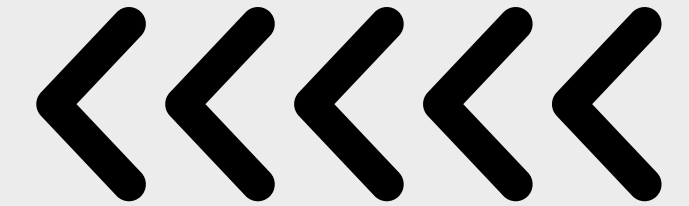De La Salle University

PRINCE2
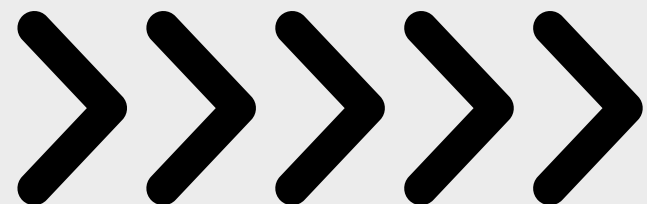
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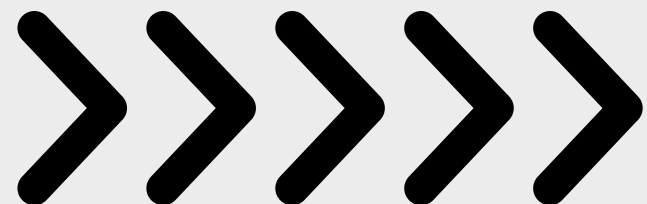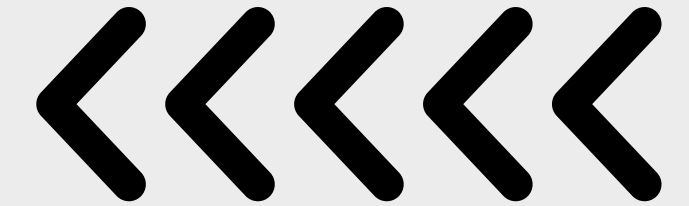
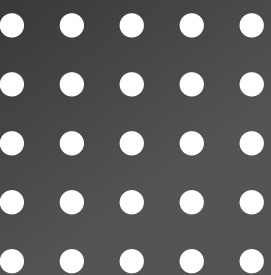# PEOPLE ELEMENT:
KEY CONCEPTS

THE PEOPLE ELEMENT

In PRINCE2 (Projects IN Controlled Environments), the people element is one of the **four integrated elements** (along with principles, practices, and processes) that ensure effective project management.

THE PEOPLE ELEMENT

This focuses on the **roles**, **responsibilities**, and **interactions** of individuals and groups involved in or affected by the project.

It ensures effective **communication**, **collaboration**, and **stakeholder management** to achieve project success.
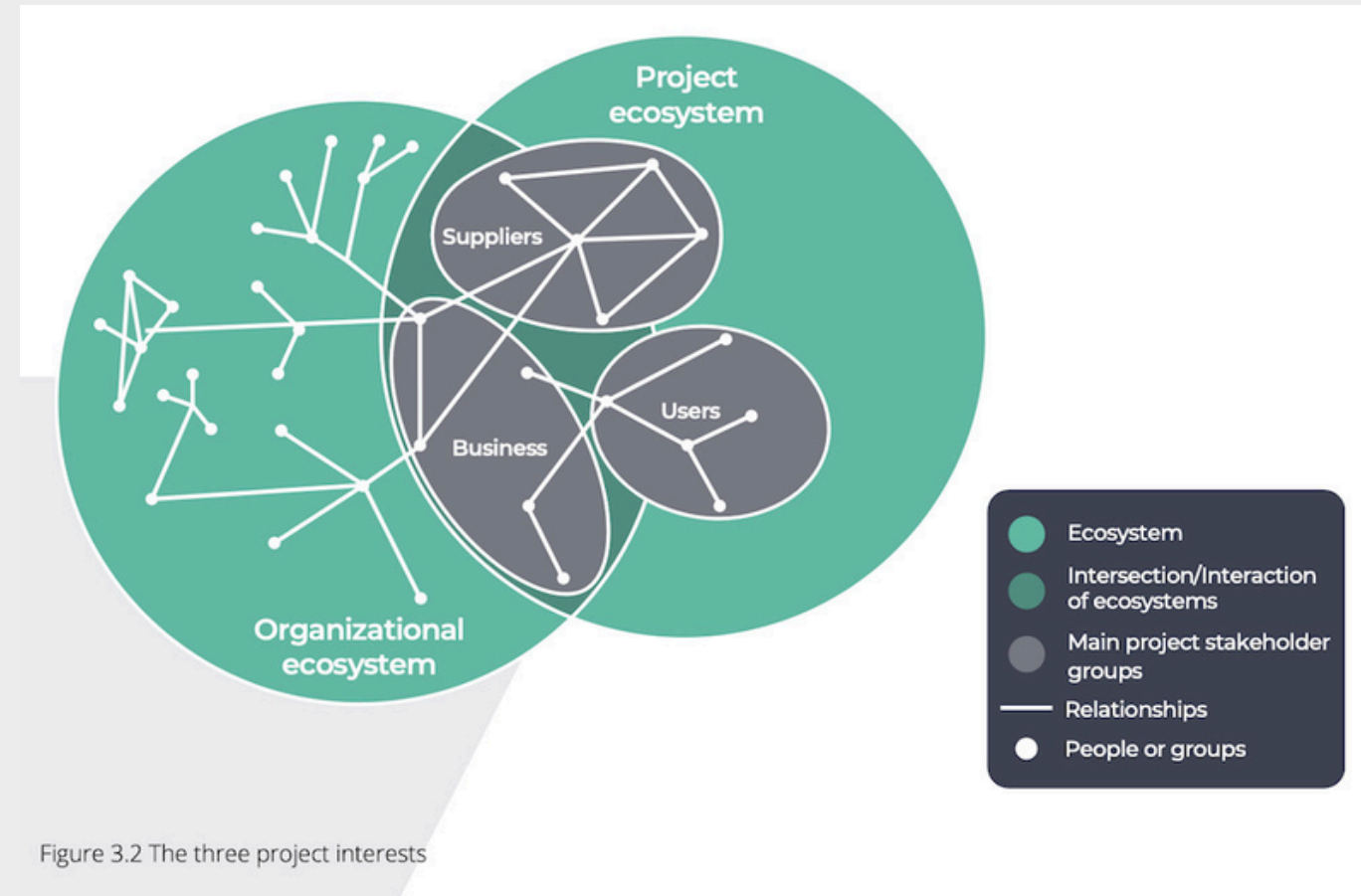
PRINCE2: ECOSYSTEMS

INTRODUCTION

- The goal of a project is to **introduce change**, which inevitably influences individuals in their day-to-day business-as-usual (BAU) operations, routines, and roles. The success of this change, and consequently the project's performance, hinges on the project team's **capabilities**, the **quality** of their relationships, and how effectively the people affected by the change **adapt**.

- Organizations function as **intricate ecosystems** with ever-evolving relationships. Projects inherently alter organizations, even if transformation isn't their primary objective.

PRINCE2: ECOSYSTEMS

INTRODUCTION

- Projects bring together a **distinct** group of individuals from various areas, including the business, user, and supplier communities, for a finite duration.

- To ensure the project's success, **leadership** at all levels must foster a project culture that inspires and motivates everyone involved.

Figure 3.2 The three project interests

ORGANIZATIONAL

- This refers to the broader environment in which the organization operates, including **internal** and **external** elements.

- **Internally**, it includes staff, management, board members, and owners.

- **Externally**, it encompasses customers, partners, suppliers, regulators, and competitors.

- Understanding this ecosystem is **critical** for aligning the project with organizational goals and ensuring it delivers value.

PRINCE2: ECOSYSTEMS

PROJECT

- This is a **subset** of the organizational ecosystem and includes individuals, groups, or entities directly involved in or impacted by the project.

- The project ecosystem often **intersects** with the organizational ecosystem, and managing these relationships is key to project success.

- Examples include specific suppliers, end-users, project team members, and business units.

PRINCE2: CHANGE MANAGEMENT

Projects inherently result in change, whether in processes, systems, or behaviors. Change management ensures that these changes are effectively implemented and adopted.

01
Transition Planning:
Moving from the current state to the desired future state (e.g., transitioning from a paper-heavy system to a paperless system).

02
Resistance Management:
Addressing resistance to change by engaging stakeholders, communicating benefits, and providing training.

03
Sustaining Change:
Ensuring changes are embedded into the organization's culture and operations.

PRINCE2: CHANGE MANAGEMENT

The **current** and **target states** can be captured and described as a set of routines, responsibilities, relationships, cultures, and capabilities.

Identifying which areas of the organization will be impacted by the project as it transitions from the current state to the target state describes the **change** the project will deliver.

PRINCE2: STAKEHOLDER ENGAGEMENT

Stakeholder engagement is the process of identifying, analyzing, and managing the interests and expectations of stakeholders throughout the project lifecycle.

01

Stakeholders:
Individuals, groups, or organizations that can affect or be affected by the project. Examples include users, suppliers, and the business.

02

Importance:
Effective stakeholder engagement ensures that stakeholders are informed, involved, and supportive of the project.

03

Stakeholder Analysis:
This involves identifying stakeholders, understanding their interests, and assessing their influence and impact on the project.

PRINCE2: STAKEHOLDER ENGAGEMENT

PRINCE2 emphasizes the need for a **Communication Management Strategy** to define how stakeholders will be engaged.

The **Project Board** (comprising the Executive, Senior User, and Senior Supplier) plays a key role in representing stakeholder interests.

Regular communication and **feedback loops** ensure that stakeholder expectations are managed and aligned with project objectives.

PRINCE2: CULTURE

Culture refers to the shared values, beliefs, and behaviors within an organization or team. It influences how people respond to projects and change.

01

Organizational Culture:

The broader culture of the organization, which can impact project priorities, decision-making, and risk tolerance.

02

Project Culture:

The culture within the project team, which can be shaped by leadership, communication, and collaboration.

PRINCE2: CULTURE

Culture affects how **roles** and **responsibilities** are defined and executed.

It influences **stakeholder engagement** and **change management** efforts.

PRINCE2 encourages tailoring its **methodology** to fit the cultural context of the organization and project.
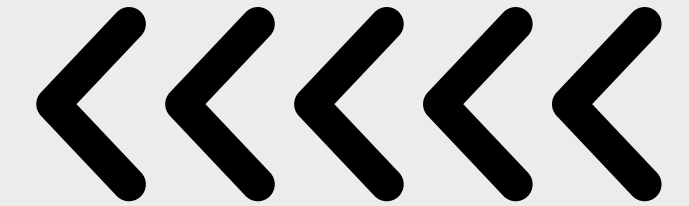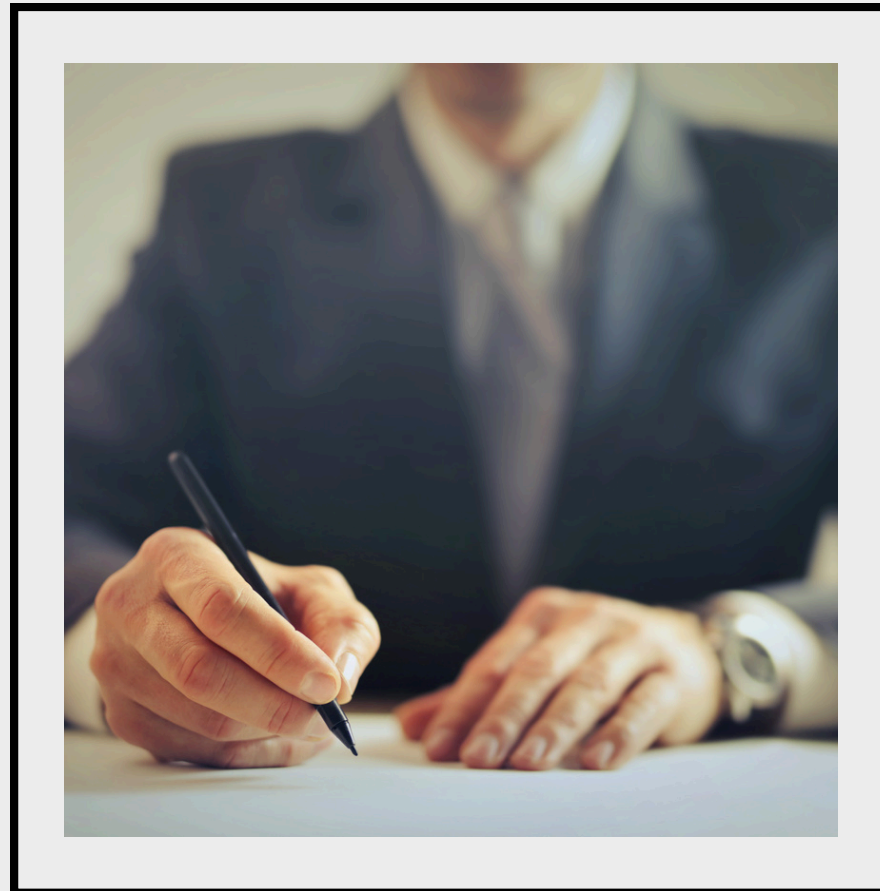
PEOPLE ELEMENT:
ROLES & RESPONSIBILITIES
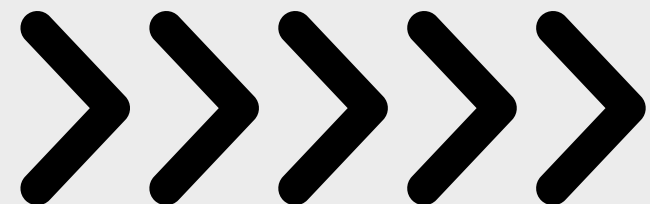
PRINCE2: ROLES AND RESPONSIBILITIES

EXECUTIVE

Responsibilities:

- The ultimate decision-maker for the project and the head of the Project Board.
- They ensure the project is viable and justifiable in terms of costs, benefits, and risks.
- The Executive is responsible for approving the PID.

PRINCE2: ROLES AND RESPONSIBILITIES

SENIOR USERS

Responsibilities:

- Represent the interests of those who will use the project's outputs (products).
- They ensure the project's outcomes will meet user needs.
- In the PID, they define user expectations and ensure requirements are well-documented.

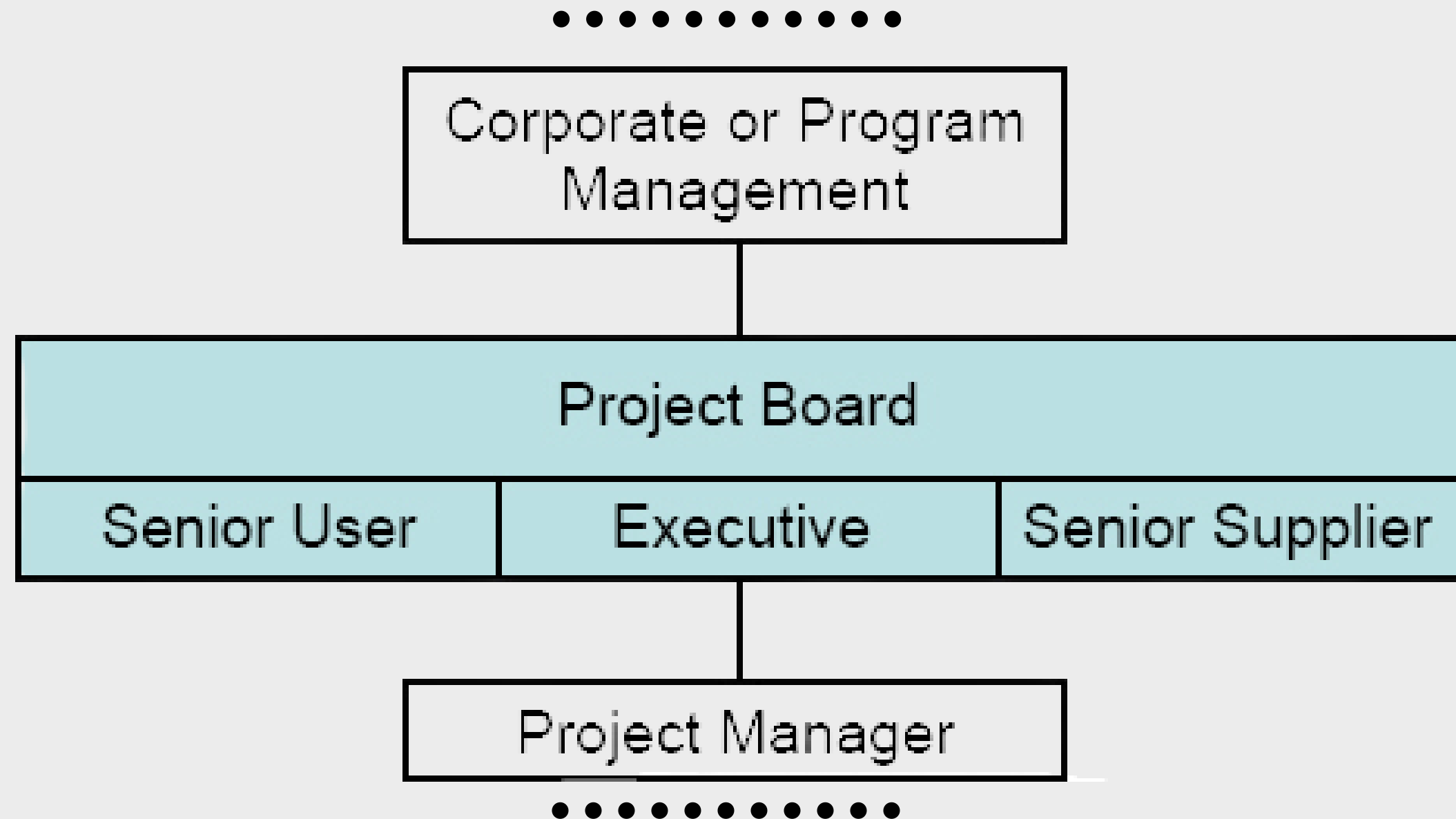# PRINCE2: ROLES AND RESPONSIBILITIES

SENIOR SUPPLIERS

Responsibilities:

- Represent the interests of those designing, developing, and delivering the project's products.
- They ensure the quality and feasibility of technical deliverables.
- The Senior Supplier contributes to the creation of the PID by providing input on resources, timelines, and deliverables.
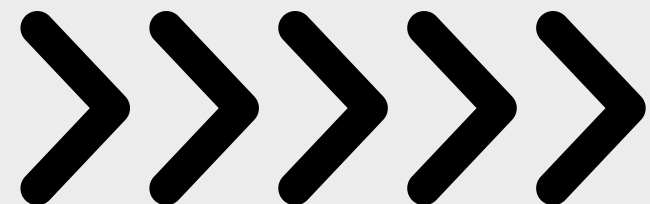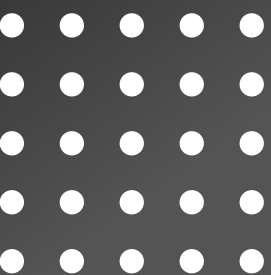
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PROJECT INITIATION DOCUMENT (PID)

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PRINCE2: PROJECT INITIATION DOCUMENT (PID)

WHAT IS A PID?

A **Project Initiation Document (PID)**, also known as a project brief or project charter, is a sheet that **outlines a project's key components**, including client expectations, scope, context, team members and metrics of progress and success.

It guides **internal** and **external stakeholders** in understanding the project plan and tracking progress toward objectives.

PRINCE2: PROJECT INITIATION DOCUMENT (PID)

WHY IS THIS IMPORTANT?

1. Comprehensive Understanding: During the initiation phase, the PID consolidates key project documents, ensuring a thorough understanding of the project before presenting it to the project board for approval.

2. Baseline for Progress Tracking: It serves as a reference point for the project board and project manager, enabling them to monitor progress and ensure alignment with initial plans.

PRINCE2: PROJECT INITIATION DOCUMENT (PID)

WHY IS THIS IMPORTANT?

3. Issue Identification: The PID helps anticipate potential challenges that could affect the project's scope, budget, or timeline, allowing for proactive risk management.

4. Onboarding Tool: It is an invaluable resource for new team members, providing a single source of information about the project's purpose, risks, business case, management approach, and other essential details.
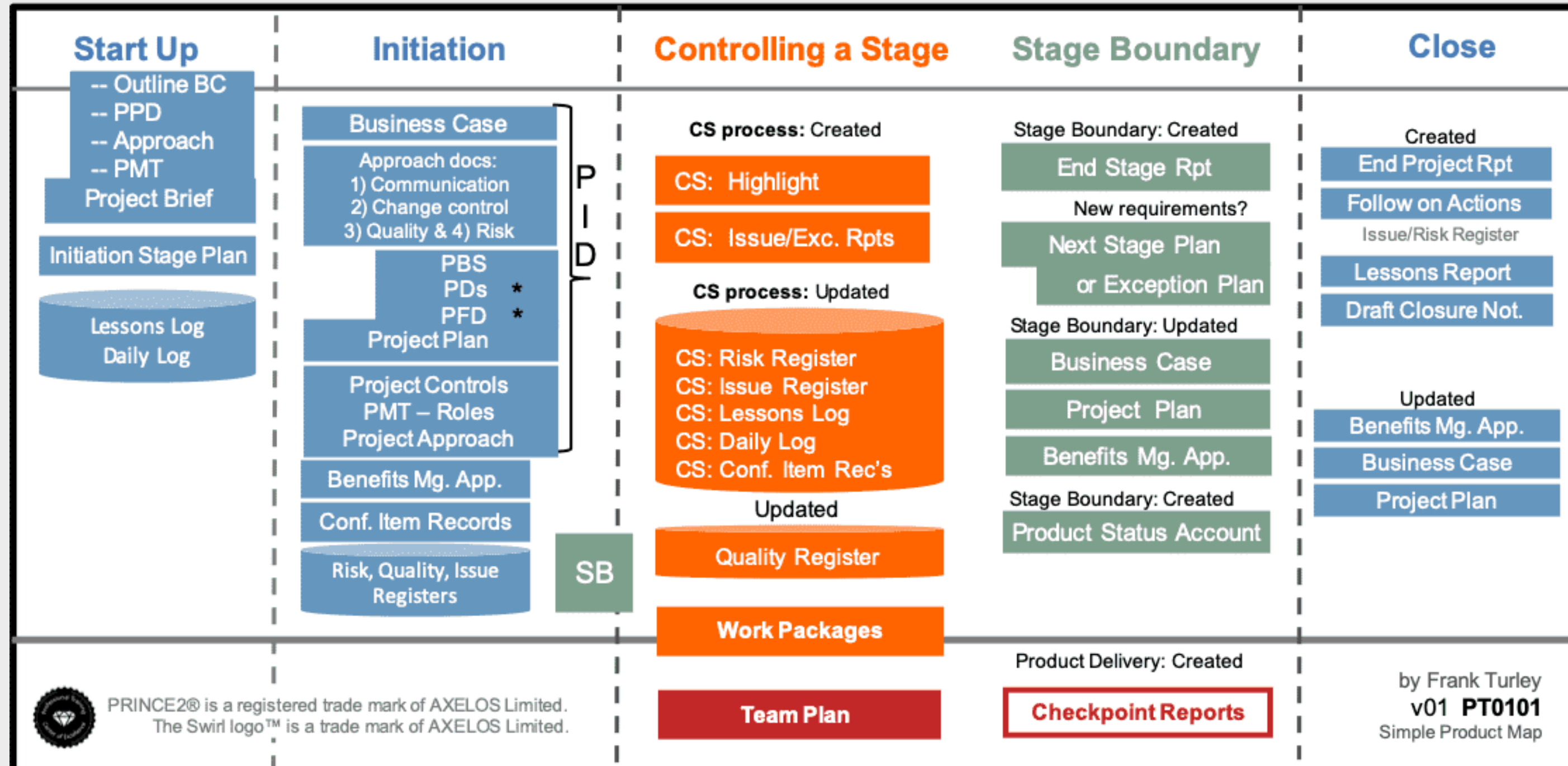
PRINCE2: PROJECT INITIATION DOCUMENT (PID)

The PID is the cornerstone document in PRINCE2, created during the Initiation Stage. It consolidates the project's critical information, including:

01 The business case (linked to the Executive's responsibilities).

02 The project's scope and objectives (defined by Senior User(s)).

03 Project organization and governance (roles of all people elements).

04 Resource plans and supplier commitments (from Senior Supplier(s)).

05 Risk, quality, and change management approaches.

The PID ensures all stakeholders have a shared understanding of the project before work begins.

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PID TIMELINE

SAMPLE PID (TRELLO)

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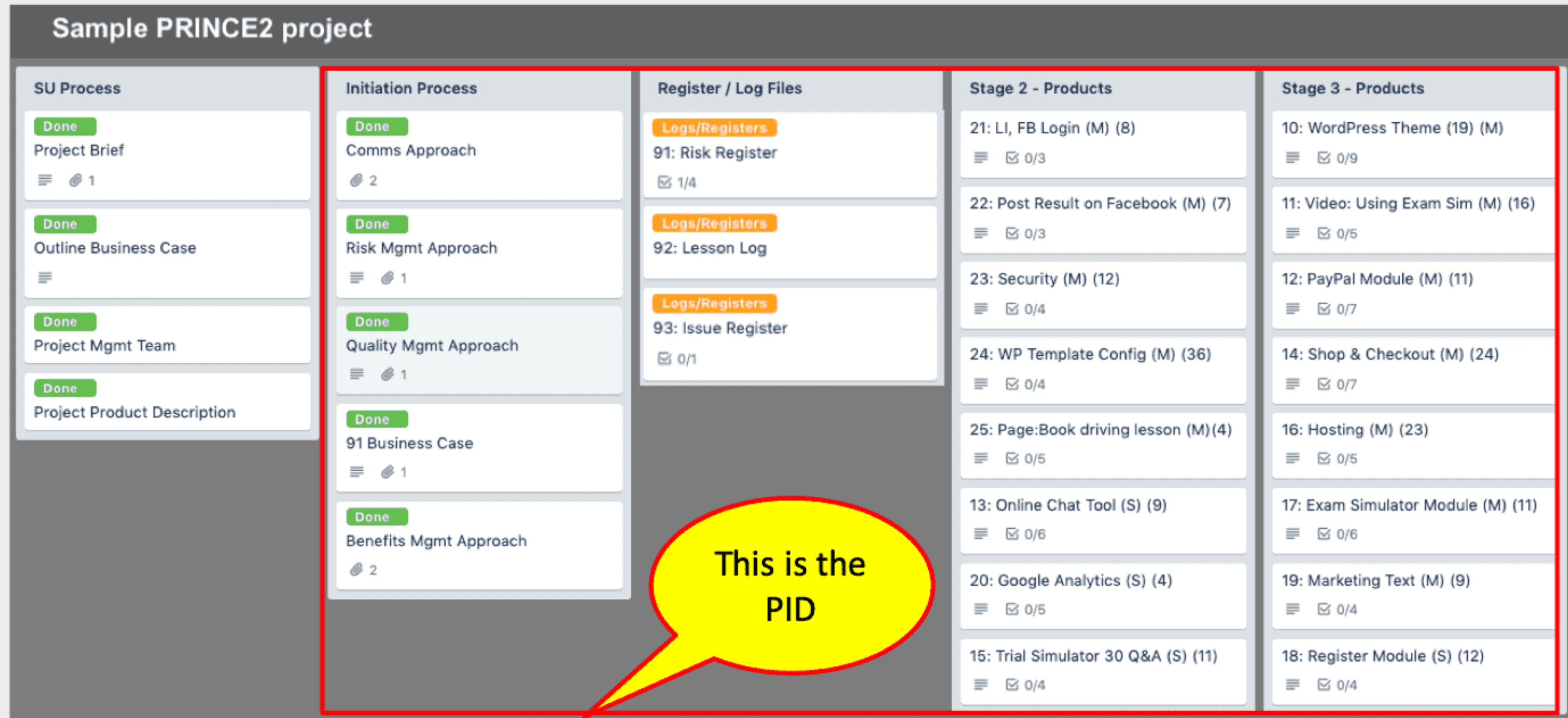
PRINCE2: PROJECT INITIATION DOCUMENT (PID)

WHAT MAKES A GOOD PID?

- **Accurate Representation:** The PID should fully and accurately reflect the project's details and objectives.

- **Viable Business Case:** The Business Case must demonstrate that the project is feasible, achievable, and aligned with corporate strategy or program requirements.

- **Complete PMT Structure:** The project management team (PMT) structure should include names, titles, links to role descriptions, and confirmation that team members understand their responsibilities.

PRINCE2: PROJECT INITIATION DOCUMENT (PID)

WHAT MAKES A GOOD PID?

- **Clear Project Controls:** The documentation must outline how the project will be managed, including specific controls and the individuals responsible for administering them.

- **Project Assurance Overview:** Provide a clear overview of the assurance mechanisms in place to ensure project quality and compliance.

- **Defined Objectives:** Clearly state the project's objectives across the six key variables: time, cost, quality, scope, benefits, and risks.

PRINCE2: PROJECT INITIATION DOCUMENT (PID)

WHAT MAKES A GOOD PID?

- **Appropriate Format:** The PID should be presented in a format that is accessible and usable by the Project Board.

SAMPLE PID (FROM PEN PROJECT)

TIPS IN WRITING A PID

01 **View the PID as a Document Collection:** Treat the PID as a compilation of various documents that together provide a comprehensive overview of the project.

02 **Review Existing PID Formats:** Examine how other PIDs are structured, organized, and presented to the Project Board for inspiration and best practices.

03 **Ensure Standalone Management Documents:** Verify that each management document within the PID is clear, complete, and can be understood independently.

TIPS IN WRITING A PID

04 **Avoid Rushing the PID:** Take the necessary time to develop a thorough PID, even if upper management is eager to begin product creation. A clear project overview is essential before moving forward.
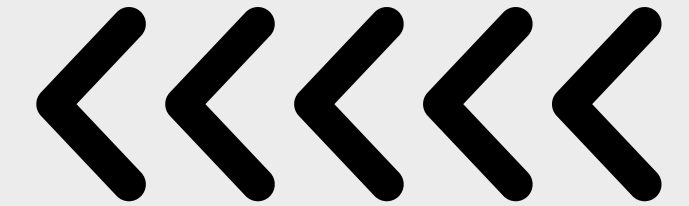
05 **Use Online Tools for Distribution:** Implement an online platform or application to efficiently share updates and revisions with relevant stakeholders.

06 **Baseline and Finalize Documents:** Establish a baseline for all documents included in the PID, and allocate sufficient time to ensure accuracy and completeness.
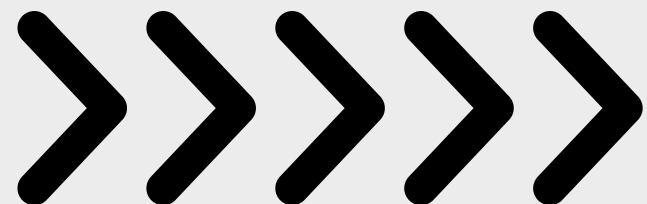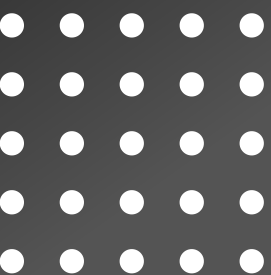
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THANK YOU

"Patuloy umasa at maging pagasa ng bayan"
- Bautista, R.

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