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Expertise in Business Analysis and
Project Management Methodologies

Athens, 11 November 2019

AGENDA

- **In case you have this version of the agenda:**

~~Εφαρμογή της PM2 στο Ευρωπαϊκό Κοινοβούλιο, Κασωτάκης Αντώνιος, Ευρωπαϊκό κοινοβούλιο, Γενική Διεύθυνση Καινοτομίας και Τεχνολογικής Υποστήριξης, Διεύθυνση Ανάπτυξης και Υποστήριξης-Μονάδα υποστήριξης έργων~~

- **Please note, I will not talk about it. I will only talk out of my personal expertise and professional background, without committing my employer, about:**

Γενικά θέματα, διαχείρισης έργων. Από την προδιαγραφή (standard), στη μεθοδολογία και στην προσέγγιση ανά έργο (waterfall, agile or hybrid προσέγγιση), *Κασωτάκης Αντώνιος, ανεξάρτητος ομιλητής, υπεύθυνος μεθοδολογίας έργων, Project Management and Business Analysis certified Professional, PMI Chapter board member.*

Contents

- **The worldwide PM standards**
- **What is a methodology**
- **Project vs Product**
- **Project realization lifecycle approach**
 - (adaptive- predictive cycles)
- **Example of a methodology**
 - “ENGAGE” methodology a random example
 - Method per product type (IT, Infrastructure etc)

Standard in PM and Methodology

Standard is :

A document established by an authority, custom, or general consent as a model or example.

A Methodology is:

a system of practices, techniques, procedures, and rules used by those who work in a discipline.

Standard vs methodology

- **According to PMI, the PMBOK® Guide (based on the related standard) is a foundation upon which organizations can build methodologies, policies, procedures, rules, tools and techniques, and life cycle phases needed to practice project management.**
- **Personal experience, in Dublin Leadership International Meeting, May 2019**

The CEO of the PMI global replied to the question:

“how about other wide-spread methodologies like PM2?”

Answer was:

“we are complementary and have to co-exist and create win-win synergies”



Standard :

- is inclusive
- tries to encompass all industries
- is generic but exhaustive
- refers to huge enterprise projects
- is about 1000 pages

Methodology:

- very specific to the industry
- tailored to the reality of the performing organisation/body
- takes into account the company's types of projects (fex. ICT, infrastructure, constructions, software purchase/integration projects, Business Process Analysis projects etc)
- An example is about 250 pages in total

Project vs Product

- **Project is "A temporary endeavour undertaken to create a unique product, service, or result"**
- **Product is "An artefact that is produced, is quantifiable, and can be either an end item in itself or a component item. Additional words for products are material and goods. See also deliverable."**
- **Project realization lifecycle approach**
 - adaptive (agility)
 - predictive (waterfall)
 - Hybrid (both the above in a specific combination)

AN EXAMPLE ENGAGE PM method

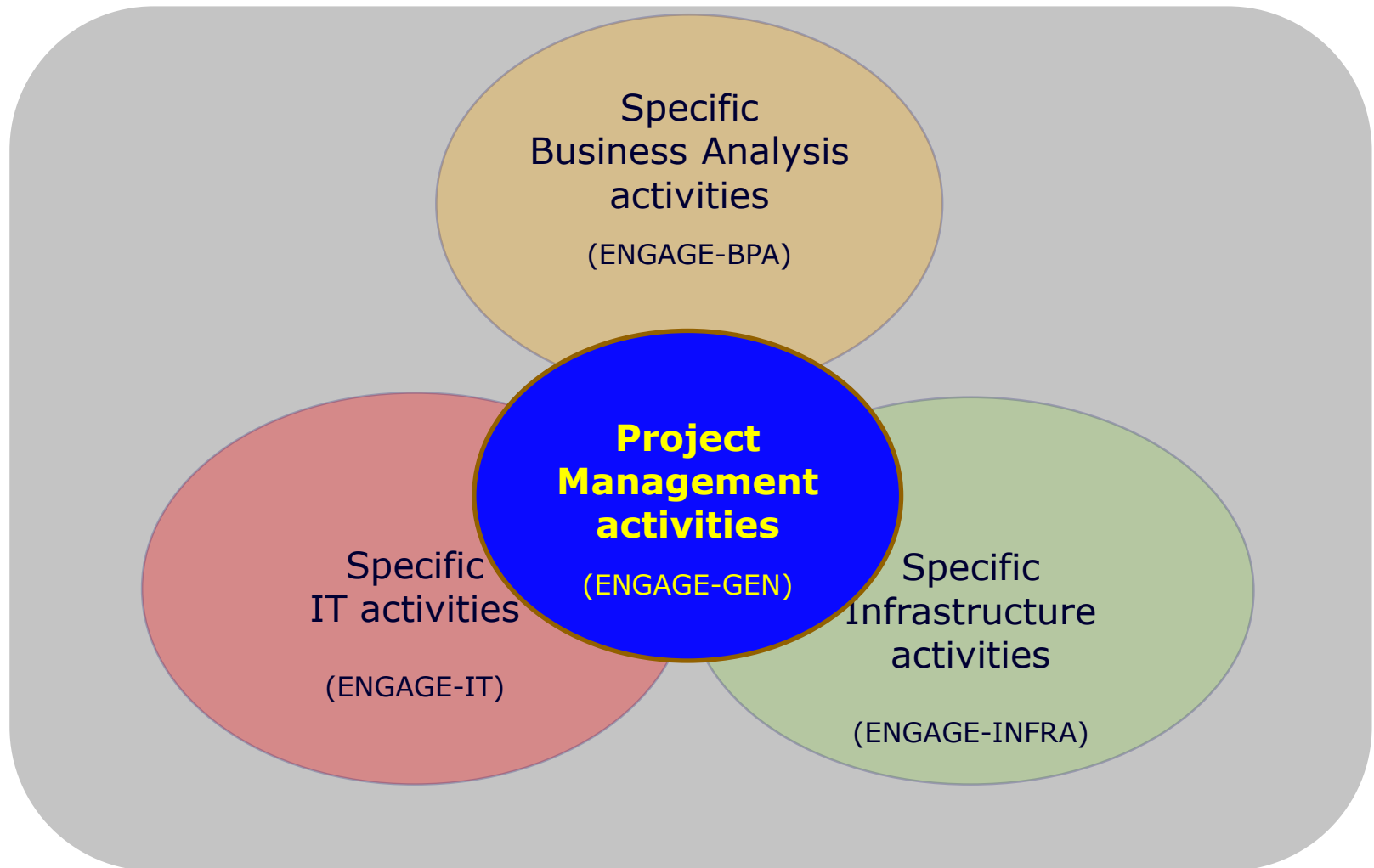


The House of ENGAGE

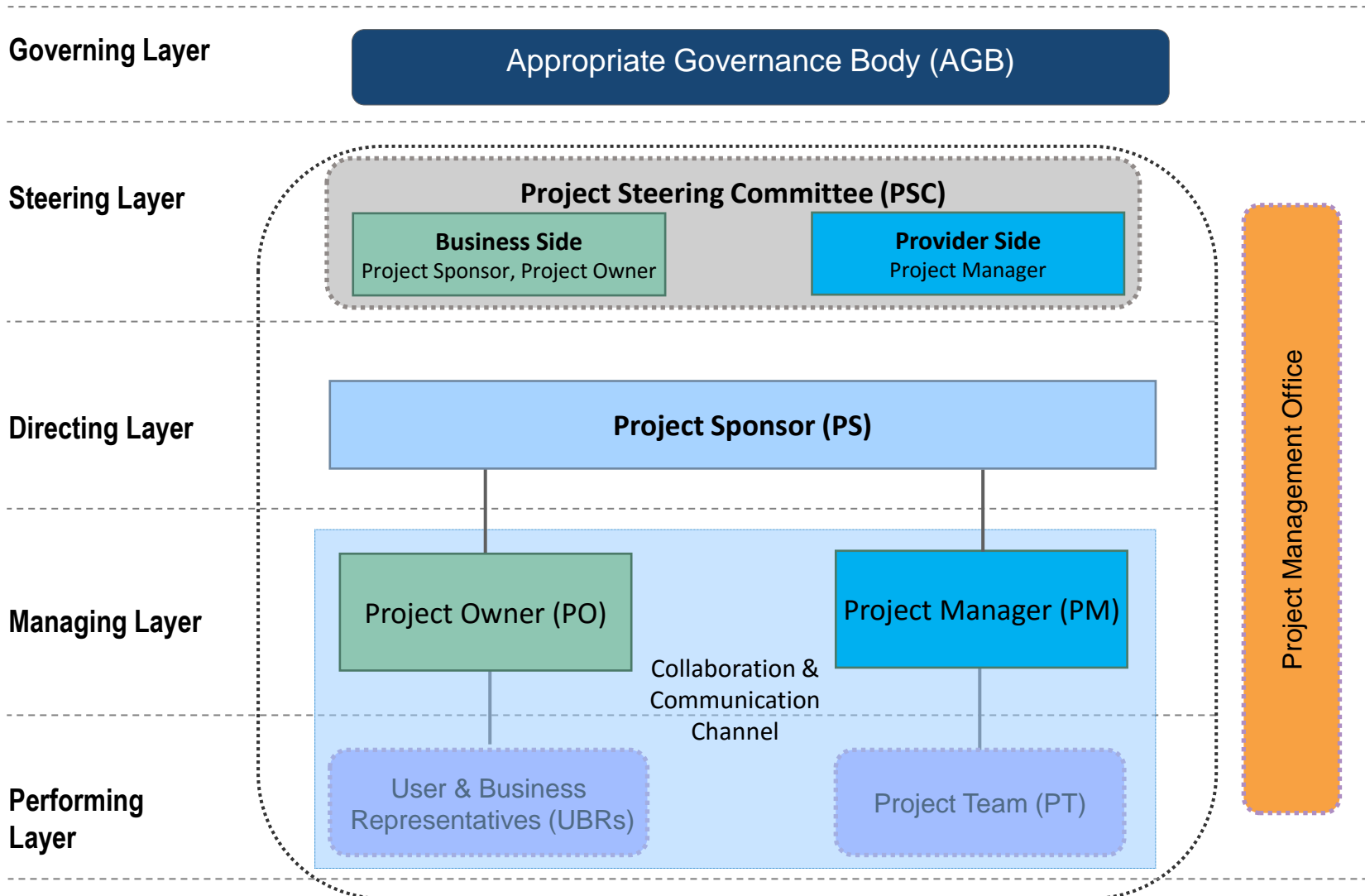


ENGAGE Framework

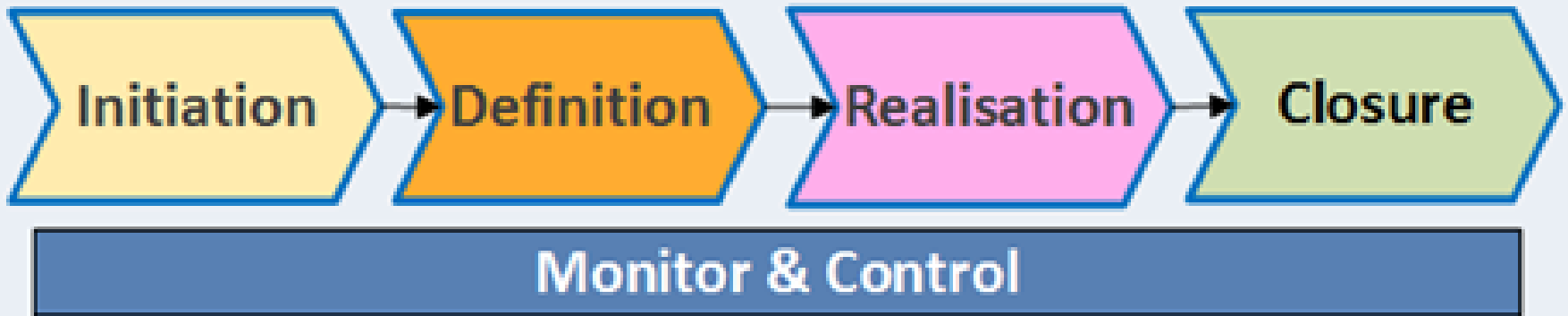
Generic PM activities + Specific Annexes



ENGAGE-GEN - Project Organisation



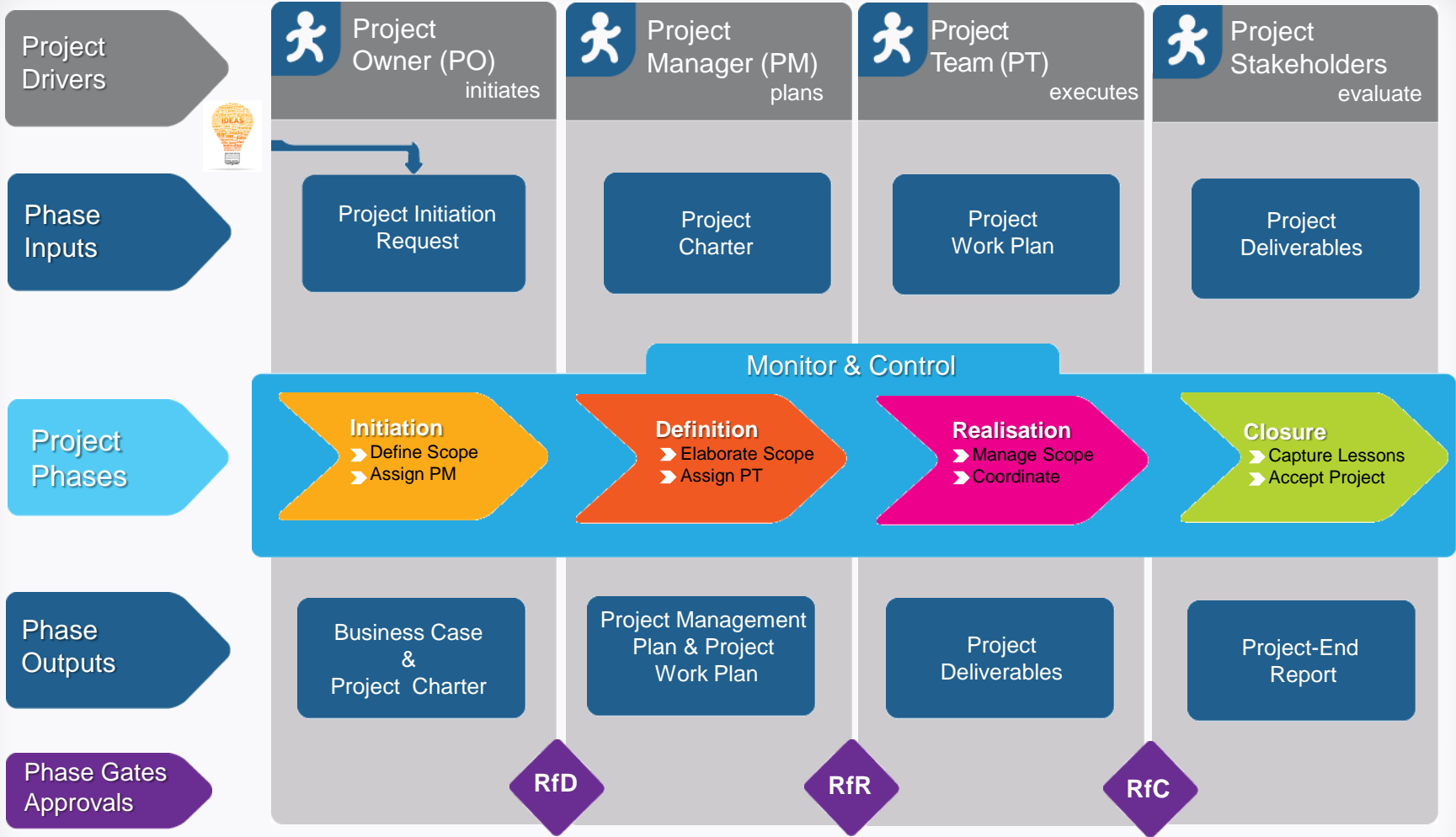
ENGAGE-GEN - PHASES



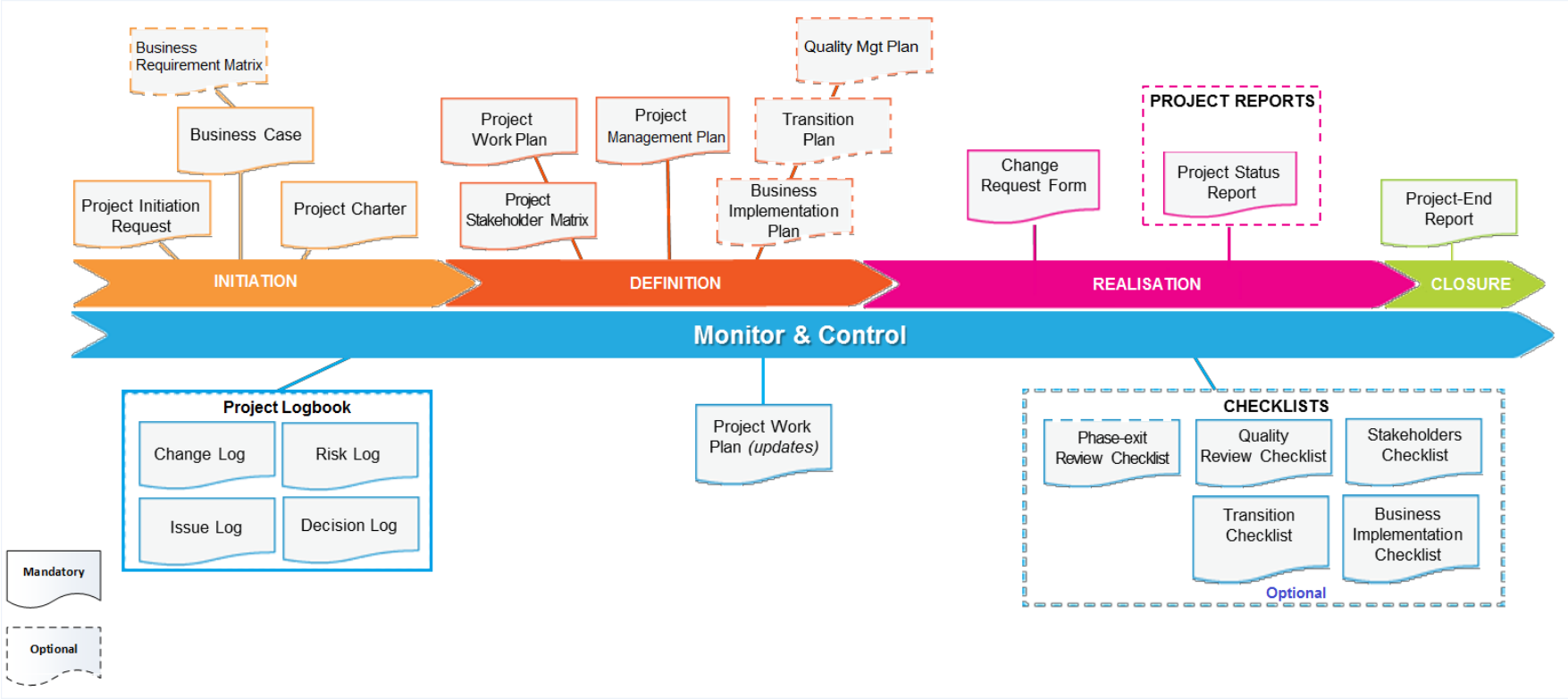
Phases		Description
1	Initiation	Define the desired outcomes, create a Business Case , define the project scope, and get the project off to a good start.
2	Definition	Assign the Project Team, elaborate the project scope and plan the work.
3	Realisation	Coordinate the execution of the project plans and produce the project's deliverables.
4	Closure	Formal project acceptance, report on the project's performance and administratively close the project.

Monitor & Control: Monitor and control (throughout the project) all project work and project management activities. Monitor project variables, measure progress, manage changes, address risks and issues and identify corrective actions as per the project's needs.

ENGAGE-GEN - Phases & Drivers



ENGAGE-GEN - Phases & Artefacts



ENGAGE-BPA



ENGAGE-BPA in ENGAGE Framework



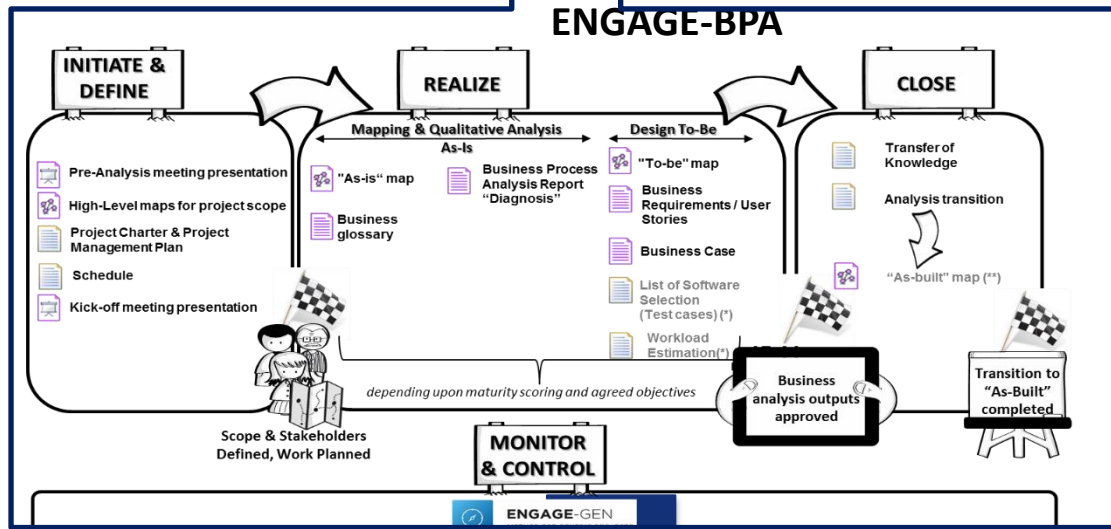
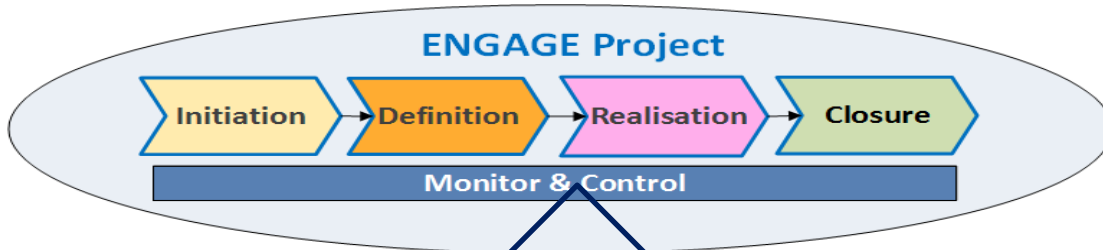
Project Manager

How does ENGAGE BPA fit into my project? Can I use ENGAGE BPA and ENGAGE IT?

Methodologies are synergic. ENGAGE-BPA expands the Initiation and Definition phases of an ENGAGE project. ENGAGE-BPA supports you build a clear Business Case for your project.





BPMcc



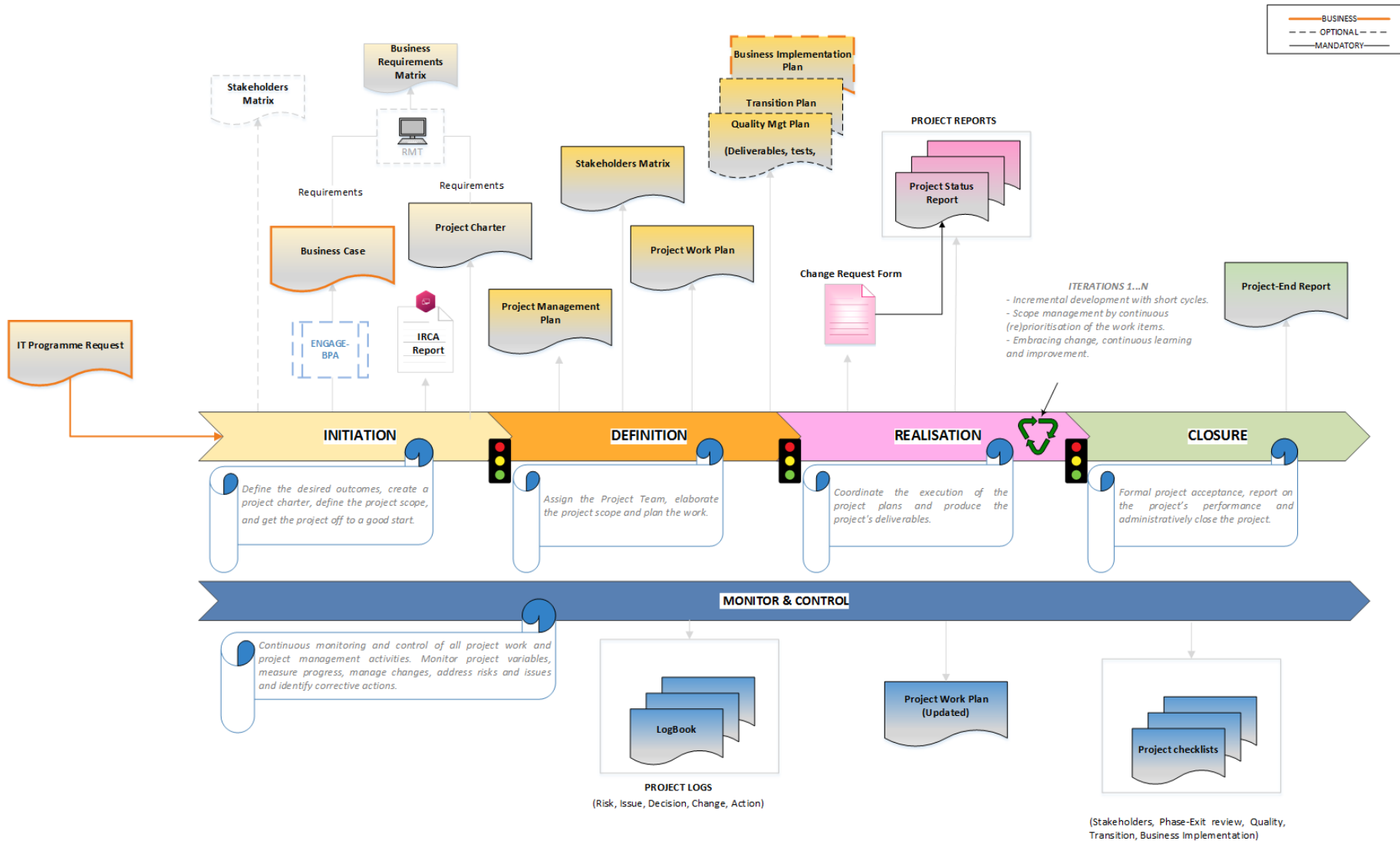
ENGAGE-IT



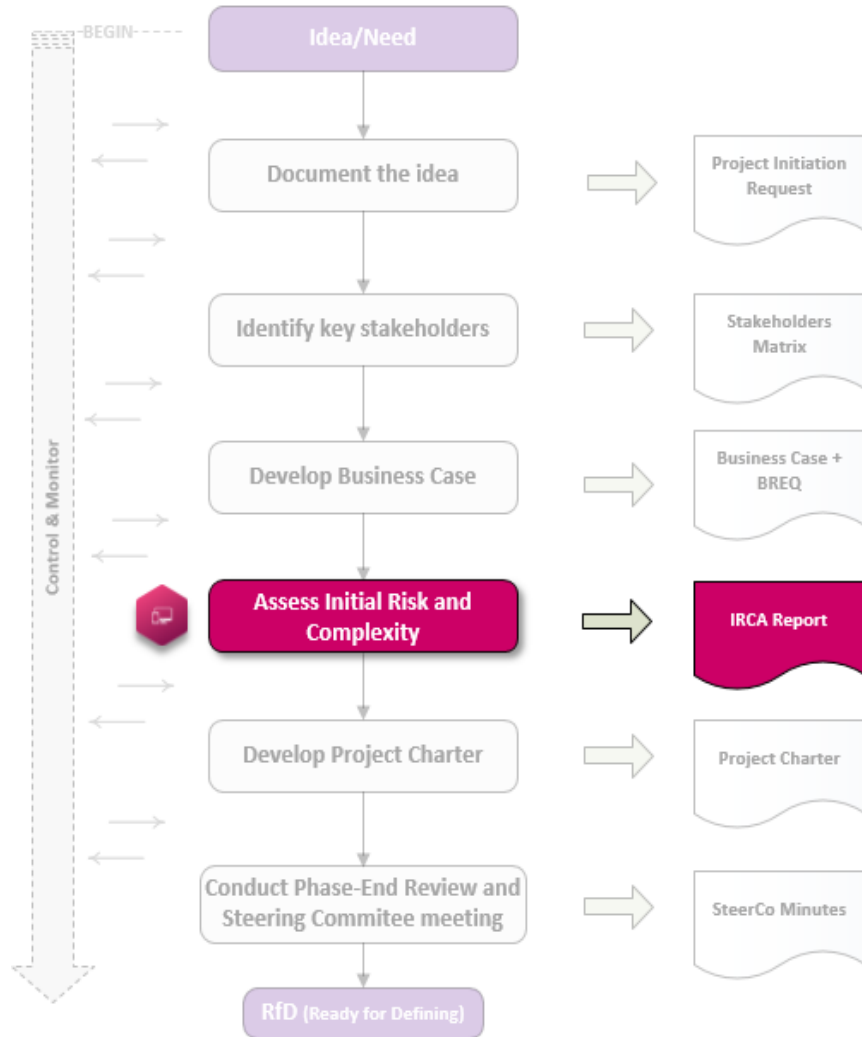
ENGAGE-IT

- **INITIATION PHASE -** 
 - **IRCA** (Initial Risk and Complexity Assessment)
 - **Project Stakeholders Matrix** for a better stakeholder management
- **DEFINITION PHASE -** 
 - **PMP** (Project Management Plan), common to all project types and adapted to the new governance principles
 - **Product Risk Analysis (PRA)** replaces the Test Risk Analysis (TRA)
 - **DTA process** (technical architecture control and approval)
 - **Business and Transition Management** Processes and Plans
 - **Quality Management** Process and Plan
 - **Communication Management Plan** (optional)

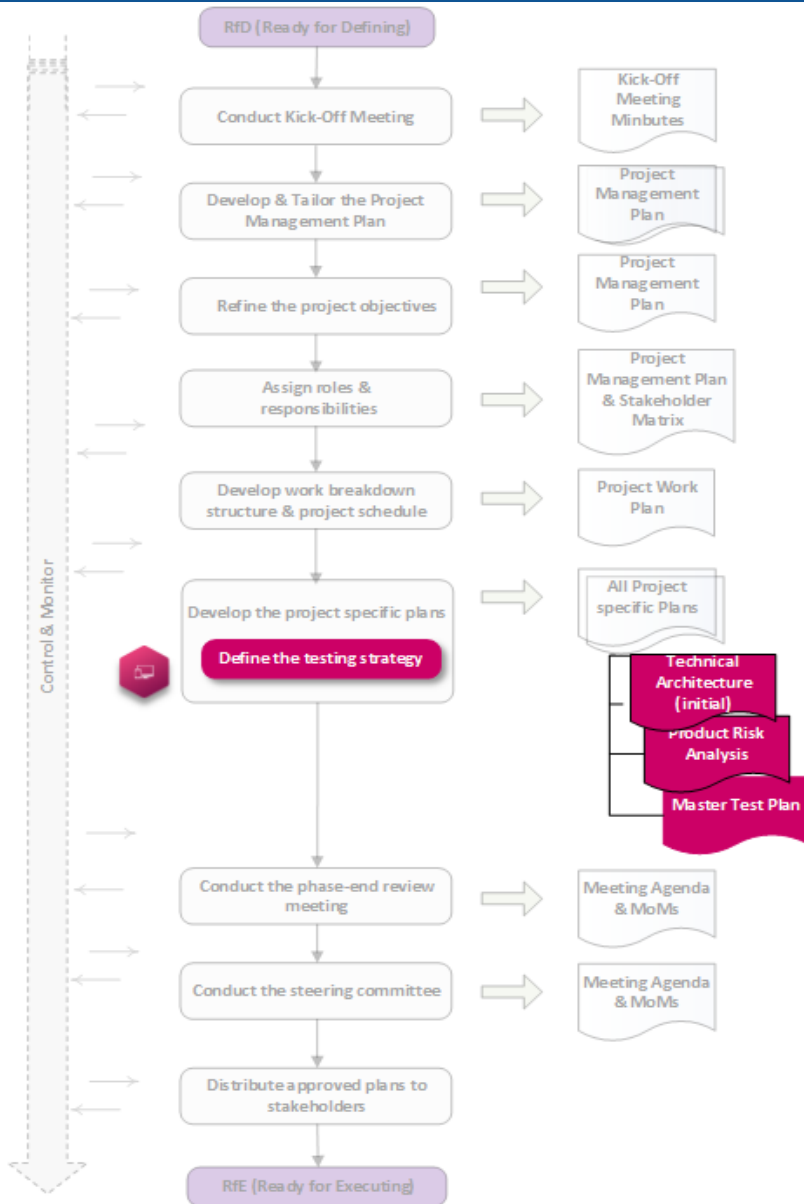
ENGAGE-IT - Lifecycle & Templates



INITIATION PHASE

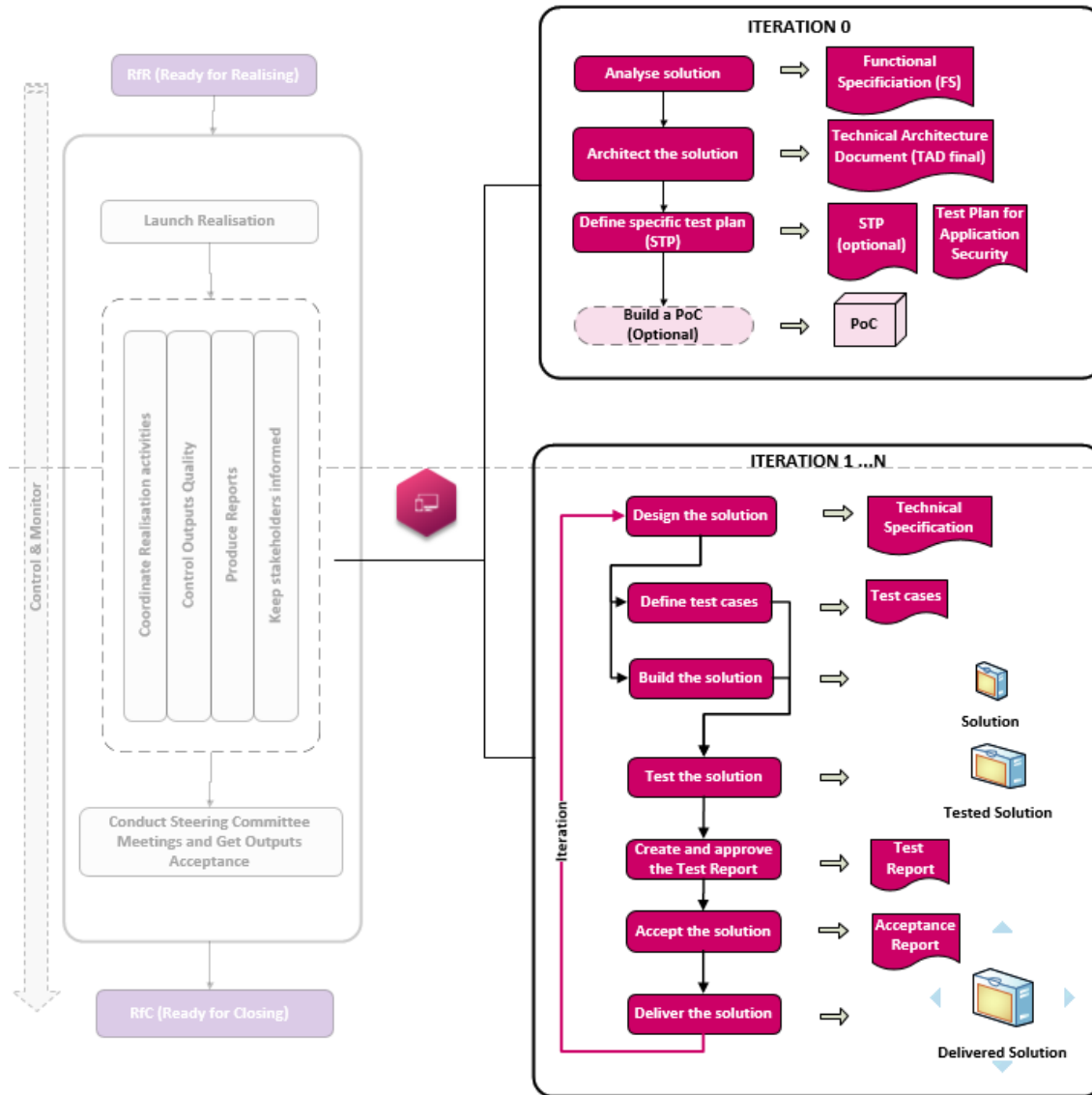


DEFINITION PHASE



❖ **ENGAGE-GEN lifecycle**
+ IT Activities

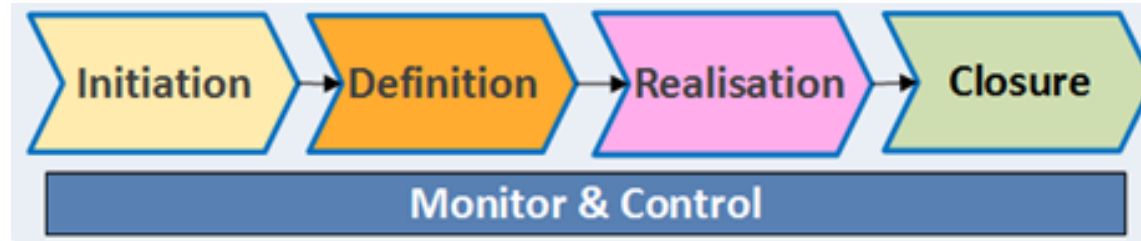
REALISATION PHASE



ENGAGE-INFRA



ENGAGE INFRA



Phases		Description
1	Initiation	Define the project organisation, the scope, identify stakeholders and get the project off to a good start. (ILA, PC, Stakeholder list).
2	Definition	Assign the Project Team, elaborate the project scope and plan the work. (PmP, schedule, + specific plans (Transition)).
3	Realisation	Coordinate the execution of the project plans and produce the project's deliverables (HLD, LLDs, Test plans & reports, As Built).
4	Closure	Formal project acceptance, report on the project's performance and administratively close the project (PER, incl. lessons learnt).
<p>Monitor & Control: Monitor and control (throughout the project) all project work and project management activities. Monitor project variables, measure progress, manage changes, address risks and issues and identify corrective actions as per the project's needs. (Reporting, Project logs, Checklists).</p>		

Services around methodology

Some of our services:

- **ENGAGE-BPA Support**

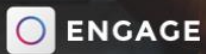
- Business Case Quality review
- Support for Business Analysis

- **ENGAGE-IT**

- Quality missions
- Project coaching
- Workload estimation method of the required effort
- Documentation Review

ENGAGE Framework website

<http://engage.europarl.testa.eu/home.html>



PROJECT MANAGEMENT

ROLES

LIFECYCLE

GOVERNANCE

TOOLBOX

NEWS

CONTACT

| EN

METHODOLOGY FRAMEWORK FOR

PROJECT MANAGEMENT

A full set of recommendations and tools to drive and achieve your projects.



QUESTIONS



THANK YOU