

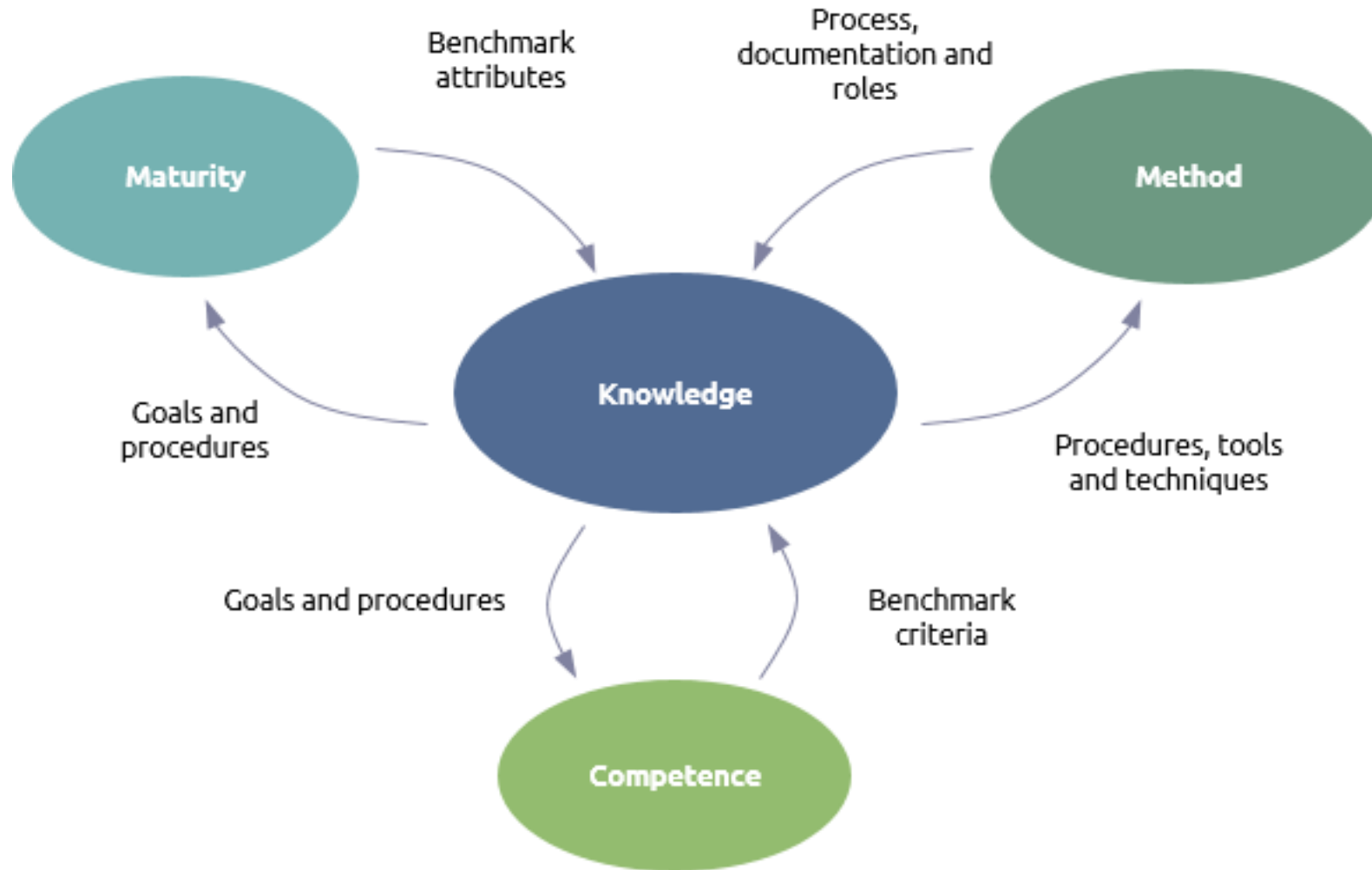
Hoe kan Praxis een bijdrage leveren aan de volwassenheid van mijn PPP organisatie?

Jeroen Ykema en Wil Hendrickx, verandergidsen bij Lagant

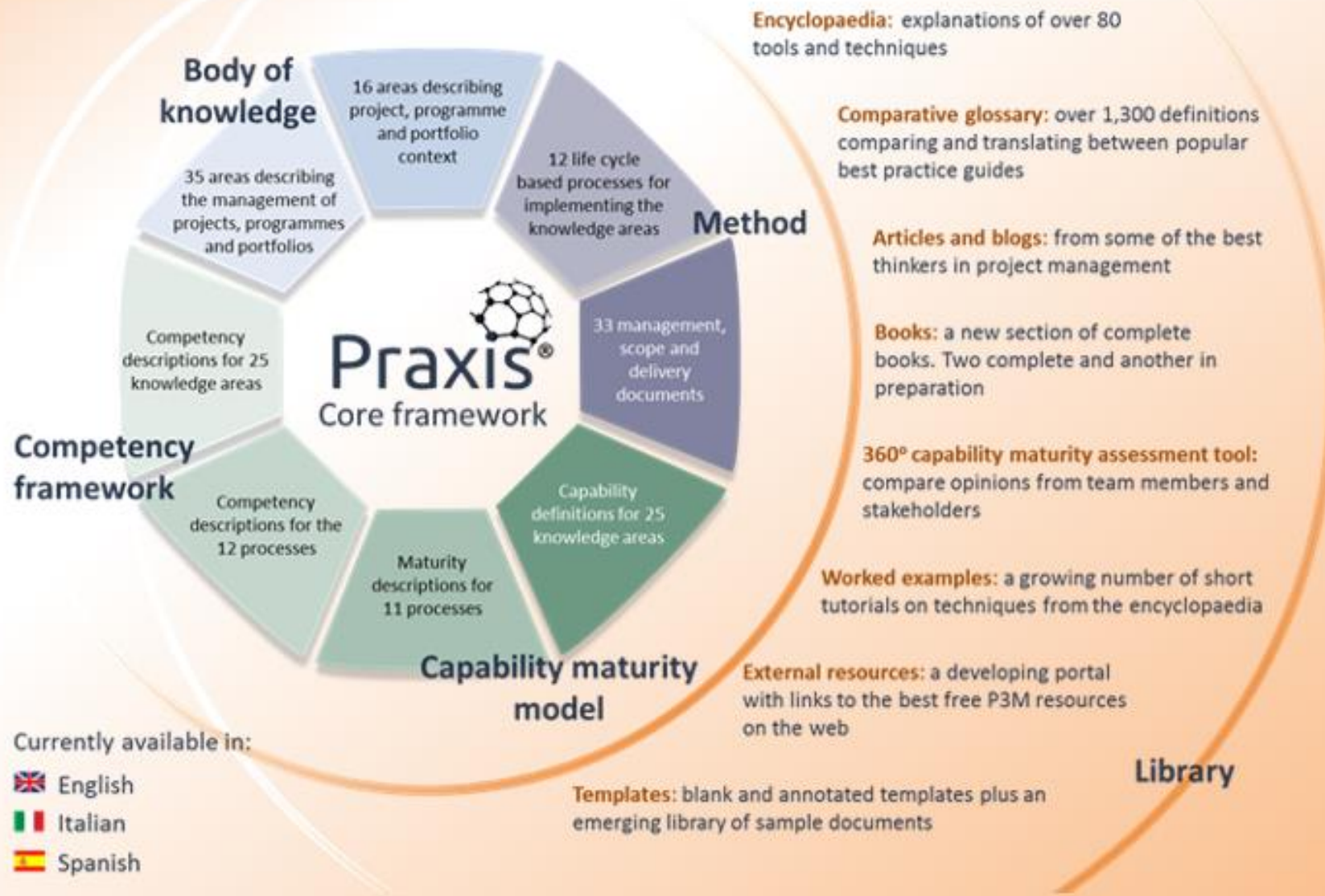
6 februari 2019 – Avondseminar

**PRAXIS: de nieuwe best practice voor
project-, programma- en portfoliomanagement!?**





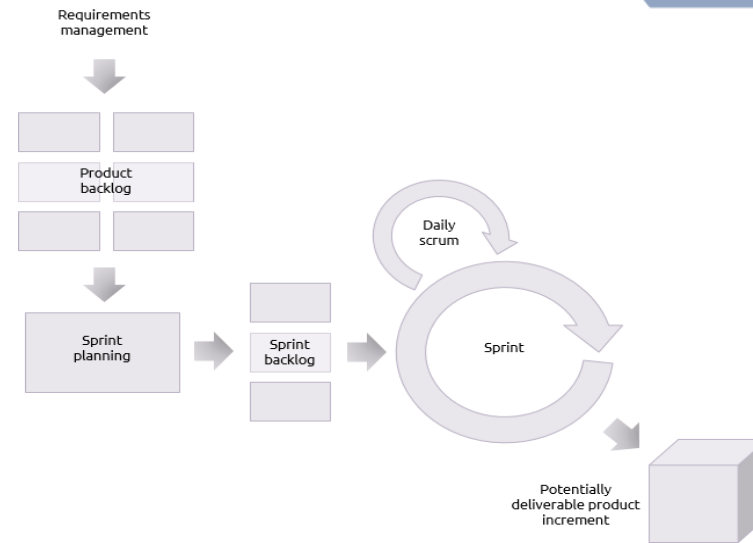
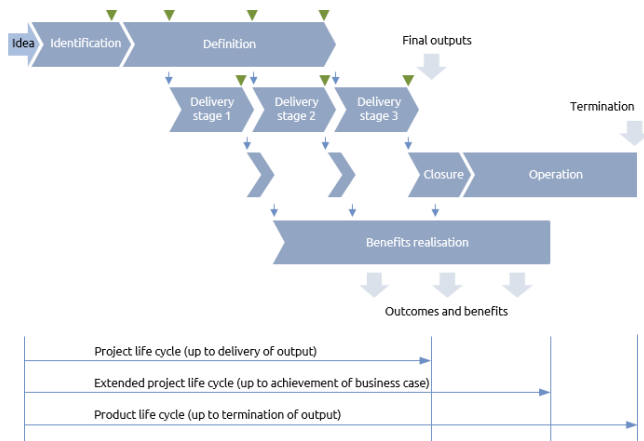
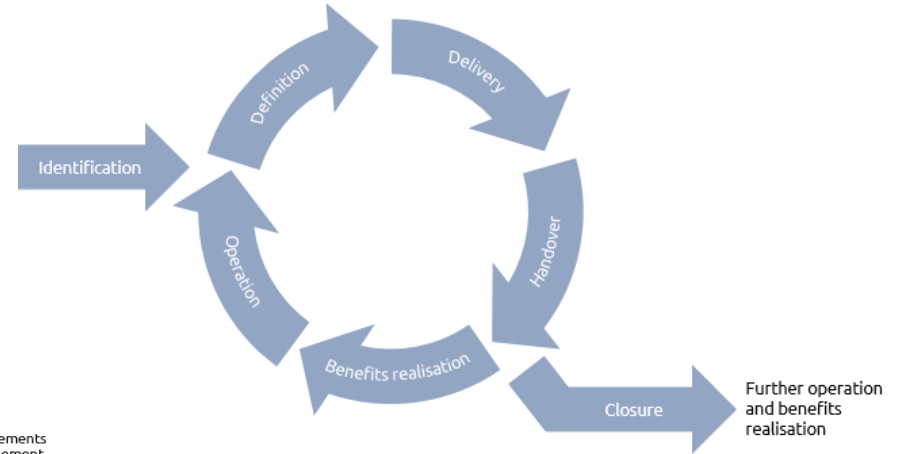
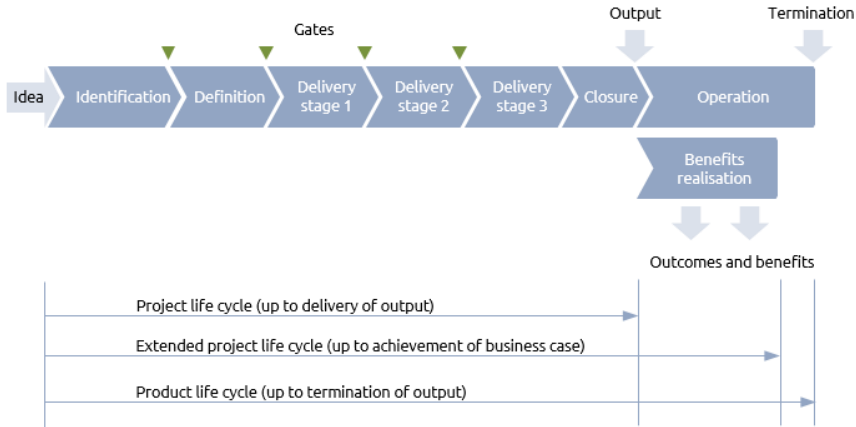
Praxis – the free framework for project, programme and portfolio management



Project and Programme Management

- Having a clear reason why the work is necessary
- Capturing requirements, specifying objectives, estimating resources and timescales
- Preparing a business case to explain that the work is desirable, achievable and viable
- Securing funding for the work
- Developing and implementing management plans
- Leading and motivating the management and delivery teams
- Monitoring and controlling scope, schedule, finance, risks and resources
- Maintaining good relationships with stakeholders
- Closing the project or programme in a controlled manner when appropriate

Projects approaches



Programme Management

- Project co-ordination: identifying, initiating, accelerating, decelerating, redefining and terminating projects within the programme
- Managing interdependencies between projects, and between projects change management activity
- Transformation: taking project outputs and managing change within business-as-usual so that outputs deliver outcomes
- Benefits management: defining, quantifying, measuring and monitoring benefits

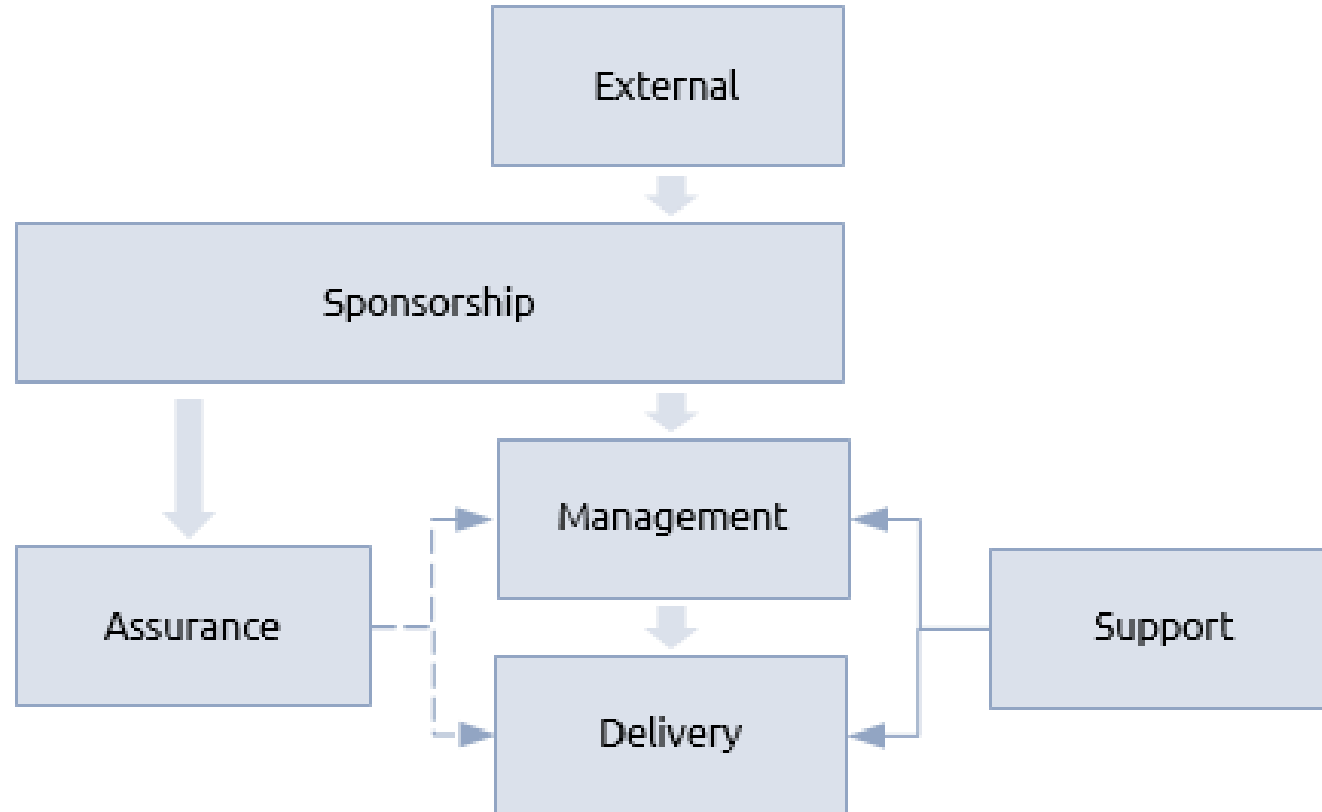
Standard portfolio management:

- Establishing an infrastructure to support projects and programmes
- Defining management procedures and processes to be used consistently across projects and programmes
- Co-ordination of limited resources, by matching demand and supply and optimising allocation of available resources

Structured portfolio management:

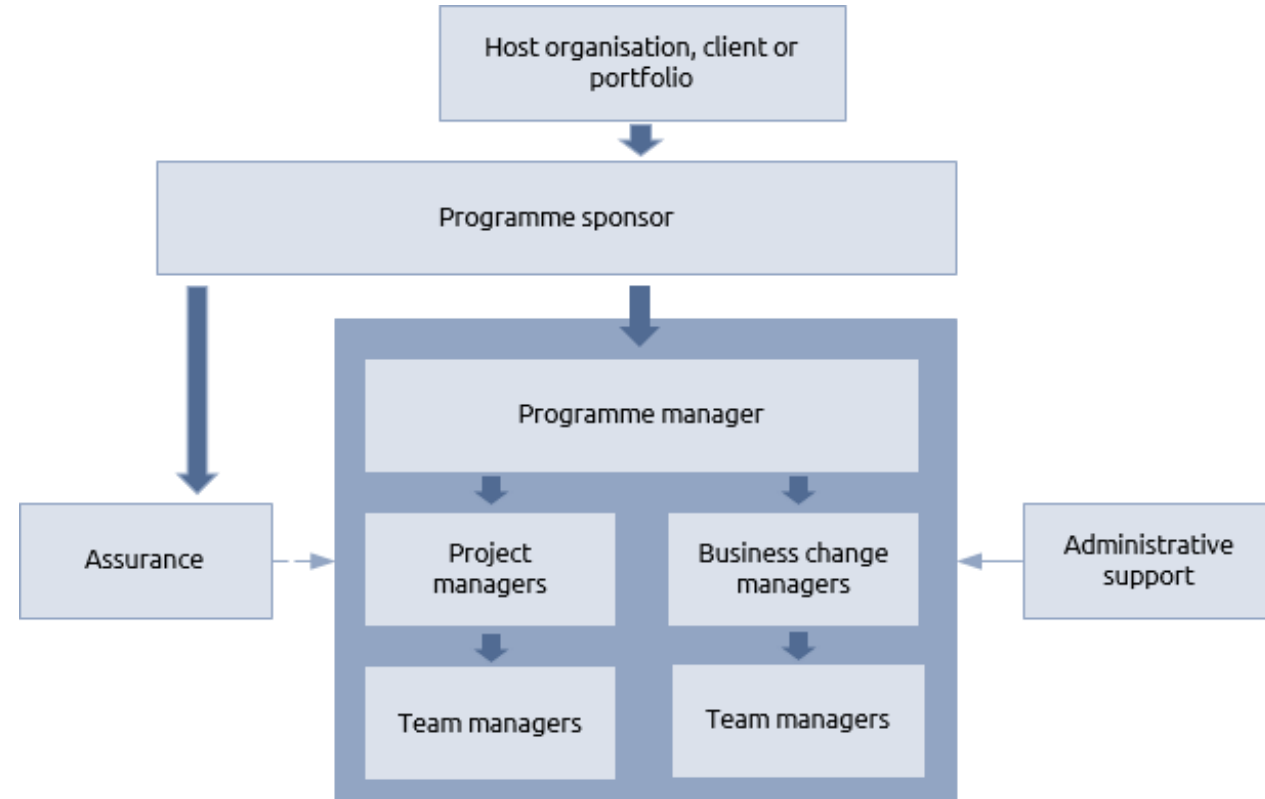
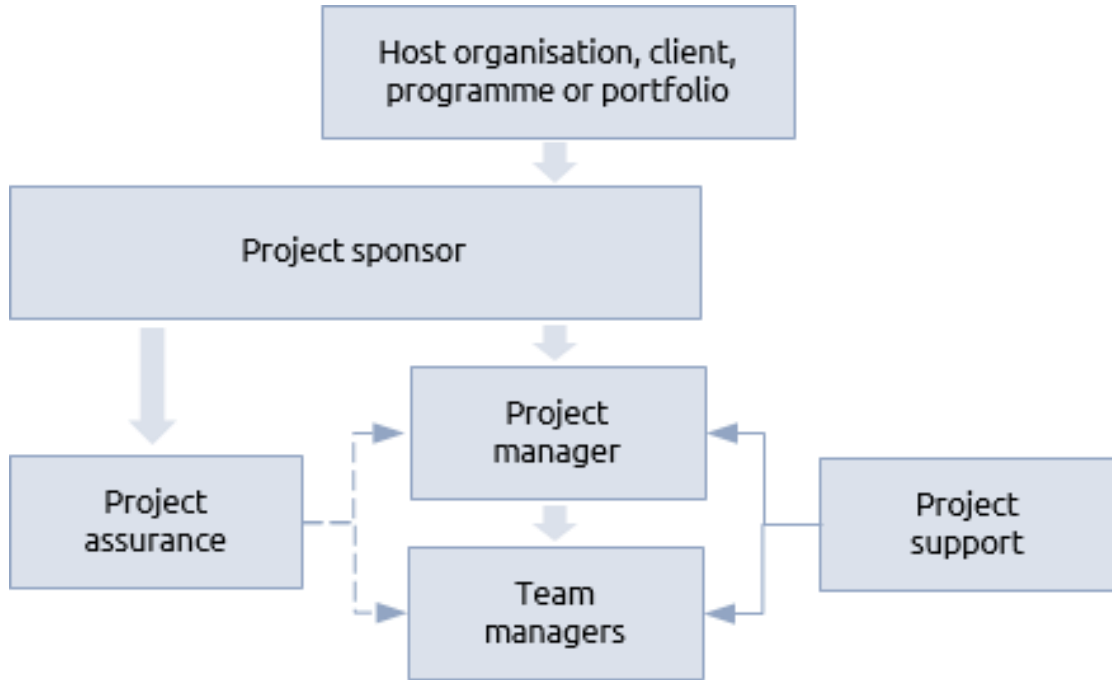
- Maintaining a balanced portfolio aligned with strategic objectives in the context of changing conditions
- Improving delivery of projects and programmes through a co-ordinated, portfolio-wide view of risk, dependencies and schedules
- Reducing costs by removing overlapping and poorly performing projects and programmes

Organisation Management - Levels



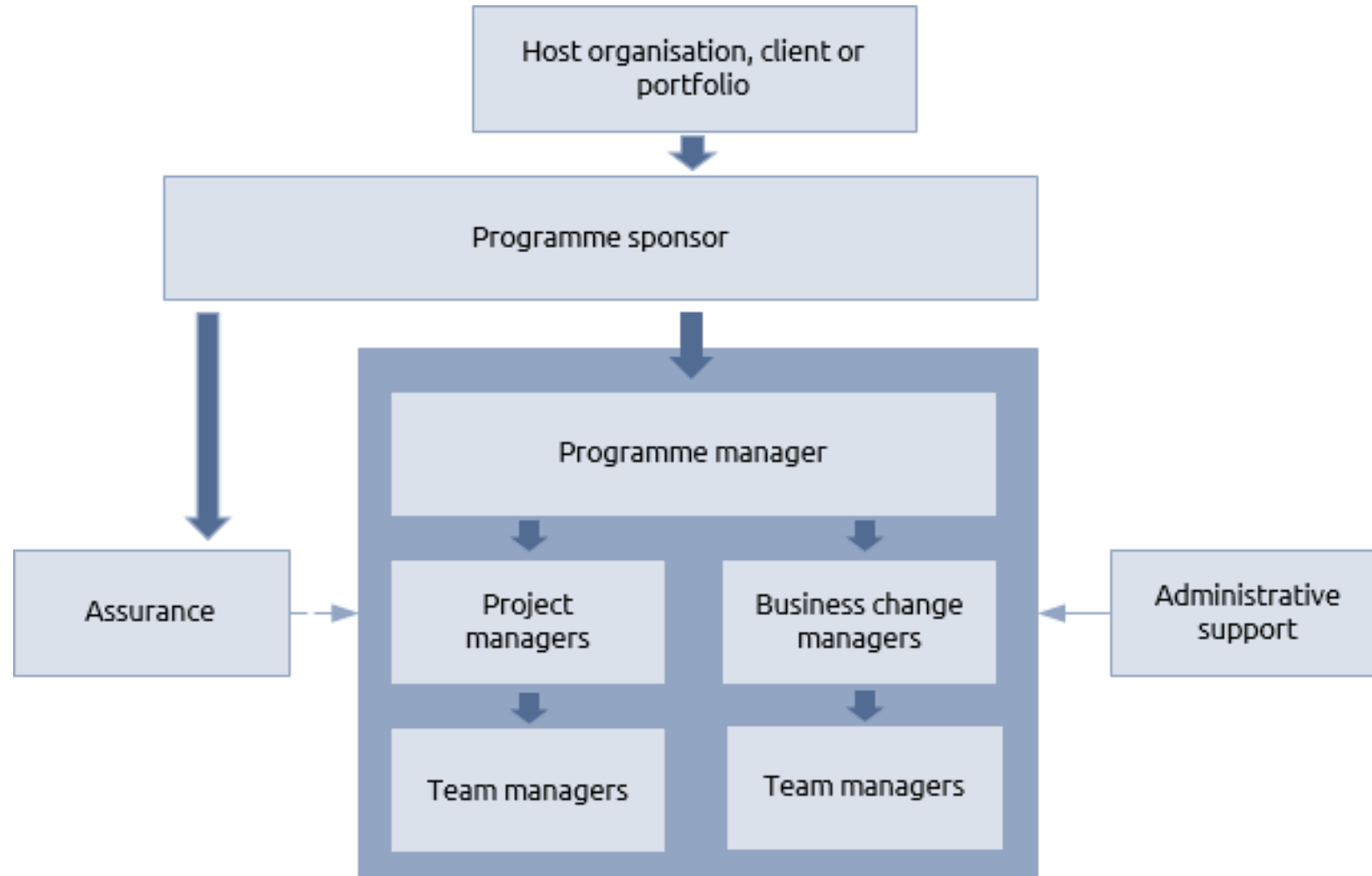
Organisation structures

A typical project ...



A typical programme ...

Programme Structure



Capabilities

Fundamental components of delivery

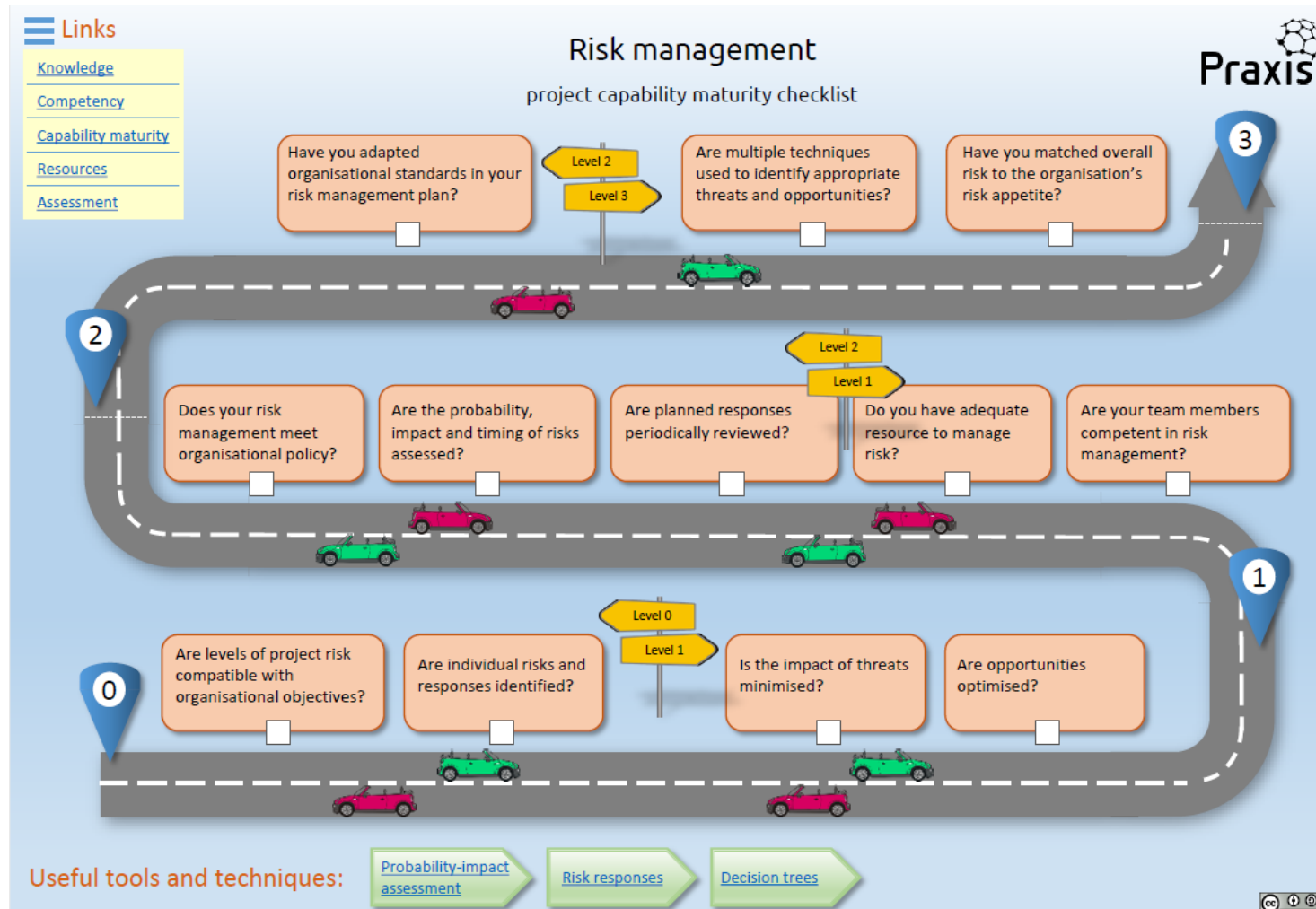
	Scope	Schedule	Finance	Risk	Change	Resource
Planning						
Business case						
Control						
Information						
Organisation						
Stakeholders						
Assurance						

Integrative functions

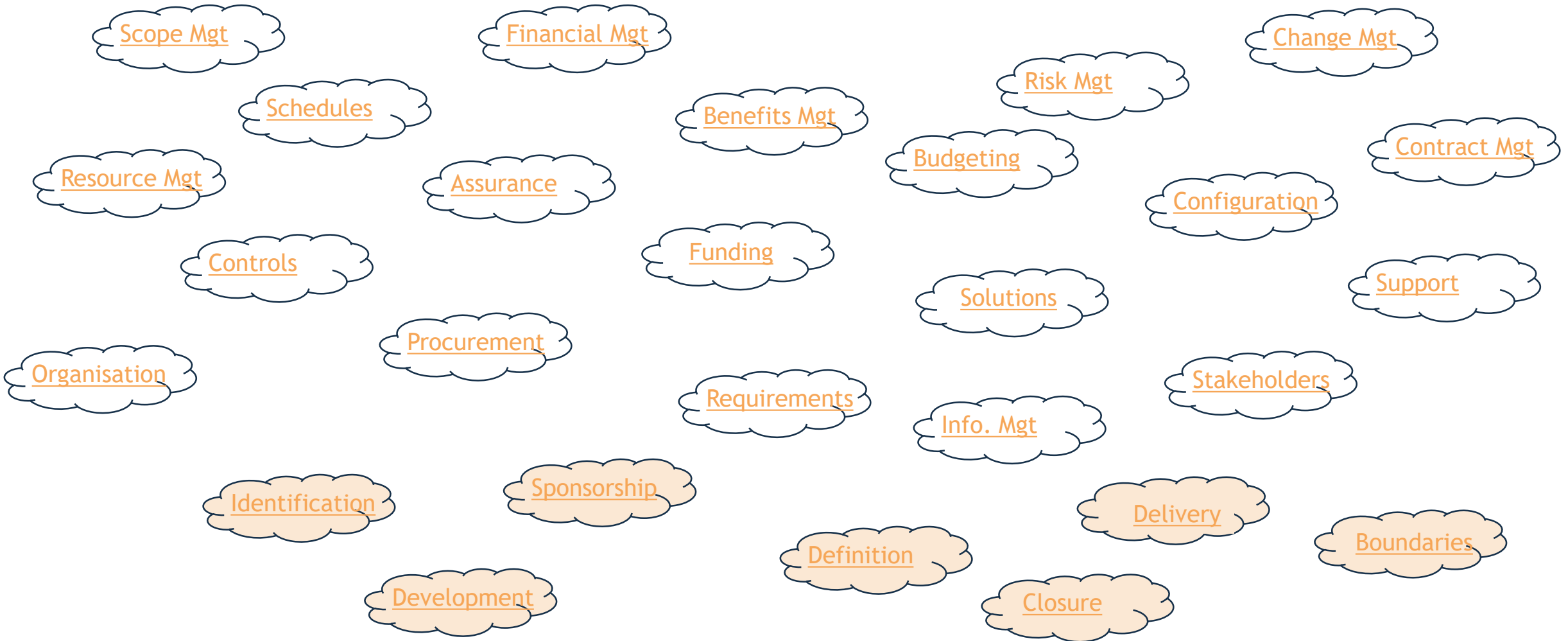
Maturity Levels

Level	Capability levels (functions)	Functions
0	Incomplete	<ul style="list-style-type: none">• Scope Management• Schedule Management• Finance Management• Risk Management• Change Management• Resource Management• Integrative Management
1	Performed	
2	Managed	
3	Defined	
4		
5		

Capability maturity checklists (goose boards)



Elements of the maturity model



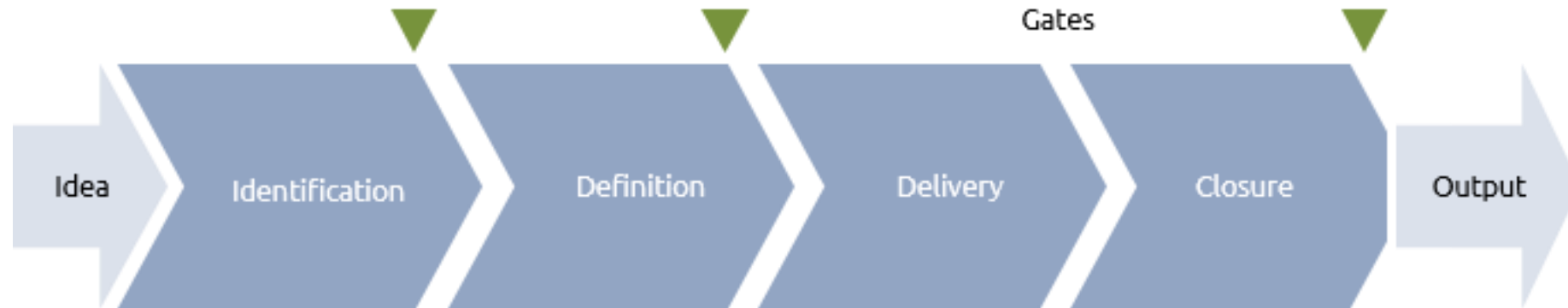
Praxis elements

	Skills	Delivery	Proj. & Prog. Process	Portfolio process	Management plans	Scope documents	Delivery documents	Competencies
1	Communication	Integrative management	Identification	Initiation	Organisation management plan	Mandate	Definition plan	Provide assurance
2	Conflict management	Scope management	Sponsorship	Governance	Stakeholder management plan	Vision statement	Communication plan	Manage the organisation
3	Delegation	Schedule management	Definition	Management	Control management plan	Specification	Stakeholder register	Manage stakeholders
4	Influencing	Financial management	Delivery	Co-ordination	Information management plan	Product documents	Risk register	Manage the business case
5	Leadership	Risk management	Boundary		Assurance management plan	Blueprint	Delivery plan	Plan governance
6	Negotiation	Change management	Development		Scope management plan	Benefits map	Issue register	Plan delivery
7	Teamwork	Resource management	Benefits realisation		Benefits management plan	Benefits profile	Lessons log	Exercise control
8			Closure		Schedule management plan	Business case	Daily log	Manage information
9					Finance management plan	Brief	Change log	Manage scope
10					Risk management plan		Progress report	Manage the schedule
11					Change management plan		Event report	Manage finance
12					Resource management plan		Follow on actions report	Manage risk
13	Level	Description						Manage change
14	0 Incomplete	Function not performed						Manage resources
15	1 Performed	Function is performed but does not achieve its goals						Communicate
16	2 Managed	Functions achieve goals but application is inconsistent						Manage conflict
17	3 Defined	Functional plans are centrally defined and tailored to suit context						Delegate
18								Lead
19	4 Quantitatively managed	Performance metrics are gathered and used for control						Influence
20	5 Optimized	Continuous improvement through piloting new ideas and technologies						Negotiate
21								Work within a team

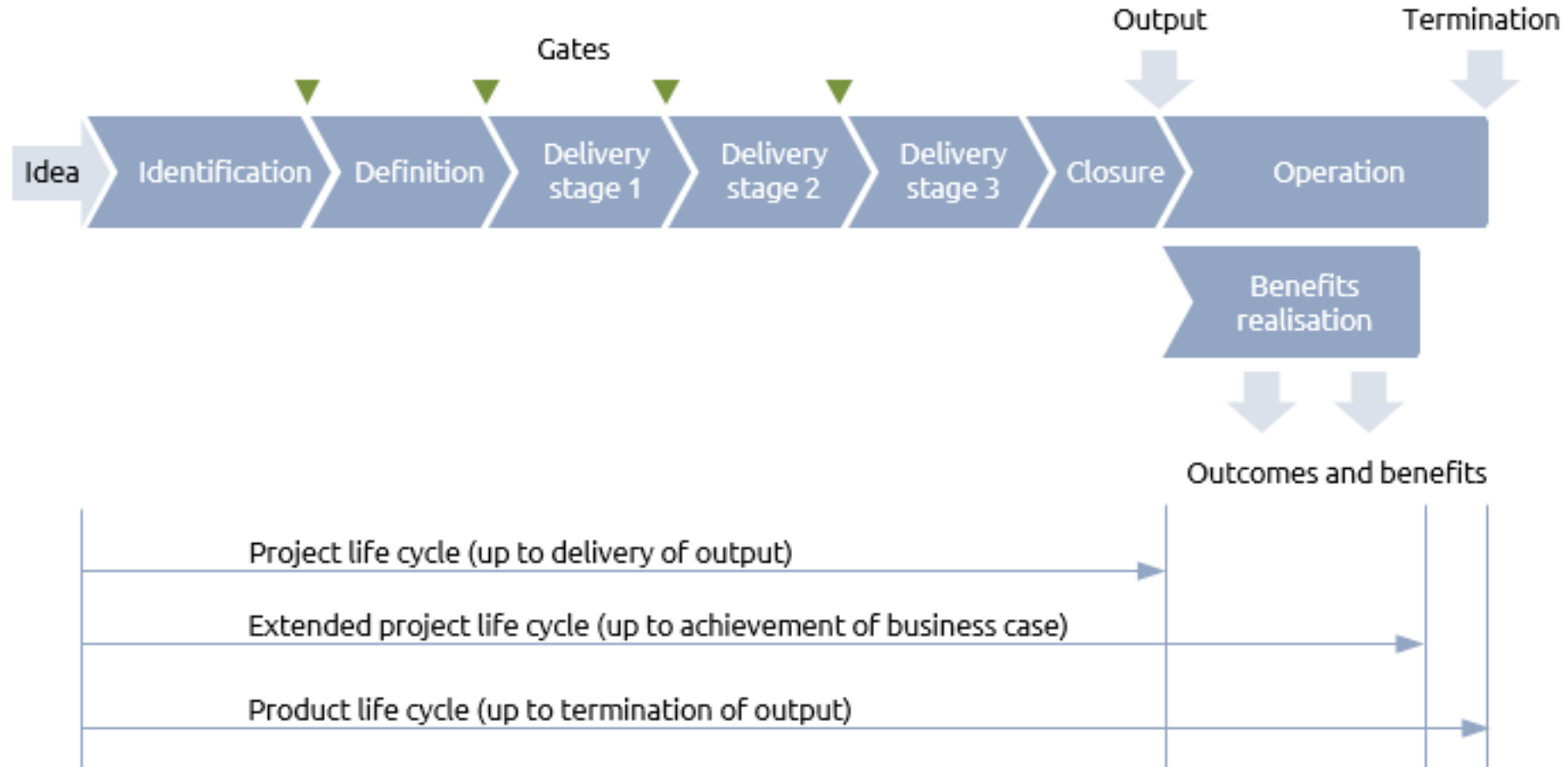
Optional sheets

Goals of Life Cycle Management

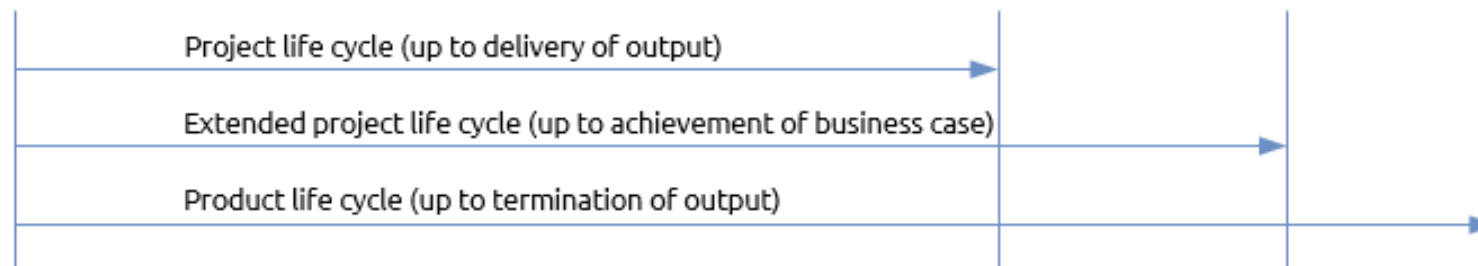
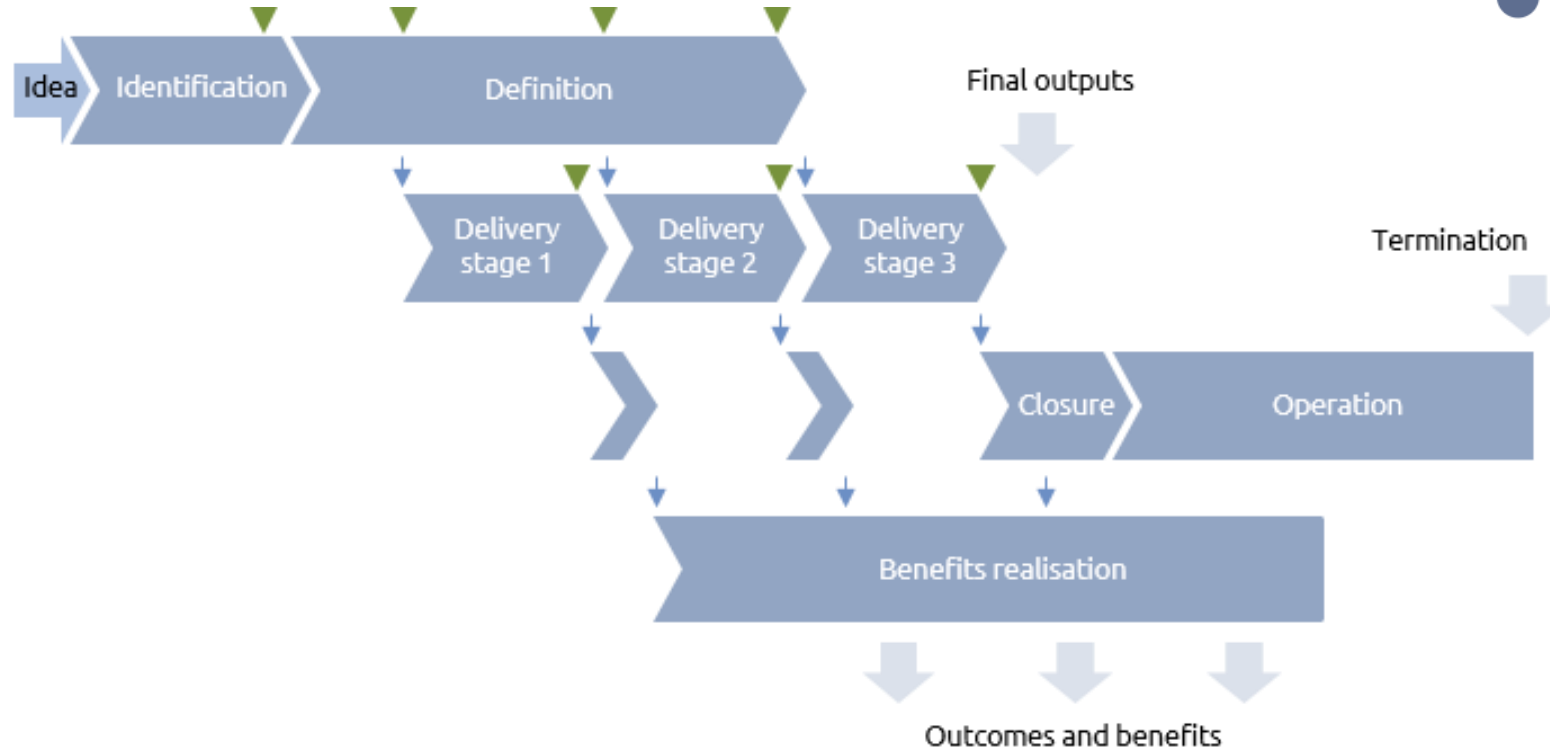
- Identify the phases of a life cycle that match the context of the work
- Structure governance activities in accordance with the life cycle phases



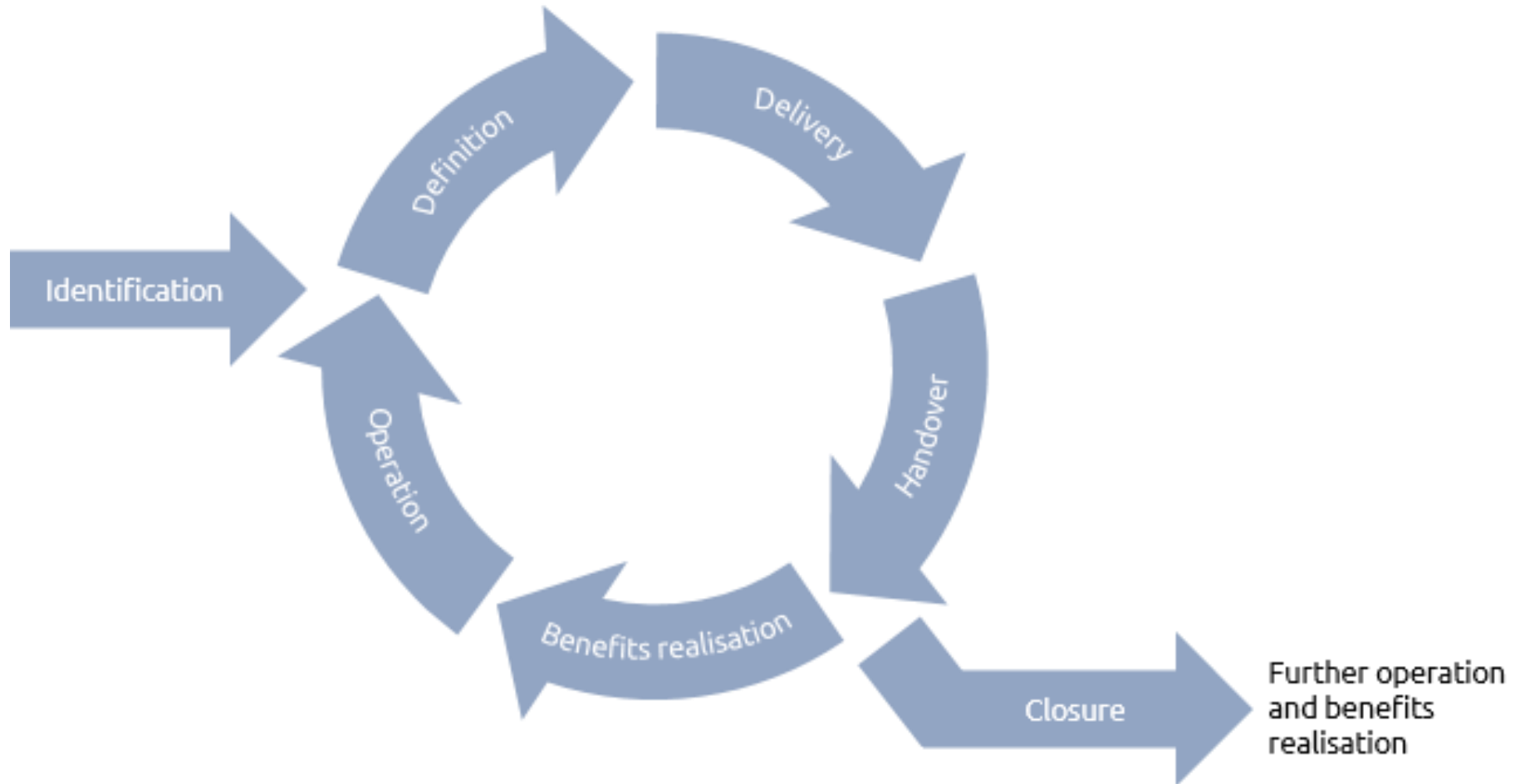
A Typical Serial Project Life Cycle



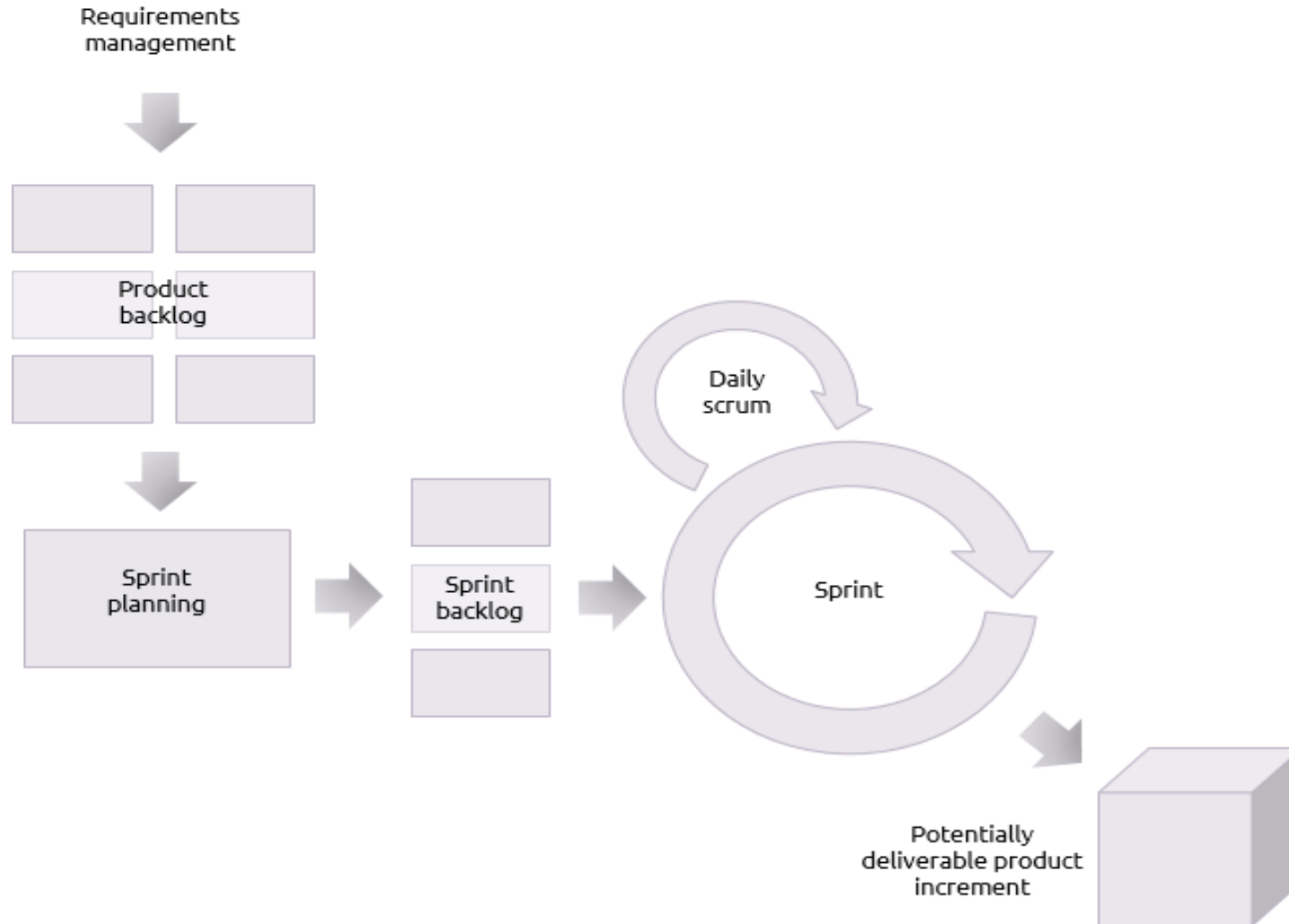
Parallel Project Life Cycle



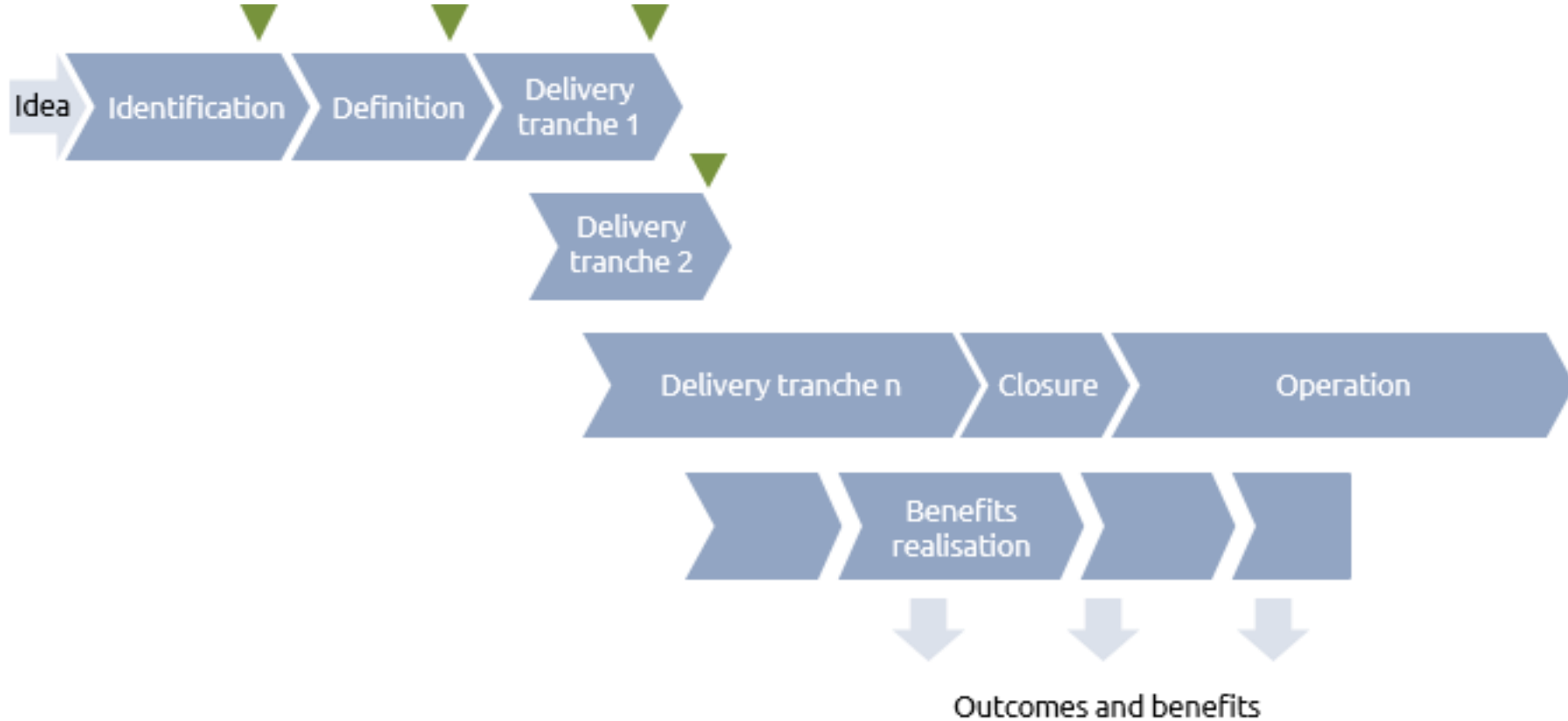
Parallel Project Iteration



Scrum Development Process Used in Agile Projects



Typical Programme Life Cycle



Typical Portfolio Life Cycle

