Collection of Project Process and Knowledge Areas

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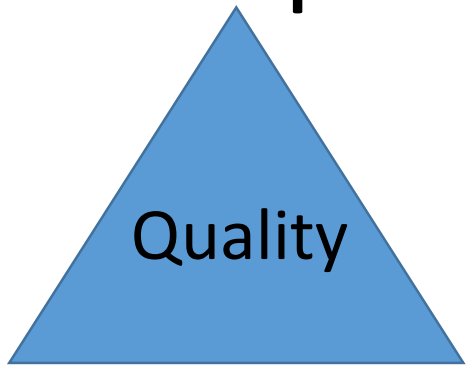
Simple (Best Practice)

Sense Categorise Respond

- Triple Constraint or Iron Triangle (*Pick any two*)

Features, Functionality

Scope



Cost

Resources

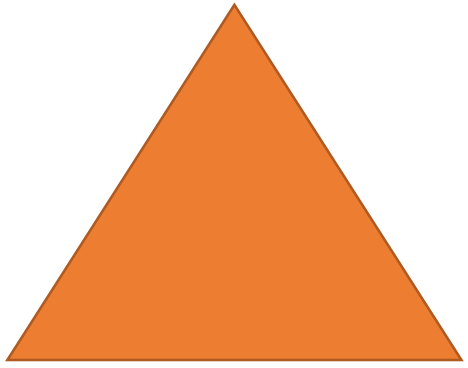
Budget

Time

Schedule

High Quality

Good



Cheap

Low Cost

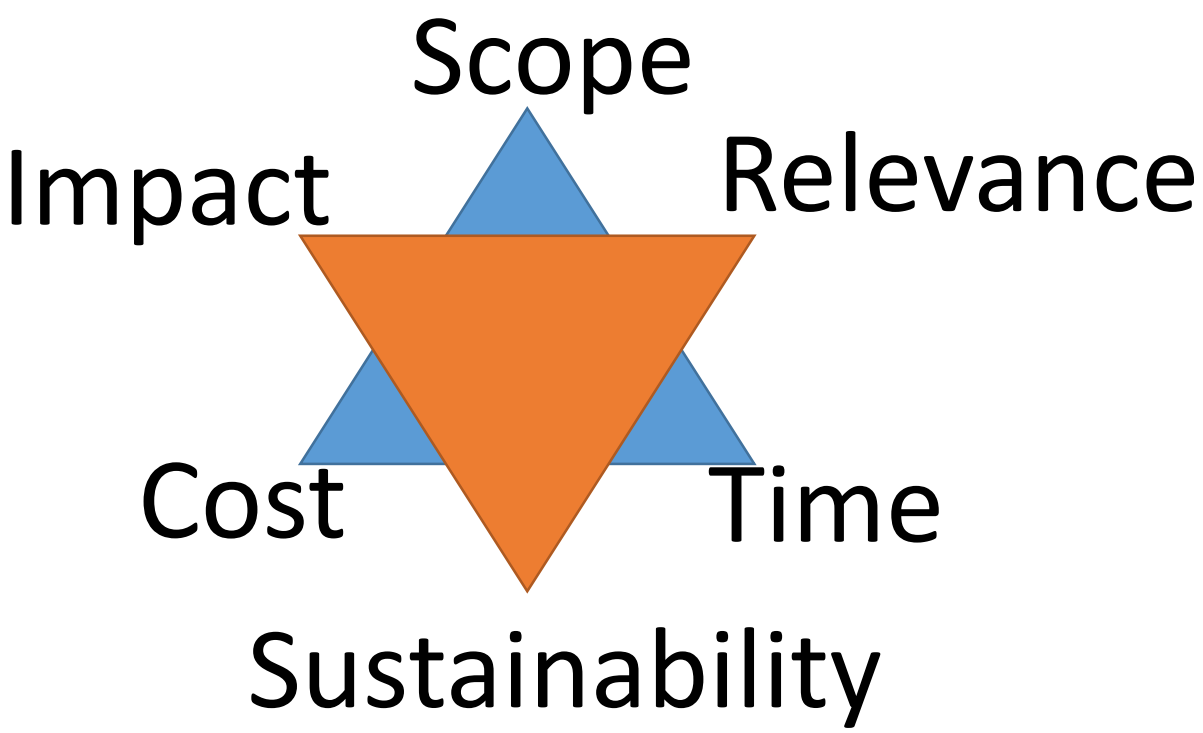
Fast

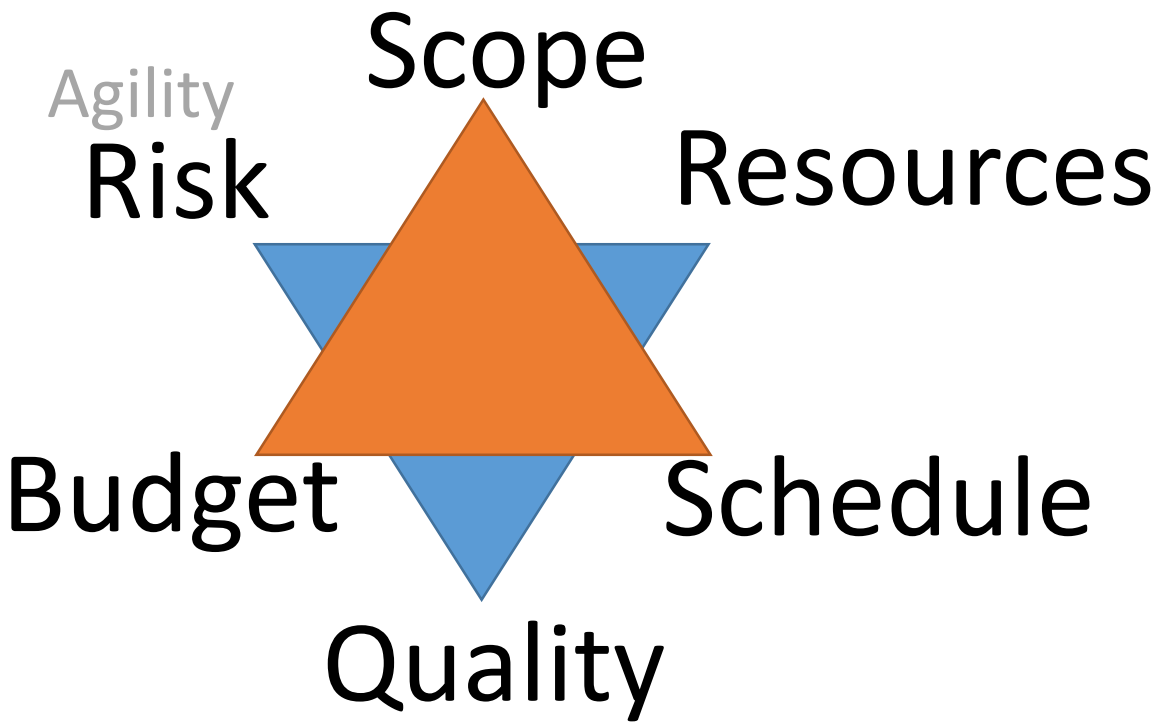
Done Quickly

Complicated (Good Practice)

Sense Analyse Respond

- The Evolution of the Iron Triangle





Complex (Emergent Behaviours)

Probe Sense Respond

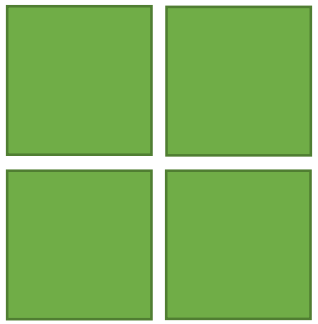
- APM Body of Knowledge 6th Edition
- PMI Body of Knowledge (PMBOK)

Context

Governance
Setting

People

Skills
Professionalism



Interfaces

Management
Scope Management
Schedule Management
Finance Management
Risk Management
Quality Management
Resource Management

Delivery

Accounting
Health & Safety
Human Resource Management
Law
Security
Sustainability

Project Integration Management	Project Scope Management	Project Time Management
Project Cost Management	Project Quality Management	Project Human Resource Management
Project Communications	Project Risk Management	Project Procurement Management

Chaotic (Novel Behaviours)

Act Sense Respond

- The 9 Box Brick Model

RISK/OPPORTUNITY
RAIDO, PESTLE, Future 'May/Should/Not Happen/Threats'
Project Environment (P) incl. External Environment Mgmt
2.4 Risk Management (T/G/6) incl. Mitigations, De-risking
Assumptions (E) incl. Uncertainty, Blind spots, Open Loop
Issue Management (E/6) incl. Troubleshooting, Parking, Waiting
Dependencies (E) and Constraints
Opportunity Management (E) incl. CI, Options, Innovation, Stargazing
Obsolescence Management (E) incl. Optimisation
Corporate Risk Appetite
Dynamic Boundaries and Whole System Behaviours
Capturing Institutional Memory and Knowledge

SCOPE
Features, Integration, Quality & Products, Current 'Happening Now or Planned'
2.5 Project Quality & Quality Management (S/G/6)
3.1 Work Definition/Content (T/C) incl. Record of what is out of scope, Exclusions
3.1 Scope Management (T/E/C/6) incl. Capacity, Availability, Resilience, Training
3.5 Change Control (T/E/C/6) incl. Assessment/Impact, Creep
4.1 Systems Management - DA, Architecture, Standards, Interoperability (P/L) incl. Eng. Tools
4.2 Requirements Management (T/L/6) incl. Non-Functional, Business Needs
4.3 Technology Management (T/L/6) incl. Roadmaps, TRL & MRL
4.6 Modelling & Testing (T/L/6) incl. Trials
Action Management (O/E) incl. Peer Pressure, Accountability, Delegation, Support/Help
Appropriate utilisation of the PM Toolsets - PRINCE2, Lean, Kanban, Six Sigma, Agile/Scrum

RESOURCES
People, Teams, Resources, Organisation & External
3.3 Human Resource Management (O/E/C/3/6) incl. Induction, Exit/Leaving
6.2 Organisational Design & Structure (O/1/4)
6.3 Organisational Roles (O/1/4) and responsibilities within Corporate Culture
7.2 Teamwork & Team Building (O/2/3) incl. Remote Working, International
7.6 Conflict Management (O/2/3) incl. Priorities, Resources, Power, personality
Management Development (O) incl. Continuity of Effort/Drive/Goals
Mobilisation of People, Equipment, Facilities, Funding (T)
Equipment, Infrastructure, Facilities and Funding Management (T)
Storable and Replenishment of Resources (T)
Surge Capacity - Temporary Teams, Outsourcing & Contractors (O/T)

PROCESS
Methodologies, Stakeholders, Performance
2.1 Project Success/Failure Criteria (P/G/6)
2.6 Safety, Security, Health & Environment (T/G/4) incl. Safety Case
3.6 Performance Management (C) incl. Data Collection, Analysis
4.7 Configuration Management (T/L/6) incl. Asset Tracking
5.2 Marketing & Sales (S/B/6)
7.5 Negotiation & Influencing (O/2/3)
Control & Coordination (O)
Benefits Management (6) incl. Actual/Anticipated vs. Desired
Stakeholder Management (G/6) incl. Expectation Mgmt
Management Systems, Methods & Procedures (P/1/6) incl. APM, PMI
Development & Support Systems (P/1/6) incl. ISO, CMMI, ITIL
Close Out (P) incl. Acceptance Docs, Phase Lessons Learnt
Performance Measurement incl. Earned Value Management (T/E/6)

LEADERSHIP
Mission, Goal Setting, Delegation, Approvals, Communications, Command & Control
1.1 Project Management (P) incl. Remit & Boundary Management, Tailoring
1.2 Programme Management (P) de-confliction for Whole Business Benefit
1.3 Portfolio Management (P) incl. Reveal to Shareholders
1.4 Project Context (P) within operating Corporate Culture
2.2 Project Strategy (P) incl. Vision & Elucidation down the Org, Alignment, Trajectories
7.1 Communication (O/2/3) incl. Workflows, Meetings, Collaboration
7.3 Leadership (O/2/3)
Governance of Project Management (1/4) incl. Drumbeats, Limits, Escalations
Operational/Technical Management (S) incl. Optimisation, Rationalisation
Personnel & Industrial Relations (S) incl. Trust
Project Sponsorship (4) incl. Commitment, Champions, Coaches & Mentors
Delegation of Authority (P/O) incl. Accountability & Responsibility
Project Office (P)

OUTPUTS
Tangibles, Deliverables & Documentation
2.2 Project Management Plan (P/G/6)
2.3 Value Management (T/G)
3.7 Information Management (S/E/6) incl. Tech, Tools, Repositories, Access
4.5 Value Engineering (T/L/6)
5.1 Business Case (B/6)
7.4 Decision Making (2)
Information Reporting (E/6) incl. Real-time Auto Measurement, Dashboards
Project Appraisals & Reviews (P/1/6) incl. Accreditation, Certification
Post-Project Appraisal (P) incl. Scaling (Up/Down), Uplift, Upgrade
Design Deliverable (hard or soft) incl. Artefacts, Reports, Drawings
Prototype Deliverable (hard or soft) incl. Databases, Concepts
Product Deliverable (hard or soft) incl. End/Interim, Tools, Test Equipment
Service Deliverable (hard or soft) incl. Helpdesks, 3rd Line Support

COST
Contracts, Procurement, Finance & Law
3.4 Budget Management (T/E/C/6)
3.4 Cost Control Management (T/E/C/6)
4.4 Estimating (T/L/6)
5.3 Financial Management & Funding Schemes (S/B/4)
5.4 Procurement (S/B/6) incl. IPR, Shared IPR
5.5 Bidding (B)
5.6 Contract Management (B) incl. Contractor Performance, SLAs
Benefits Realisation
In-Service & Operating Costs

SKILLS
Ethics, Competencies, Education, Learning & Development
2.7 Ethics & Code of Professional Conduct (3/5)
5.7 Law, Legal & Regulation Awareness (S/B/4)
7.7 PM Commitment & Competency Development (2/5)
7.8 Personnel & Continual Learning & Development (2/3) incl. Motivation, Manage Yourself
Behavioural Characteristics (3) incl. Drive, Pay, Recognition, Awards & Incentives
Emotional Intelligence, Personality Types & Critical Thinking/Analysis
Demonstrated Experience/Knowledge Based Competencies & Breadth/Depth (5)
Qualifications & Achievement (5)
Training and Development for future roles, incl. Professional Development, Pan-Sector

SCHEDULE
Time & Sequencing Planning
3.2 Time Scheduling Phasing (T/E/C/6)
6.1 Lifecycle Design & Management (1/4)
Holistic Planning - Production, Operations & Support (T)
Project Life Cycle (P/O/1)
Project Concept/Initiation/Start-up 1st Phase (1/6)
Project Definition 2nd Phase (1/6)
Project Implementation/Design, Development & Integration 3rd Phase (T/1/6)
Project Handover and Closeout plus Follow-on 4th Phase (1/6)
Production, Build, Construction Methods, Operations and Support (incl. ILS)

KEY & SOURCE

(B) Business/Commercial Feature
(C) Controlling and Monitoring Feature
(E) Executing the Strategy Feature
(G) Planning the Strategy/Goals Feature
(L) Technological Feature
(O) Organisational & People Focused Feature
(P) Project Management Focused Feature
(S) Supporting or General Management Focused Feature
(T) Technique or Procedure Focused Feature
(1) Organisational/Governance Feature
(2) People Feature
(3) Behavioural Context Feature
(4) Contextual Competence Feature
(6) Technical Competency Feature
(5) Five Dimensions of Professionalism (APM)

GAP Neglected Aspects of Project Management Frameworks

FUTURE Aspects that will in the future become far more important

References

1 Terence J. Cooke-Davies, Towards Improved Project Management Practice: Uncovering the Evidence for....
2 www.bloorresearch.com/analysis/project-management-still-neglected/

Project Management is a well-understood process but success still depends on the PM planning, communicating and executing effectively. Equally important, the project champion and users have to face up to the often-harsh truths when plans are tested in the real world. Organisations ignore this discipline at their peril.

Future Project Management Trends (2017+)

- Further Professionalisation, Sustainability and Ethical Development of the Industry/Workforce
- The Permanency of the Agile Project Management Method/Compressed Life Cycles
- Broadening Strategic Role of the Project Manager/Laser focus on strategy over projects
- Rethinking, Rebranding, Renewing the fundamentals of Change Management/Outsourcing
- Mastering Modern-Day Complexity with greater Technical Skills (IoT, DevOps, Big Data, NPD)
- Upskilling Talent Management with emphasis on soft skills plus a Gender Diverse Workforce
- The Need for Design Thinks for Innovative Solutions/Thought Leaders Needed with EQ
- Recognising the significance of Portfolio/Programme Management & Decentral PMOs
- Global Team, Co-location and Distributed Work with Secure Remote Tools/Mobile First
- Globalisation, International Alliances/Partnerships, Global Standards, New Technologies
- The spread of Project Management into non-PM arenas and become Entrepreneurs
- Smart leadership and the move away from operational hierarchies to leverage strengths
- Virtual Learning & Training Opportunities, Refresher Courses, New PM Entrant Platforms
- Increasing need for accountability, social responsibility and environmental management