



**Managing and Directing Successful
Projects with PRINCE2™**

Written by Andy Murray of Outperform, Lead Author of PRINCE2 this brochure provides an overview of both Managing and Directing Successful Projects with PRINCE2™.

Why has PRINCE2 been refreshed?

PRINCE2 is often cited as the world's most widely used project management method. Its success is largely due to it being non-proprietary but also due to the ability of organizations to apply it to a variety of industries, environments and project sizes.

Since its launch in 1996, the project management industry has not stood still. The emergence of Agile and iterative approaches to project management demonstrate there are challenges today that simply did not exist in 1996. Some aspects of traditional project management concepts do not serve such challenges. Therefore the remit for the refresh went beyond reviewing the log of issues raised on the manual but also collected wider feedback and requirements from the user community and other interested parties.

The refresh project started in November 2006 with a six month period of public consultation.

The public consultation comprised of:

- Reviewing the Issues Log
- A series of workshops/focus groups facilitated by the Best Practice User Group (BPUG)
- 'Champion' interviews of key users
- A series of surveys.

More than 170 organizations and individuals provided feedback as part of the consultation process. Analysis of the feedback shows a general consensus for change as follows:

- Reduce the size of the manual and improve the style of language (more guidance less instruction)
- Integrate with other OGC products
- Show linkage to other methods and bodies of knowledge
- Provide more guidance on tailoring (particularly for smaller projects)
- Include (or reference) the soft aspects of Project Management (e.g. people management, change management, 'fuzzy' requirements).

How was PRINCE2 refreshed?

The report from the public consultation was used by a Reference Group comprising users, academics and standards bodies appointed by OGC to help create the mandate for change.

The project to refresh PRINCE2 was managed using PRINCE2, taking the mandate as the trigger to appoint the project management team and create the project approach. The project approach was developed through the use of a Review Group (comprising a broad cross-section of stakeholders) culminating in the publication of high-level Product Descriptions for the revised publications.

More detailed Product Descriptions were developed and then subjected to a design review comprising of the previous PRINCE2 author, lead authors the other OGC Best Practice products and a selection of sample users. The design review resulted in the baselining of seven principles upon which PRINCE2 would adhere to. The principles define what makes a project a PRINCE2 project and provide guiding obligations for good practice when applying the method to a specific project.

The project used an iterative time-boxed approach of releasing interim drafts for formal quality review by a Review Group comprising all stakeholder categories. There were four formal iterations in total. The feedback from each quality review was used to improve the draft manuscripts ready for the final author draft when it was handed over to the production team for copy-editing and publishing.

In parallel to the quality reviews, the revised method was also subjected to a number of pilots – to prove the changes to the method work in practice. A total of 12 organizations participated in the pilots,

including the British Council, Standard Bank and Staffordshire County Council.

Finally, the final author draft was subjected to an assurance review undertaken by a Change Control Panel on behalf of the Project Board. The Change Control Panel assessed the manuscript against the Product Descriptions to assess that all requirements had been met and just as importantly that all changes were within the scope of the mandate.

The overriding approach was one of ongoing public consultation involving all stakeholders throughout the design and development activities, as can be seen from Table 1 below.

What are the main changes to PRINCE2?

The most noticeable change is that there are now two guides for PRINCE2:

- **Managing Successful Projects with PRINCE2** is aimed at people who work on projects on a daily basis
- **Directing Successful Projects with PRINCE2** provides a guide for those who direct or sponsor projects.

Managing Successful Projects with PRINCE2

This guide has been designed to be a role specific handbook for Project Managers,

Team Managers and Project Support. The book provides a universally applicable project management method – the principles, processes and techniques that enable individuals and organizations to successfully deliver their projects.

Key features include outlining the principles and processes of PRINCE2, descriptions of the themes of project management and cross-references to project management techniques that may be useful to apply. Finally the guide provides context of when and how to use PRINCE2 for different project environments (e.g. standalone or as part of a programme).

The manual covers the questions frequently asked by people involved in project management and support roles. These questions include:

- What’s expected of me?
- What does the Project Manager do?
- What do I do if things don’t go to plan?
- What decisions am I expected to make?
- What information do I need or must I supply?
- Who should I look to for support? For direction?
- How can I tailor the use of PRINCE2 for my project?

Table 1 - Stakeholder Participation

Stakeholder	Method
Academia	Surveys, Reference Group.
Accreditation Body (APM Group)	Project Board, Change Control Panel.
Consulting Providers (ACOs)	Workshops, Surveys, Review Group.
Central Government	Project Board, Workshops, Surveys, Reference Group, Review Group, Change Control Panel, Pilots.
Local Government	Workshops, Champion Interviews, Review Group, Pilots.
NGOs	Champion Interview, Reference Group, Pilots.
Private Sector	Surveys, Workshops, Review Group, Reference Group, Pilots.
Professional Associations (e.g. APM, PMI)	Reference Group, Review Group.
Publisher (TSO)	Project Board, Change Control Panel.
Standards Bodies (e.g. BSI)	Reference Group.
Tool Vendors	Workshops, Surveys.
Training Providers (ATOs)	Workshops, Surveys, Review Group.

There's a lot more focus on benefits in the new managing guide than in the current method; in particular around how benefits need to be tracked and realised post project and how that relates to a programme environment.

Directing Successful Projects with PRINCE2

This new publication is aimed at supporting the senior manager responsible for a project, specifically those managers undertaking an executive role on a project for the first time. Covering the duties and behaviours expected of members of the Project Board, Directing Successful Projects with PRINCE2 can be used as a reference guide at any stage to check what is required – both of the Project Board and of the Project Manager in return.

Key features include a PRINCE2 method overview, agendas and checklists for the Project Boards' review, descriptions of the management products the Board is expected to approve and an outline of role responsibilities involved.

It covers the questions frequently asked by those people who sponsor or direct projects:

- What's expected of me?
 - What should I expect of the Project Manager?
 - How do I know the Project Manager is applying PRINCE2 appropriately?
 - How do I delegate authority to the Project Manager but keep control?
- What decisions am I expected to make?
 - What information is required/available to help me make decisions?
 - How do we tailor the use of PRINCE2 for projects of differing scale or type?
 - What does an effective Project Board look like?
- It is aimed at managers taking on senior project roles, either for the first time or for the first time in a PRINCE2 context. It acts as a reference guide for managers who are more experienced in directing projects and/or using PRINCE2 but who wish to check from time to time the detailed guidance on specific topics.
- ### How have these changes improved PRINCE2?
- PRINCE2 keeps its core value of being a universal method that can be applied to any project regardless of type, scale, culture or geography. The improvements are based on user feedback on what was liked/disliked about PRINCE2 and on the different challenges that face today's projects.
- The key improvements to PRINCE2 2009 are:
- PRINCE2 is less prescriptive and more flexible
 - PRINCE2 is less theoretical and more practical – based on the input of over 170 organizations and validated through pilots
 - PRINCE2 now has a set of clearly defined principles. These principles can be used as a check that PRINCE2 is being applied in the spirit in which the method has been designed – not too rigidly nor superficially
 - The need to tailor the method is explicitly stated and guidance on how to tailor is provided
 - It has been designed to align with other OCG products; Managing Successful Programmes (MSP™), Management of Risk (M_o_R®) and the new Project, Programme and Portfolio Offices (P3O®) guidance and will enable users to seamlessly integrate all four methods and frameworks
 - The linkage with other standards and bodies of knowledge is clearly shown
 - The importance of the soft aspects of project management are emphasised
 - PRINCE2 is not bureaucratic – the method requires information and decisions, not documents and meetings.

How do these publications compare to the previous version of PRINCE2?

Table 2 - Comparison to the PRINCE2 2005 Edition

Area	PRINCE2 2009	PRINCE2 2005
Principles	7 principles	None
Themes / Components	7 themes: <ul style="list-style-type: none"> • Business Case • Organization • Quality • Plans • Risk • Changes • Progress. 	8 components: <ul style="list-style-type: none"> • Business case • Organization • Plans • Controls • Management of Risk • Quality in a Project Environment • Configuration Management • Change Control.
Processes	7 processes: <ul style="list-style-type: none"> • Starting up a Project • Directing a Project • Initiating a Project • Controlling a Stage • Managing a Stage Boundary • Closing a Project. 	8 processes: <ul style="list-style-type: none"> • Starting up a Project • Directing a Project • Initiating a Project • Controlling a Stage • Managing a Stage Boundary • Closing a Project • Planning.
Sub-processes	40 activities comprising recommended actions. No codes.	45 codified sub-processes comprising prescriptive actions.
Techniques	2 techniques explained (Product Based Planning and Quality Review) and numerous cross-references to techniques from other bodies of knowledge, including 'soft' aspects.	3 techniques explained (Product Based Planning, Change Control, Quality Review).
Project Environment	Context rich guidance on tailoring the method according to the project's environment, including: <ul style="list-style-type: none"> • Projects in a programme • Commercial customer/supplier relationships • Multi-owned projects • Alignment with other lifecycle models and bodies of knowledge • Project scale. 	Not covered.
Management Products	26 management products with explicit guidance on their evolution and which ones can be combined.	36 management products.

Table 2 (Continued)

Area	PRINCE2 2009	PRINCE2 2005
Roles	<p>8 roles (Project Board, Senior User, Executive, Senior Supplier, Project Manager, Team Manager, Project Assurance, Project Support).</p> <p>Suggested competences for each role.</p> <p>Project Board roles now include “duties and behaviours”.</p>	<p>10 roles (Project Board, Senior User, Executive, Senior Supplier, Project Manager, Team Manager, Project Assurance, Project Support, Configuration Librarian, Project Support Office).</p>
Checklists	<p>Process based checklists.</p> <p>Governance checklist aligned to APM's governance principles.</p>	<p>Component based checklists.</p>
Project Board guidance	<p>Role specific guidance for senior managers who sponsor or direct projects, including:</p> <ul style="list-style-type: none"> • What makes a good Project Board • Suggested agendas for Project Board reviews • Checklist of key decisions for each Project Board review • Pre- and post-project responsibilities. 	<p>Embedded within the main guide and aimed at Project Managers rather than Project Board members.</p>

PRINCE2 2009 Library

The range of PRINCE2 publications cover:

- An Introduction to PRINCE2: Managing and Directing Successful Projects
- Managing Successful Projects with PRINCE2
- Directing Successful Projects with PRINCE2
- Passing your PRINCE2 Examinations
- PRINCE2 Pocketbook
- The Executive Guide to Directing Projects: within a PRINCE2 and MSP Environment.



The publications are available in a range of formats to suit users needs:

- Hard Copy
- PDF Single User, offers individual access
- Handheld eBook, downloadable to most handheld devices for easy access on the go
- Online Annual Subscription, offering the greatest functionality of the electronic product for individuals and across an organization. Functionality includes: dynamic content - four different ways to view the content (Standard, Process, Themes and Principles), easy navigation and searching, book marking, cross linking within chapters and pop-up Glossary Terms.

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