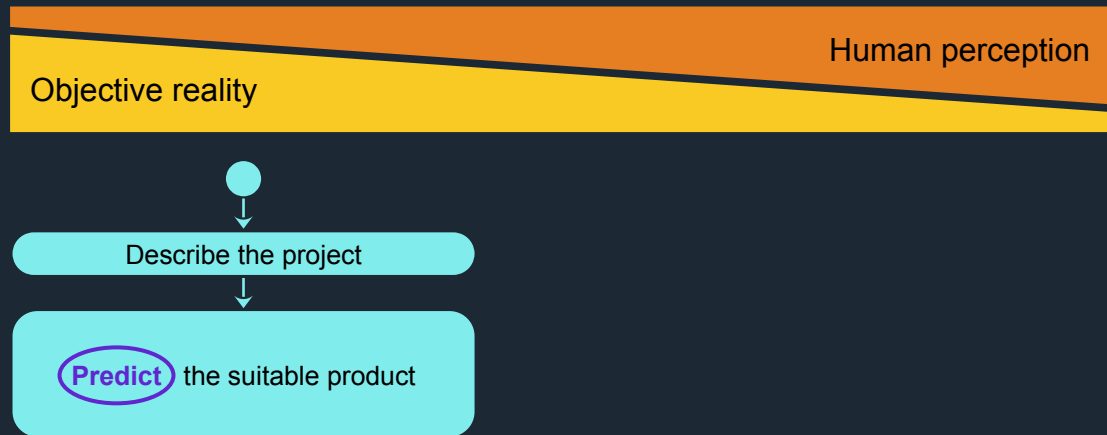
3

2

1

Technical
Management

Basis for acceptance of the product of the project



5

4

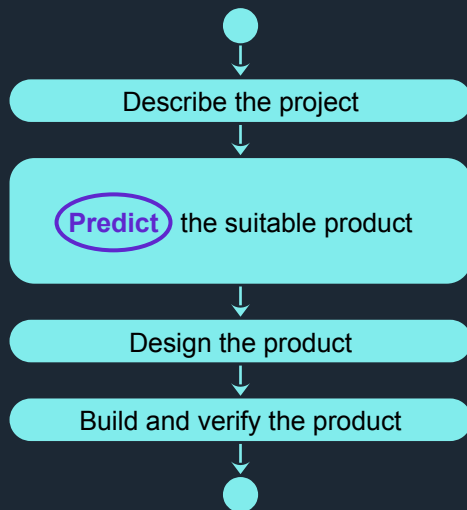
3

2

1

Technical
Management

Basis for acceptance of the product of the project



5

4

3

2

1

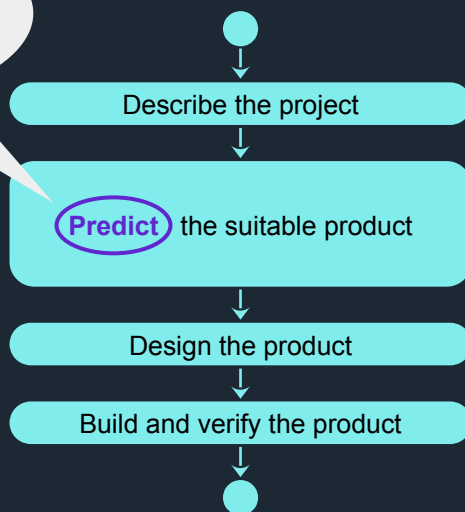
Technical
Management

Effective and
necessary for the
objective reality

Basis for acceptance of the product of the project

Objective reality

Human perception



5

4

3

2

1

Technical Management

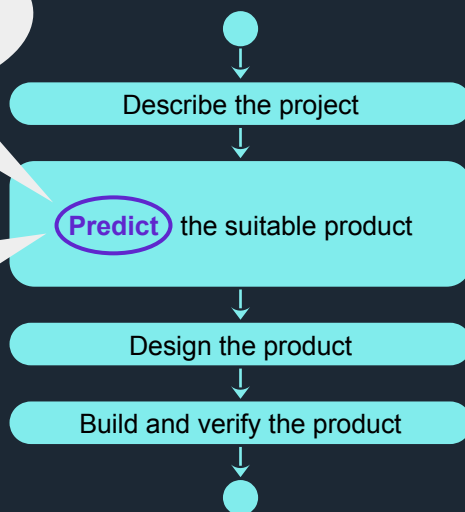
Effective and
necessary for the
objective reality

Sometimes
ineffective and
impractical for
human perception

Basis for acceptance of the product of the project

Objective reality

Human perception



5

4

3

2

1

Technical Management

Effective and
necessary for the
objective reality

Sometimes
ineffective and
impractical for
human perception

Basis for acceptance of the product of the project

Objective reality

Human perception

Describe the project

Describe the project

Predict the suitable product

Design the product

Build and verify the product

5

4

3

2

1

Technical Management

Effective and
necessary for the
objective reality

Sometimes
ineffective and
impractical for
human perception

Basis for acceptance of the product of the project

Objective reality

Human perception

Describe the project

Predict the suitable product

Design the product

Build and verify the product

Describe the project

Guess a potentially suitable
subset of the product based on the
feedback from previous subsets

5

4

3

2

1

Technical Management

Effective and necessary for the objective reality

Sometimes ineffective and impractical for human perception

Basis for acceptance of the product of the project

Objective reality

Human perception

Describe the project

Predict the suitable product

Design the product

Build and verify the product

Describe the project

Guess a potentially suitable subset of the product based on the feedback from previous subsets

Design the subset

Build and verify the subset

5

4

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
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impractical for
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Predict the suitable product

Describe the project

Design the product

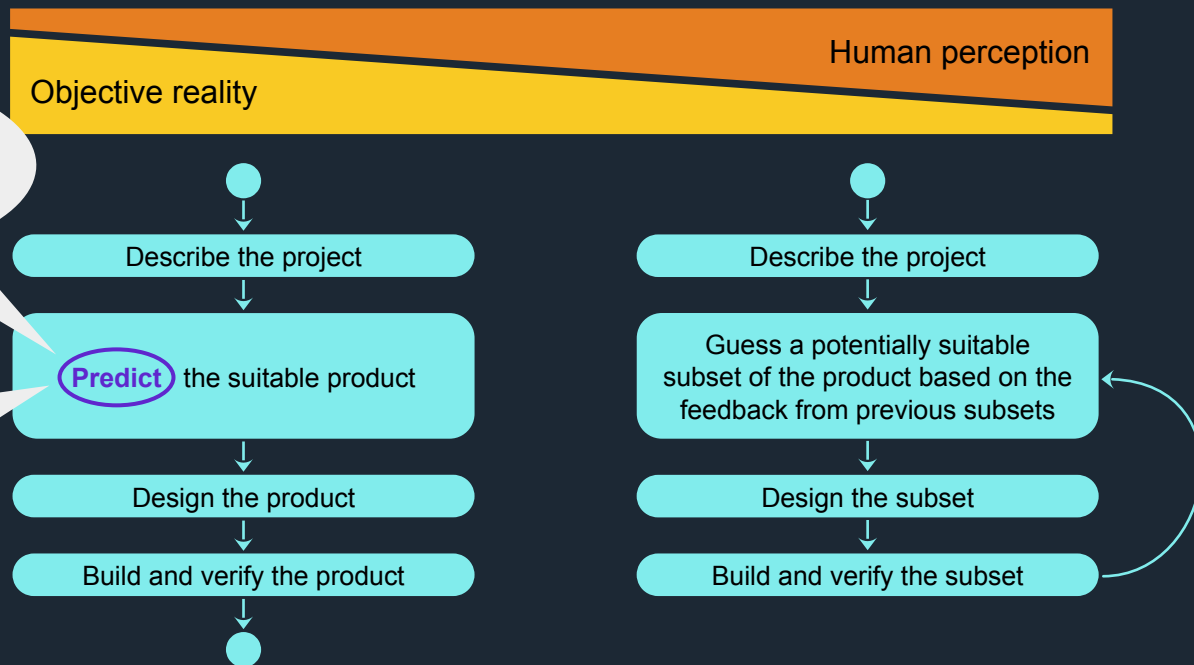
Build and verify the product

Describe the project

Guess a potentially suitable
subset of the product based on the
feedback from previous subsets

Design the subset

Build and verify the subset



5

4

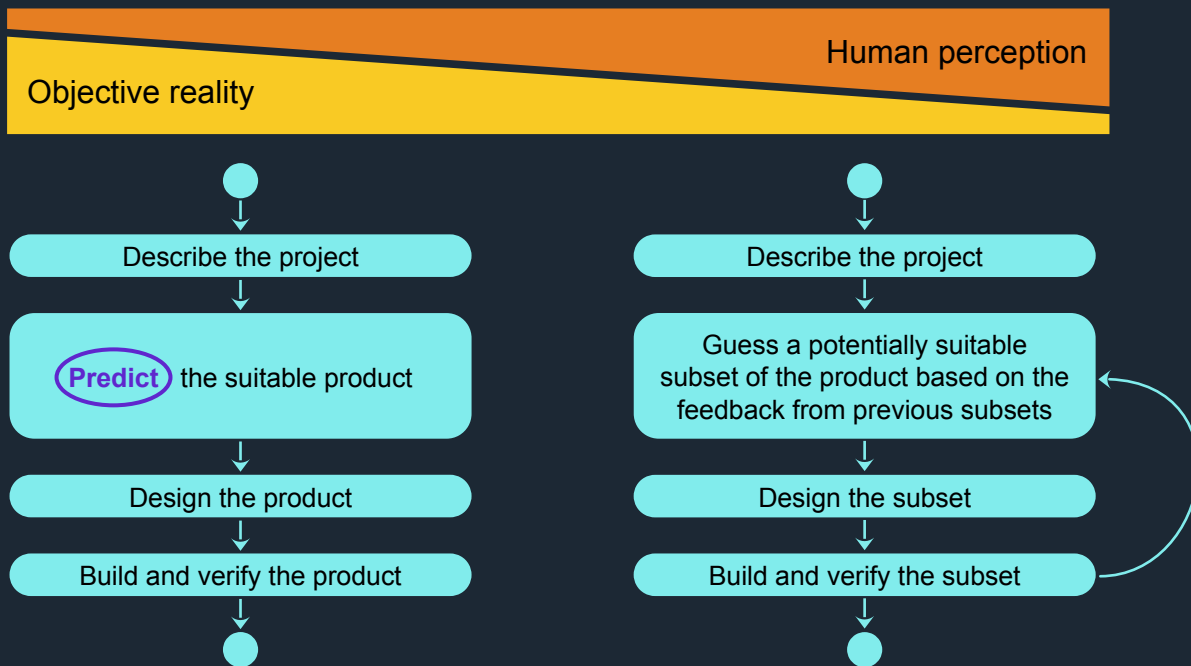
3

2

1

Technical Management

Basis for acceptance of the product of the project



5

4

3

2

1

Technical Management

Predictive
development
method
(aka "waterfall")

Basis for acceptance of the product of the project

Objective reality

Human perception

Describe the project

Predict the suitable product

Design the product

Build and verify the product

Describe the project

Guess a potentially suitable
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feedback from previous subsets

Design the subset

Build and verify the subset

5

4

3

2

Technical Management

1

Predictive development method
(aka "waterfall")

Basis for acceptance of the product of the project

Adaptive development method
(aka Agile)

Objective reality

Human perception

Describe the project

Predict the suitable product

Design the product

Build and verify the product

Describe the project

Guess a potentially suitable subset of the product based on the feedback from previous subsets

Design the subset

Build and verify the subset

5

4

3

Project
Management

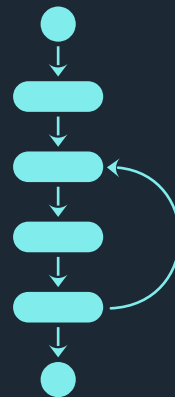
2

Technical
Management

1

Predictive

Adaptive



5

4

3

Project
Management

P3.express



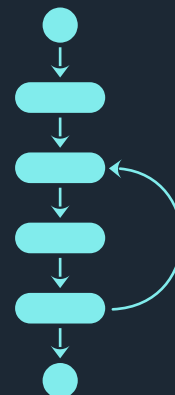
2

Technical
Management

Predictive



Adaptive



1

5

4

3

Project
Management

P3.express



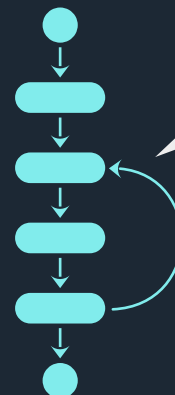
2

Technical
Management

Predictive



Adaptive



Cyclic development

iterative development
incremental delivery

1

5

4

3

Project
Management

P3.express



Cyclic project
management

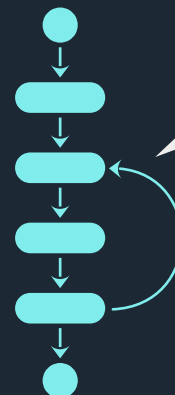
2

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

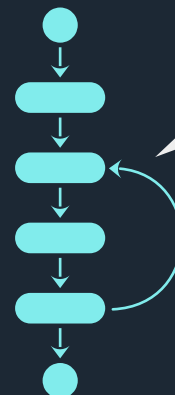
2

Technical
Management

Predictive



Adaptive



Cyclic development
iterative development
incremental delivery

1

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- Ⓕ Project Closure
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③ NUPP

④ Tailoring

⑤ Development methods



⑥ Context

⑦ Certification program



OMIMO's Vision



OMIMO's Vision

We envision a future where our target projects⁽¹⁾

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

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



OMIMO's Mission



OMIMO's Mission

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

- Open⁽³⁾
- Minimalist⁽⁴⁾
- Modular⁽⁵⁾

The supporting context of the modules should

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



General Code of Conduct



General Code of Conduct

1

2

3



General Code of Conduct

- 1 We respect human freedom and avoid discriminatory speech or actions.
- 2
- 3



General Code of Conduct

- ① We respect human freedom and avoid discriminatory speech or actions.
- ② We remain open yet critical when engaging with topics in the project ecosystem⁽²⁾.
- ③



General Code of Conduct

- ① We respect human freedom and avoid discriminatory speech or actions.
- ② We remain open yet critical when engaging with topics in the project ecosystem⁽²⁾.
- ③ We act with honesty and transparency.



General Code of Conduct

- ① We respect human freedom and avoid discriminatory speech or actions.
- ② We remain open yet critical when engaging with topics in the project ecosystem⁽²⁾.
- ③ We act with honesty and transparency.



P3P Code of Conduct



P3P Code of Conduct

1

2

3

4

5

6



P3P Code of Conduct

1

I consider project management to be a key element in the betterment of societies, and as such, regard my role in project management as a social responsibility;

2

3

4

5

6



P3P Code of Conduct

1

I consider project management to be a key element in the betterment of societies, and as such, regard my role in project management as a social responsibility;

2

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

3

4

5

6



P3P Code of Conduct

1

I consider project management to be a key element in the betterment of societies, and as such, regard my role in project management as a social responsibility;

2

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

3

I respect human freedom, and I avoid engaging in discriminatory speech or actions in my projects, related to matters including but not limited to gender, age, race, nationality, sexual orientation, political affiliation, and beliefs;

4

5

6



P3P Code of Conduct

- 1 I consider project management to be a key element in the betterment of societies, and as such, regard my role in project management as a social responsibility;
- 2 I commit to striving to continuously improve my project management skills;
- 3 I respect human freedom, and I avoid engaging in discriminatory speech or actions in my projects, related to matters including but not limited to gender, age, race, nationality, sexual orientation, political affiliation, and beliefs;
- 4 I respect the resources invested in the project;
- 5
- 6



P3P Code of Conduct

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



P3P Code of Conduct

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



P3P Code of Conduct

- 1 I consider project management to be a key element in the betterment of societies, and as such, regard my role in project management as a social responsibility;
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Definitions



Definitions

(1) Our target projects

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

- our primary target is all projects that are
- not exceptional and
- not considered trivial by their owners.

This target group includes a wide range of projects, such as

- technical, scientific, educational, cultural, artistic, humanitarian, recreational, ...,
- simple and complex,
- internal and external,
- large and small,
- commercial and non-commercial,
- Etc.



Definitions

(2) Project ecosystem

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

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



Definitions

OMIMO

(3) Open

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



Definitions

OMIMO

(4) Minimalist

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



Definitions

OMIMO

(5) Modular

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

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 Context



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.



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P3.express Practitioner (P3P)

Certification Program

Requirements:

- Accepting the P3P 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:

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



Number of questions	Topic	
4	NUPP	
3	Context	
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	



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