

## **Plan your Frog into a handsome PRINCE (2) Project.**



### **Why do so many organisations train and develop staff in the use of PRINCE2™?**

PRINCE2™ is the UK Government owned and mandated project management methodology. As such it is the methodology which should be used on all public sector projects. Is this the only reason to use it? Absolutely not! This is certainly not the reason that many leading household name companies use the method. They use PRINCE2™ because it works, or to be more accurate, it can be tailored to fit their projects.

Any project – no matter how big or small - benefits from project management. A project exists to deliver products (physical or intellectual) to meet objectives and provide benefits to the organisation. These three aspects can not be met unless proper control is exerted over the project. Once controls are in place Senior Manager's will benefit hugely from management by exception, recovering time for all those other priorities.

### **Why shouldn't this be done simply by good planning and commonsense?**

In an environment that encourages the use of projects, it is a matter of judgement whether to create a project environment or undertake the work requested as a stand-alone task. There is always a need to balance the time and cost involved to establish a project with the additional controls, appropriate involvement and commitment of busy stakeholders. A task is defined as something agreed, which can be signed off by the supplier.

### **When to Establish Projects**

With clear policy direction, there are many reasons to establish a project rather than agree tasks, even if the principles of a work package authorisation are to be used. These are:-

- A complex set of tasks which have linkages and / or dependencies between them.
- Considerable expenditure is involved (amounts may vary by Department)
- Strategic importance or multiple stakeholders who need to be satisfied.
- There are high risks, for the organisation, associated with the objectives.

More time spent is sent on product delivery, less on fire-fighting, fewer surprises!

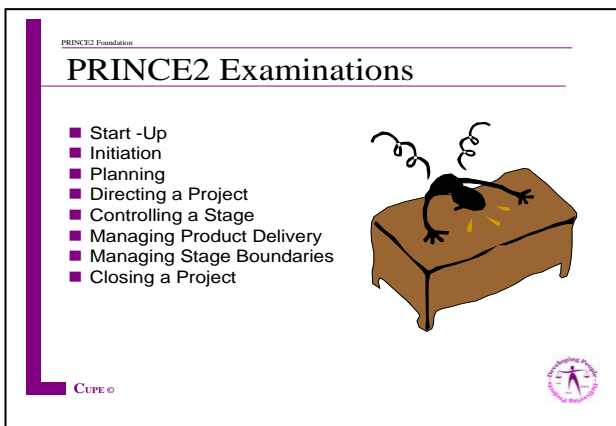


## Your Project Partner

When projects are required, different levels of depth and presentation, or just a Gantt chart, may be required. Monitoring and control may also vary in style and effectiveness. PRINCE2™ provides a common language and understanding of what to expect in the project, when to expect it and in what format. Using a tailored practical framework PRINCE2™ teams start by checking if the project is viable and worthwhile, prior to comprehensive planning, and the method ensures controlled progress and orderly closure. This will provide the basis for later benefit assessment and continuous improvement.

In PRINCE2™ the business benefits of the outcome are the driving force behind the project. This focus means that project teams do not simply keep charging on when they may no longer be viable. Good implementation of PRINCE2™ will drive forward viable projects, and release project resources from poor ones, as they closed in a timely fashion.

### Why do we need Training?



There is a comprehensive manual which sets out PRINCE2™ – so why so do we need PRINCE2™ training? The manual is a terrific resource tool and a new version (number 4) becomes available this summer. It provides a framework to plan and control projects and to co-ordinate individual input. Without PRINCE2™, you just have a collection of talented individuals, not a team. Live projects should have the method tailored to the specific environment, and this may require Project Assurance support.

Does this mean that all our staff needs to become PRINCE2™ Practitioners? Definitely not. There are many levels of training available which would be suited to different levels of project responsibility. There is a need, however, to ensure that there is an understanding of what the method involves and the responsibilities of the project roles, by all involved. This starts at the top i.e. the decision makers / senior managers commissioning projects. Unless the senior team understand the framework and responsibilities they can unknowingly undermine the PRINCE2™ Project Manager, and put the project at risk.



**What levels of training are needed and for whom?**

WHAT	WHO	WHY
Board Briefing	Senior Management / Decision Makers for Projects	Gives a brief insight to the PRINCE2™ framework, organisation benefits of using it and the roles and responsibilities involved.
Overview	Project Team members / those giving input or interfacing with projects	Understanding of how the method works, what the main communication channels are and who is responsible for what.
Practical PRINCE2™ or Project Support Course	Project support or those giving administrative help or planning support. Project Managers or Team Managers wanting a practical understanding of how to do PRINCE2™.	Gives more detail about the method from a practical perspective. Practise in producing project documents is gained.
PRINCE2™ Foundation	Project Managers / Project Support / Project Assurance or Project Board members who want a more in depth understanding	Gives a thorough grounding in the method and a qualification confirming knowledge of the method.
PRINCE2™ Practitioner	Project Manager / Project Assurance or those wanting to move into a project management career.	Builds on Foundation level knowledge and focuses on how to apply the method to actual projects.

Once you have decided what level of training is suitable for the people involved in projects within the organisation, the next step is to decide who should undertake the training. There are many Training organisations who offer PRINCE2™ training. They are very varied and some will match the needs of one organisation while others will match the needs of another.

There are many criteria which are well established for choosing an organisation to deliver training. Organisations buying PRINCE2™ training need to consider a couple of specific criteria to ensure you receive the quality of training which you deserve.



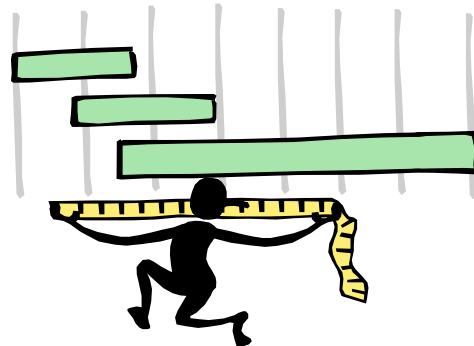
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The first is that the organisation should be an Accredited Training Organisation as shown on the APM Group website. This means that their systems and materials have all been reviewed by APM Group who is responsible for PRINCE2™ standards and examinations. The second is that the Training Organisation should offer a trainer who has project experience in the relevant area. This is a particular challenge in the NHS as there are only a few PRINCE2™ trainers who have worked in the NHS, either clinically or managerially.

### What benefits can your organisation expect to gain by training in PRINCE2™?

Benefits for Senior Managers:

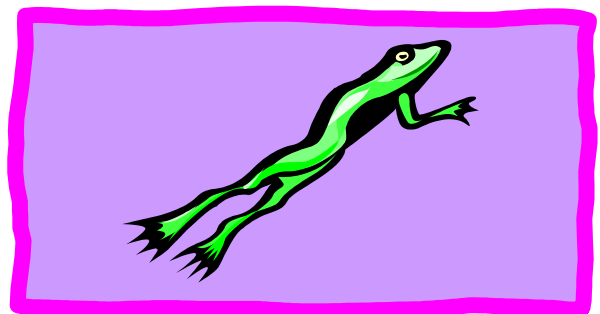
- Clear Terms of Reference
- Defined Structure and Roles
- Manageable Stages
- Management by Exception
- Improved Communication
- Project Meetings only at Key Points
- Users & Suppliers at Quality Reviews
- PROJECTS UNDER CONTROL



Finally, ask yourself, what happens next? How are you going to use the new skills which the organisation will acquire? What support will be needed for Directors and Managers to make your next project into a PRINCE(2) and avoid becoming a frog – no one wants to spend their next project jumping around in a cold, dark, barren environment, with poor communication and scarcely sufficient time to come up for air.

### So what do you next after training in PRINCE2™?

Many will have heard the concept of PINO being applied to projects in their Departments – PRINCE In Name Only – this is what happens when members of staff are not given time or support to tailor the approach, resulting in a clumsy or bureaucratic application of the method. Is essential to think clearly about policy or operational objectives, ‘to look before you leap’ in applying PRINCE2™.



There are couple of essentials and a few more desirable things, which should always be considered, as part of getting any project underway. I am often asked by Senior Managers if there is a Road Map and how far is it to ‘Project Success’. The length of the Project Experience journey is going to depend on where you are starting from, but experience



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suggests you will be passing a number of sign posts (see over) along the way. The change management journey will be one of governance, alignment and learning.

### **Road Map-Project Experience Sign Post**

- Successful delivery of PRINCE2™ training
- Senior Management engaged in PRINCE2™
- P2 Tailored to Departmental business processes
- Project Coaching for Project Boards & Managers
- Provision of e-Project Assurance

### **Project Success - a Diagrammatic View**

The journey will require investment in Project Management Systems and staff development. It is not simply a matter of training Project Managers, because although most are very committed and hard working, few would claim to deliver projects on their own. The Project Team is the vital unit and the Project Environment the critical system; it is this combination which is going to make projects delivery repeatable and predictable.

Higher project productivity and reliability; improved responsiveness to changing priorities; shorter delivery times; better acceptance of new products & services; and ultimately lower project management costs are the deliverables of Project Success. Many great journeys have started with a plan and commitment; this one will require Senior Managers to plan their own virtuous journey of project management.

