

# The importance of people in successful project management



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# Speaker



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Have you ever seen  
a successful project  
without engaged  
people and good  
communication?





# Why are people so important in projects?

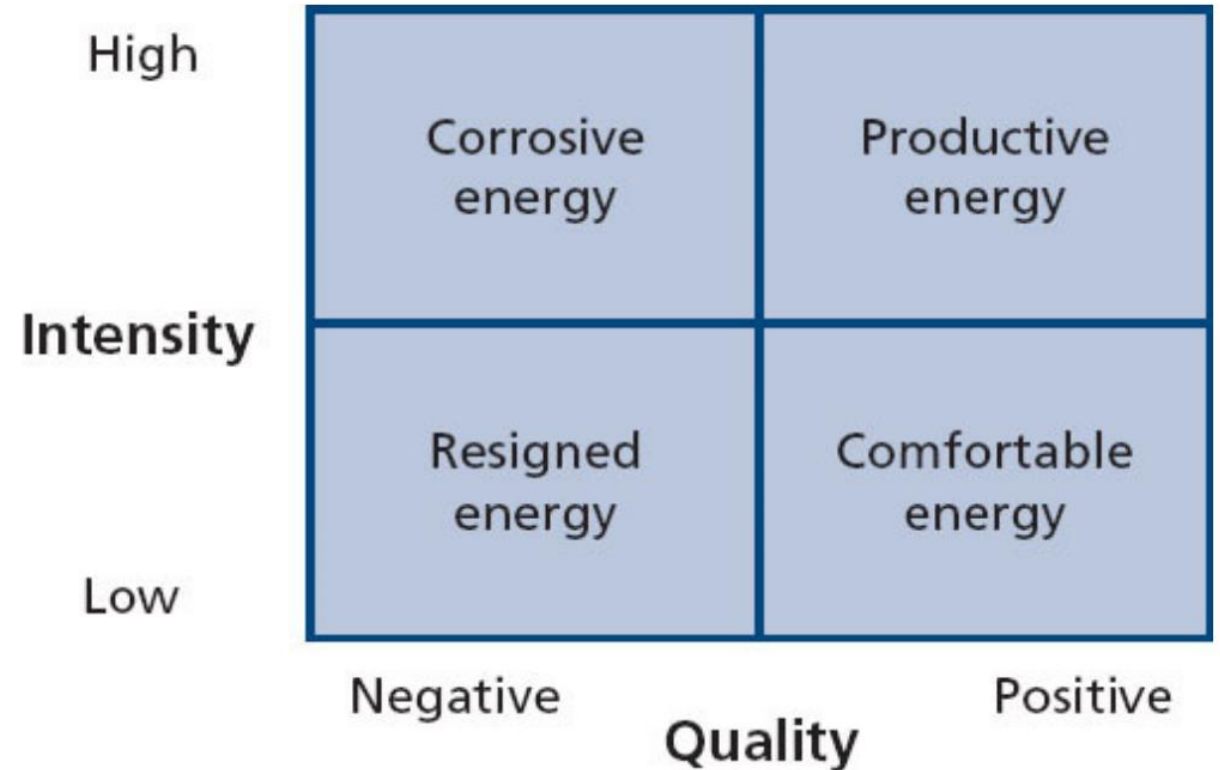
## Projects

- are **done by** people
- are **done for** people
- are **directed** and **managed** by people
- bring **change**, and change affects people **directly**



# Organizational energy

*'the extent to which an organization (or division or team) has mobilized its emotional, cognitive and behavioural potential to pursue its goals.'*



Source: Management of Portfolios (MoP®)

Bruch, H. and Vogel, B. (2011) *Fully Charged: how great leaders boost their organization's energy and ignite high performance*, Harvard Business Review Press, Boston.

# The sources of organizational energy

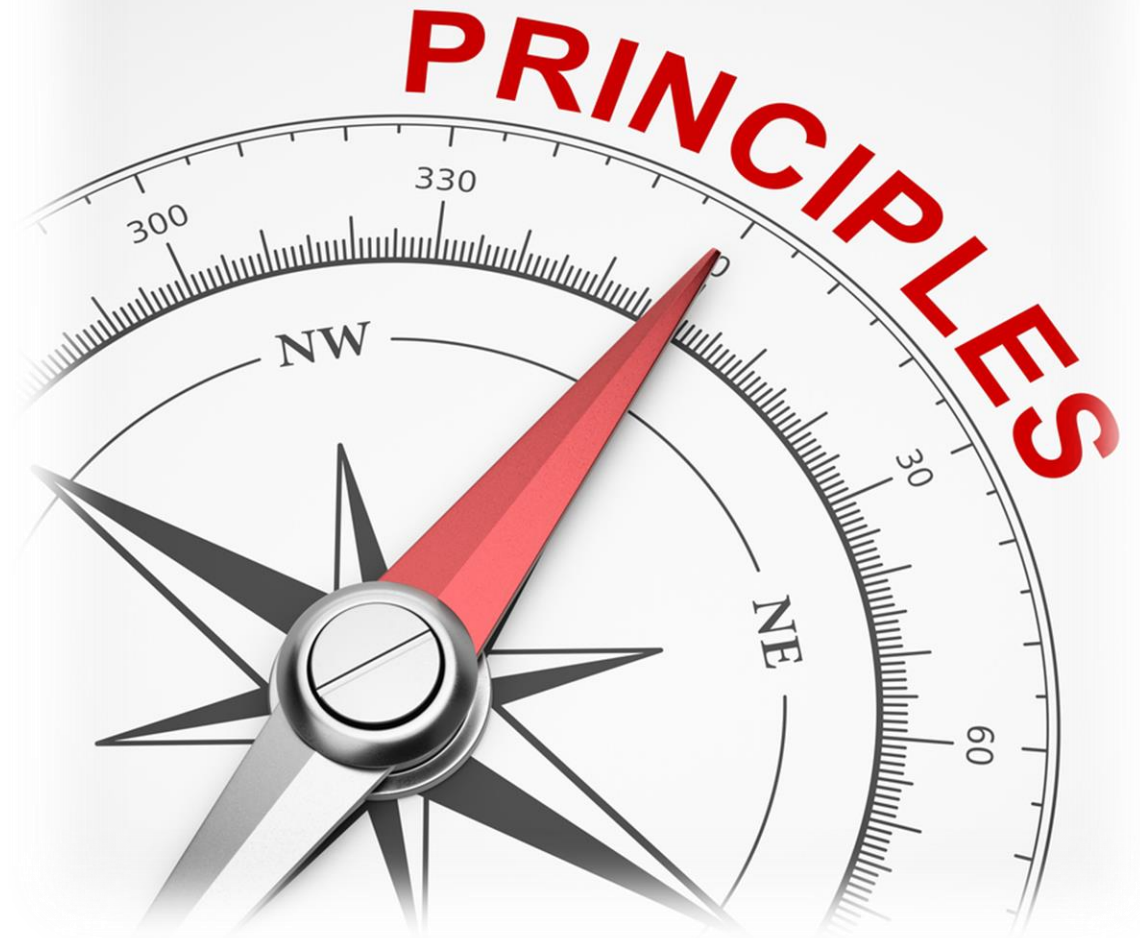
- 1 **Connection** | how people link themselves, their values and their work to the purpose of the organization
- 2 **Content** | work stimulates and provides a sense of achievement
- 3 **Context** | working practices support and enable people to do a good job
- 4 **Climate** | how the organization helps people to grow, achieve their potential and do their best



# PRINCE2 and people aspects

# PRINCE2 principles

- 1 Continued business justification
- 2 Learn from experience
- 3 Defined roles and responsibilities
- 4 Manage by stages
- 5 Manage by exception
- 6 Focus on products
- 7 Tailor to suit the project





## 1

# Continued business justification

A PRINCE2 project has a **justifiable reason** for starting the project, that justification is recorded and approved, and **is revalidated** throughout the life of the project.

- Business justification needs to satisfy all **main stakeholder groups**
- Business justification may be **perceived differently** by different parties
- Demonstrating benefits achieved to date **motivates** people



# 1 Continued business justification

## Hints

- Engage project board in defining and communicating a **compelling vision** for the future state, ensure everybody knows it
- Stimulate **ongoing communication** between stakeholders about business reason, value, and benefits



## 2

## Learn from experience

A PRINCE2 **project team learns** from experience: lessons are sought, recorded and **acted upon** throughout the life of the project.

- Learning from experience of others is crucial for **professional development** and may become a **key motivator**
- Knowledge sharing requires **collaboration** and **communication** between people
- Continuous improvement helps **augment work practices** and make work conditions better





## 2 Learn from experience

### Hints

- Perform **retrospectives** and introduce **improvements** – as often as possible
- Create **mentoring** and **on-the-job training** opportunities, as well as simple and user-friendly **tools** for capturing and applying lessons



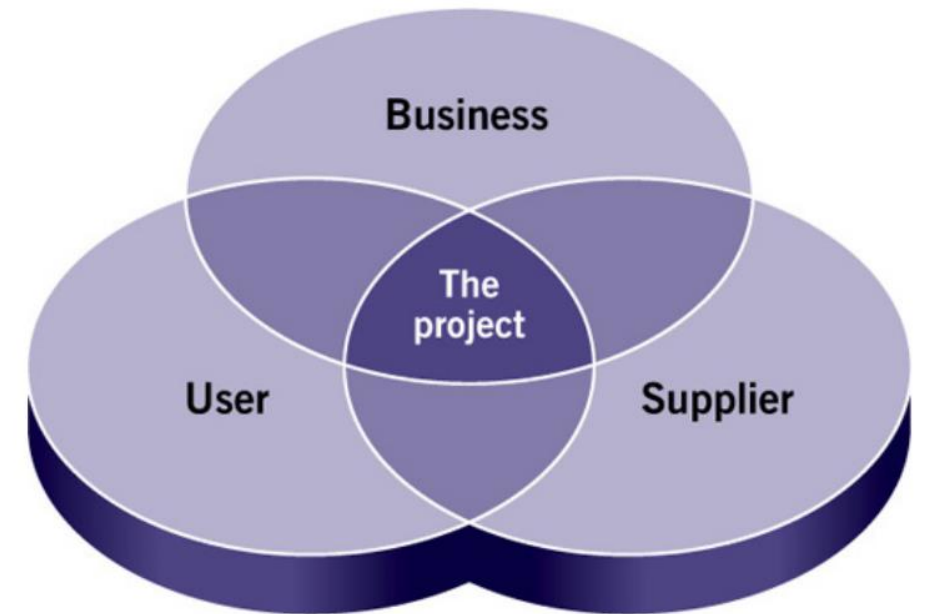


## 3

## Defined roles and responsibilities

A PRINCE2 project has defined and **agreed roles and responsibilities** within an organization structure that engages the **business, user and supplier stakeholder interests**.

- Clear team structure and defined responsibilities build **friendly work environment** for people involved
- Communication is easier when everybody knows **what to expect** from others
- Business, user and supplier communities **collaborate** to achieve project objectives



### 3

## Defined roles and responsibilities

### Hints

- Conduct a **thorough stakeholder analysis** prior to defining communication management approach
- Make project structure, lines of reporting, and assignment of responsibilities **easy to use, visible, and accessible** for all



## 4 Manage by stages

A PRINCE2 project is planned, monitored and controlled, stage by stage. The project board **delegates** the **authority for day-to-day control** of a management stage, within agreed tolerances, to the project manager.

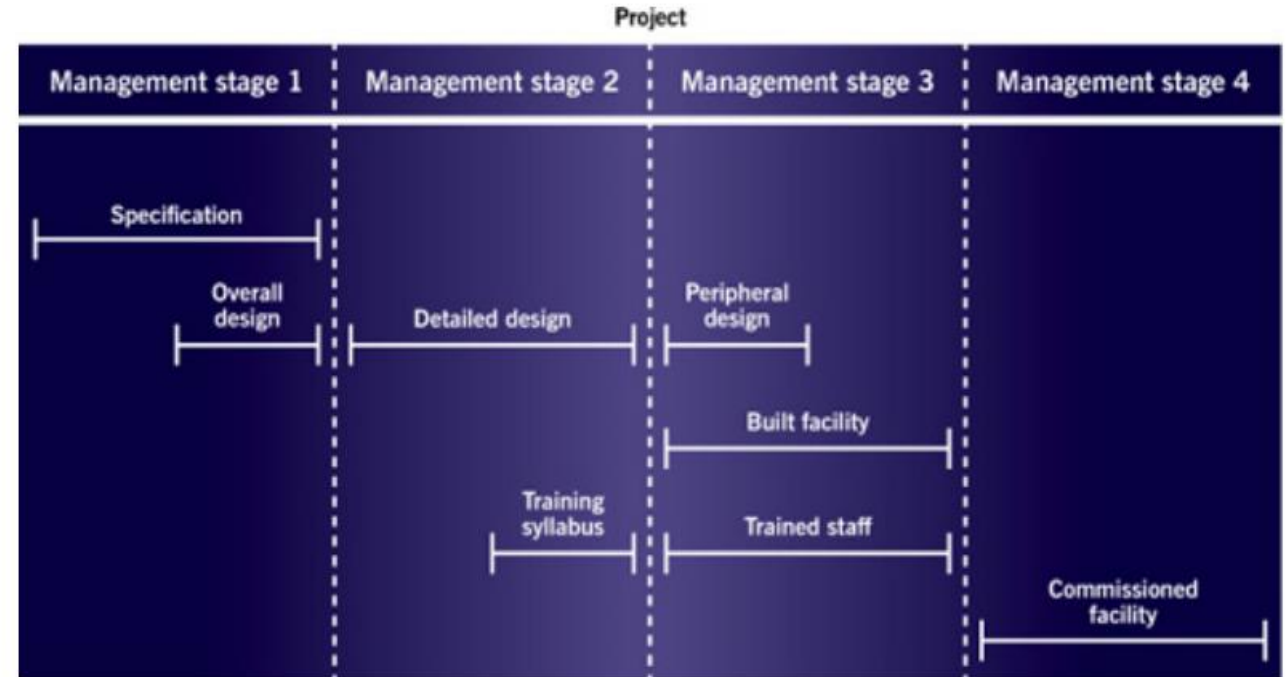
- Dividing project into 'pieces' helps everyone to **stay focused**
- Stage boundaries provide good **points for review**, restructuring, and improvements
- Planning stage by stage enables to **involve right people** in defining the details of work and products



## 4 Manage by stages

### Hints

- Check and ensure that the overall project direction is still **valid**, and people are **committed** to it
- Conduct **thorough review** of the **team structure**, and responsibilities at each stage boundary, with improvements in mind





## 5

## Manage by exception

A PRINCE2 project has defined **tolerances** for each project objective, to establish limits of **delegated authority**.

- Tolerances enable **delegation** and **empowerment** – decisions are made as low as it is possible
- Delegating leaves a lot of space for upper levels to conduct **leadership activities**
- Escalating tolerance breaches **secures** main parties' interests when decision may have an **impact** on them



## 5 Manage by exception

### Hints

- Exceptions come from the very nature of the projects – use them as an **opportunity to collaborate**, discuss and learn
- Adjust tolerance ranges and **empower people** more when **confidence** and **trust** improves during a project



## 6 Focus on products

A PRINCE2 project focuses on the **definition and delivery of products**, in particular their quality requirements.

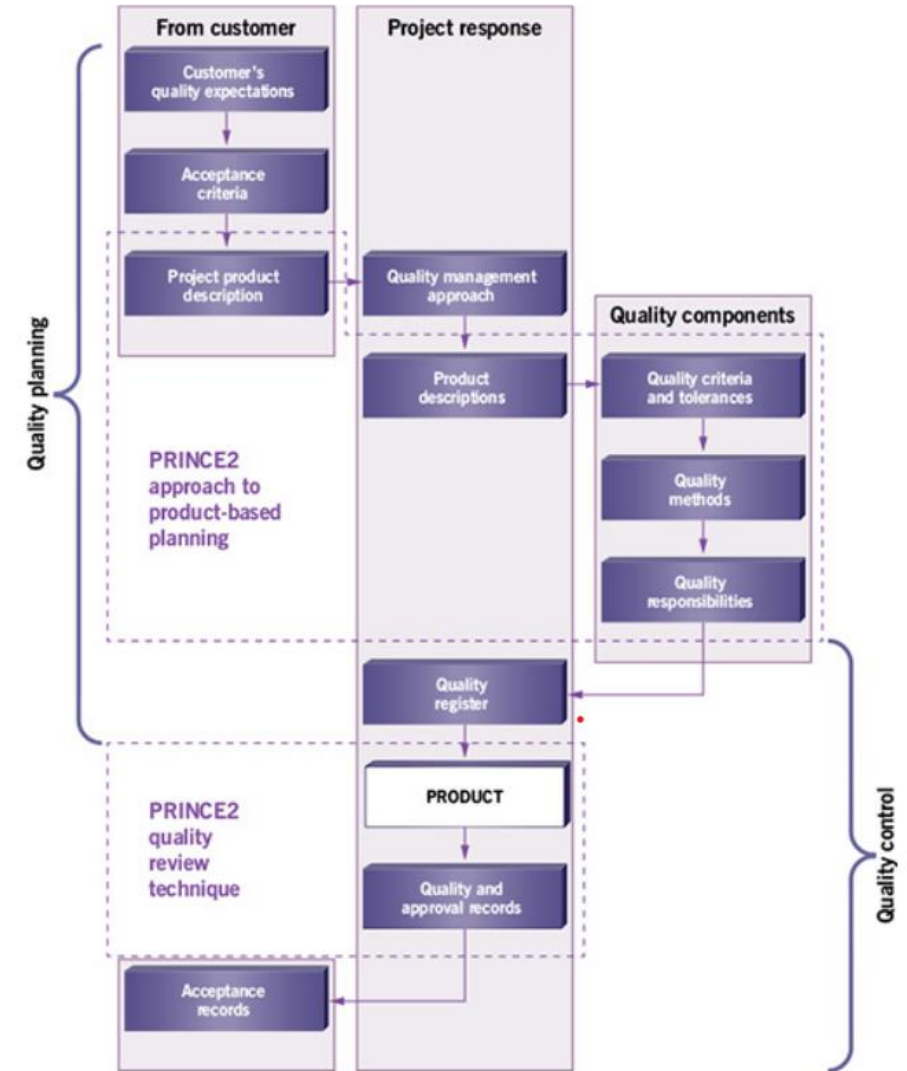
- Focusing on products allows for **exchanging different views** and incorporating business, user and supplier's perspectives
- Product-focused approach facilitates appropriate response to **changing needs** of the users
- It also ensures smooth adoption of products to **operational use**, considering maintenance needs and reducing handover risks



## 6 Focus on products

### Hints

- Establish **effective relationships** with user community to **engage users** at each step of quality planning and control
- Use scope and quality tolerances to enable **constant adaptation** to the evolving needs and expectations for a project product





## 7

## Tailor to suit the project

PRINCE2 is **tailored to suit** the project environment, size, complexity, importance, **team capability** and risk.

- Tailoring enables the PRINCE2 method **to be adapted** to the needs of people involved, e.g. aligning with existing business processes and terminology used
- You need management **information** (not necessarily documents) and **decisions** (not necessarily meetings)
- Tailoring is all about making people's **management effort** appropriate



## 7 Tailor to suit the project

### Hints

- Do not try to adapt people to the method, instead think how to **tailor the method to the people** in your team, taking into account their **capabilities** and overall PM **maturity**
- People's **understanding** of the PRINCE2 method **will increase** over time – don't be too strict and let people learn to apply it



# Summary





# Summary

PRINCE2 is for people  
and about people!

PRINCE2 method is designed for people –  
to be **easy to understand, learn, and use**

PRINCE2 recognizes **the importance of people** in successful project management

**People** aspects **permeate** all PRINCE2 principles, themes, and processes

Proper **application** and **tailoring** PRINCE2 method helps to **make it even better** for people involved





# Q&A

Do you have any  
questions?





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Thank you!

