

Lucid IT



Prince2 to you too!

Harold Petersen

h.petersen@lucidit.com.au

PMOZ Annual Conference 2006



Agenda

- Introduction
- Prince2
- Prince2, tuning and people
- Case studies



Agenda

- Introduction
- Prince2
- Prince2, tuning and people
- Case studies



Lucid IT

- Lucid IT's mission statement is:
To help organisations improve management of IT.
This is achieved through:
 - Bringing clarity to the customer's IT management requirements within the context of their business
 - Implementing IT Management world's best practices
 - Consultants with real world experience using market leading consulting tools and education products
- Offices in Sydney, Canberra, Melbourne, Brisbane & Perth
- All Lucid IT consultants are ITIL Service Manager certified and they are accomplished training facilitators and IT Service Management implementers
- Lucid IT partners: ALC Training, itPreneurs



Lucid IT's Clients

Financial services

- CBA, Colonial First State, ANZ, ING Australia, Merrill Lynch, Westpac

Utilities

- AGL, Santos, Alinta, Powerlink, Country Energy, Sparq Solutions

Government

- Australian Broadcasting Corporation, Attorney General's Department, Austrade, ATO, Centrelink, DFAT, Defence Computing Bureau, IP Australia, Office of Information Technology, Office of State Revenue, Department for Planning and Infrastructure (WA)

Education

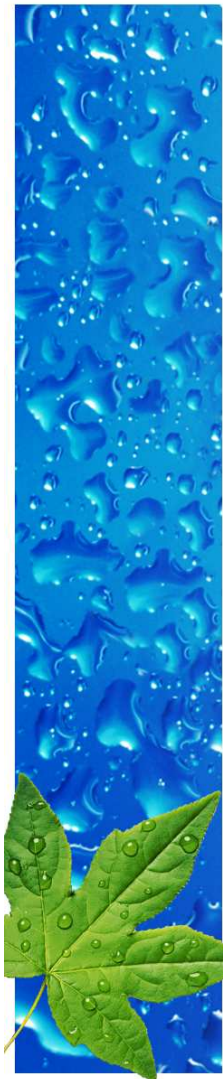
- Universities: Griffith, Newcastle, NSW, New England, Charles Sturt, Curtin
- Schools: St Ignatius College

ICT

- Microsoft, EDS, Computer Associates, KAZ, Volante, Optus, Canon, Cisco, ASG Group, Telstra

Industrial and General

- Cooperative Bulk Handling, CSR, Clough Engineering, Tempo Services, Woolworths, Australian Business Limited, Diageo, Lochard, TAB Limited

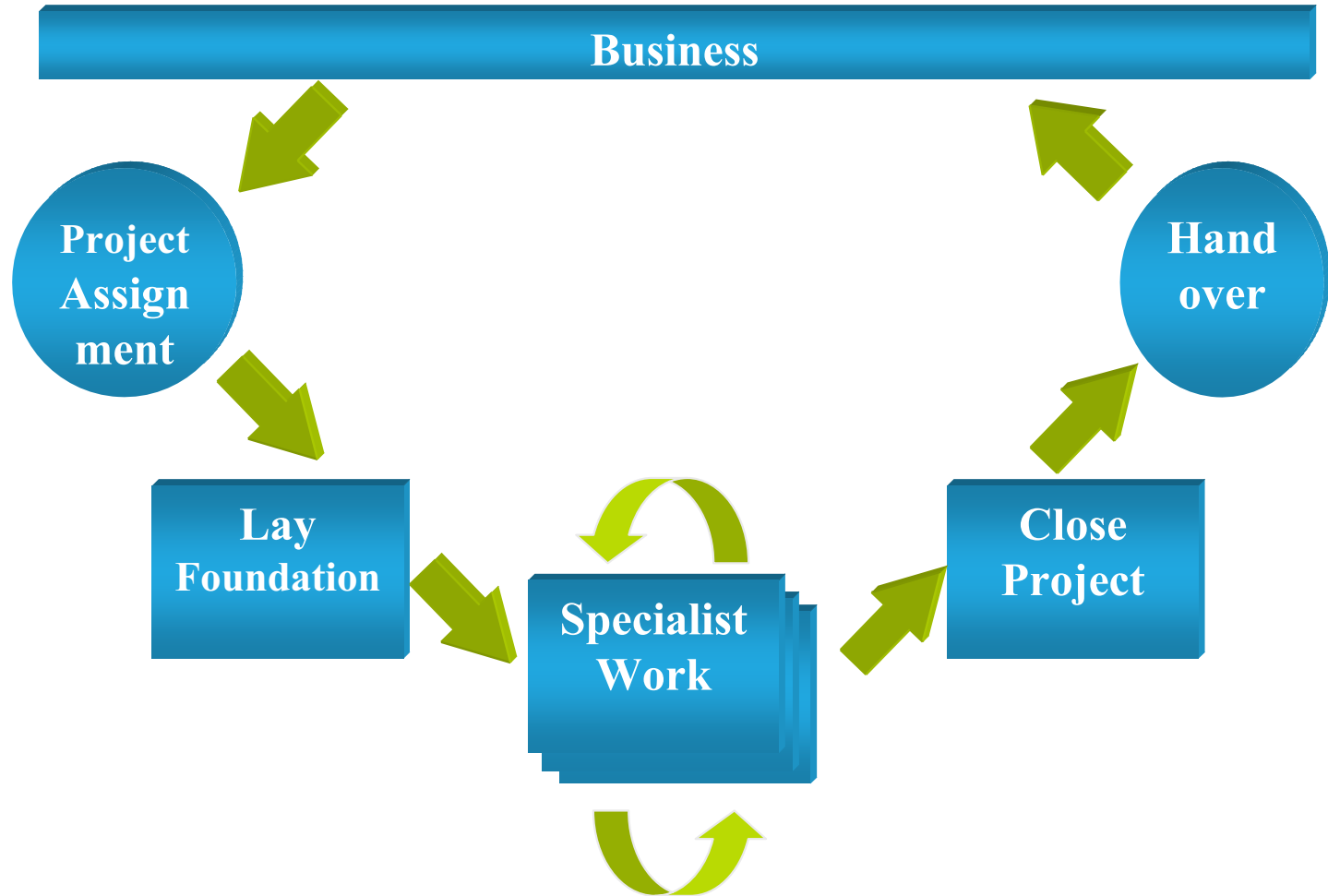


Agenda

- Introduction
- Prince2
- Prince2, tuning and people
- Case studies



Project Lifecycle



PRINCE2 Manual

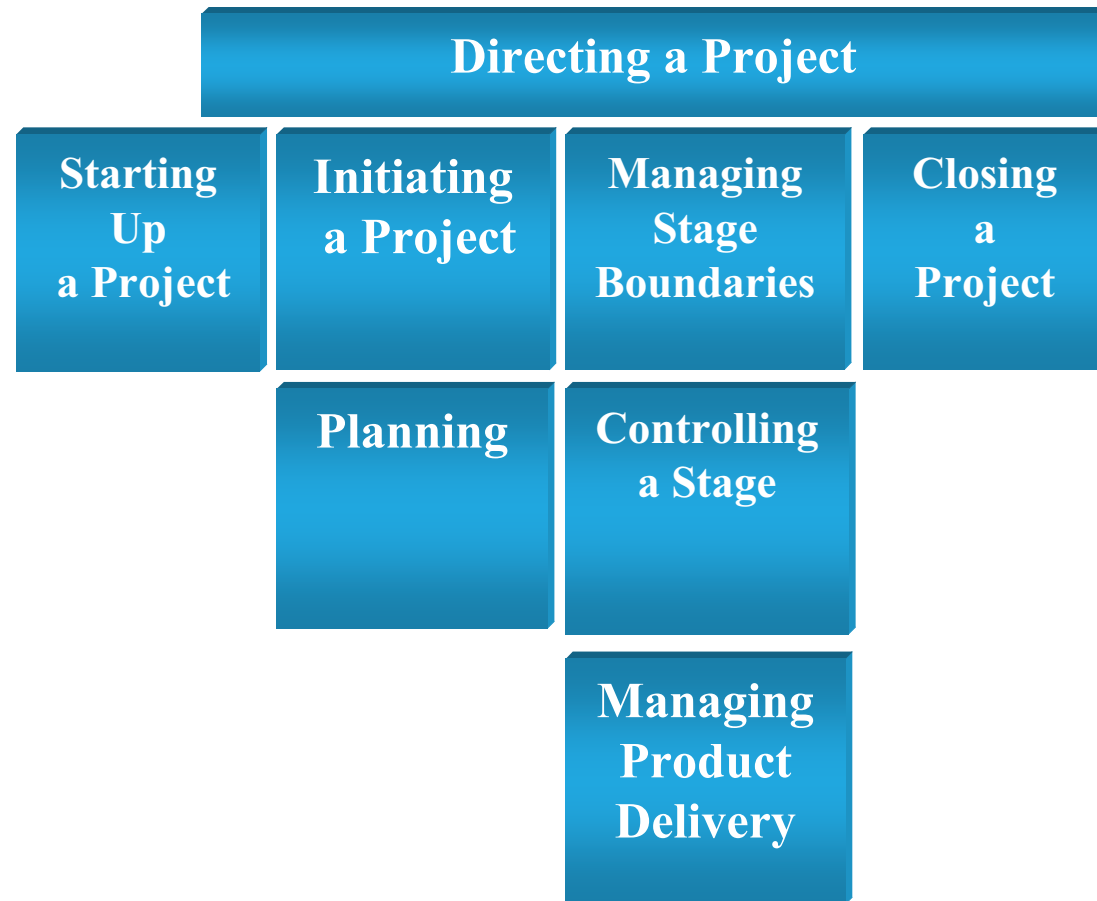
- Introduction
- Components
- Processes
- Techniques
- Appendices



PRINCE2 Components



PRINCE2 Processes



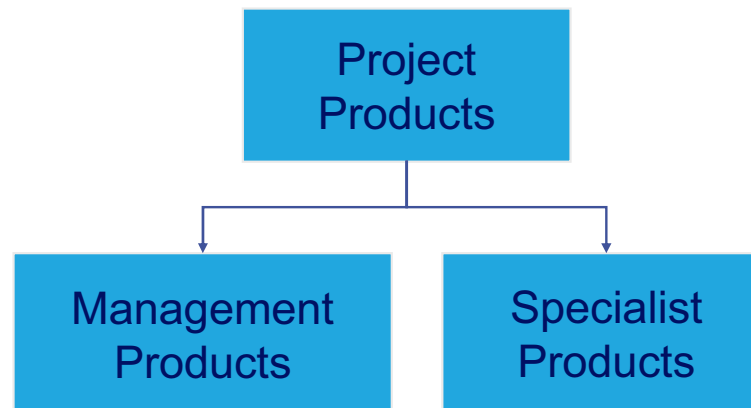
PRINCE2 Techniques

- Product Based Planning
- Change Control
- Quality Review.

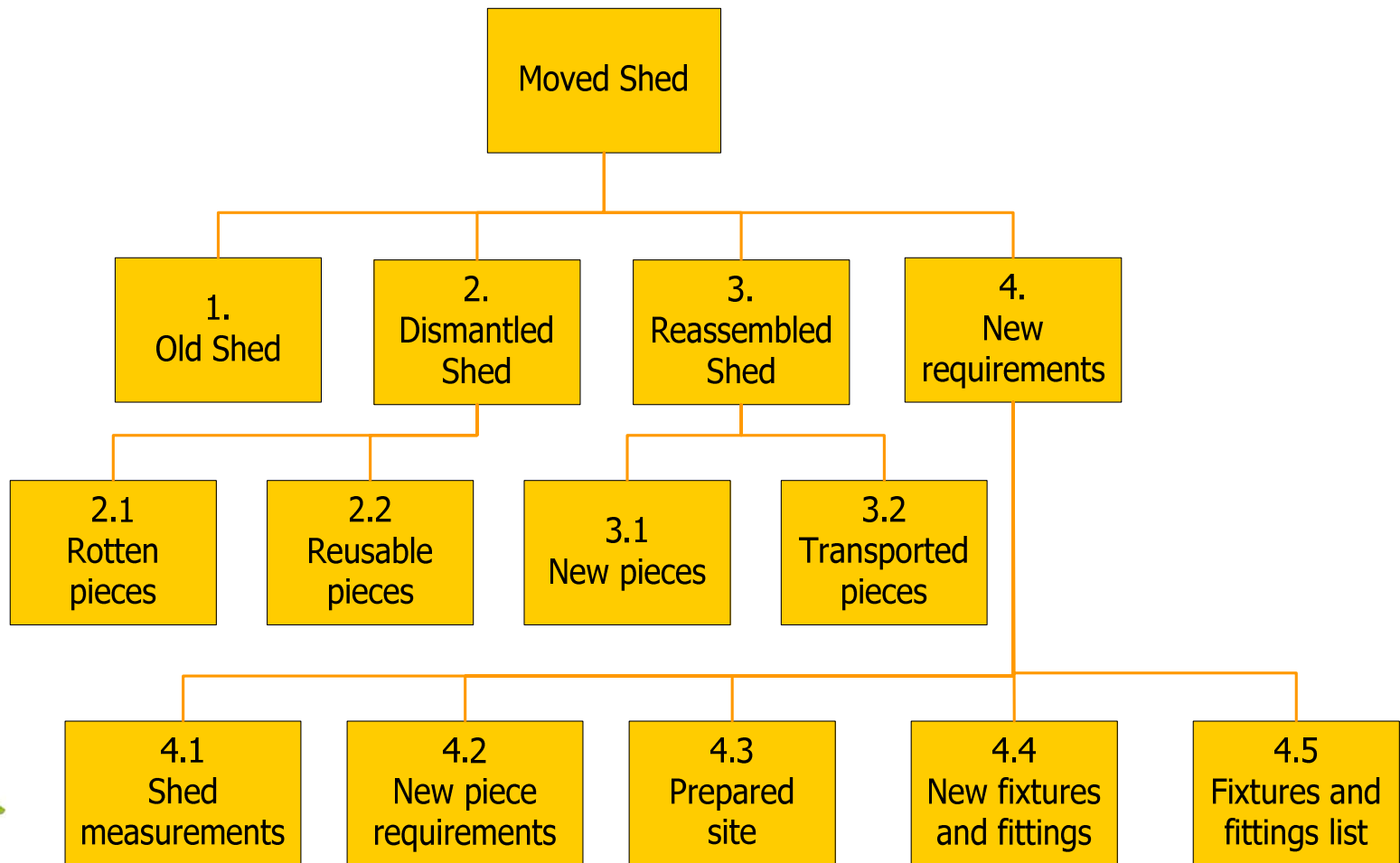


Product Breakdown Structure

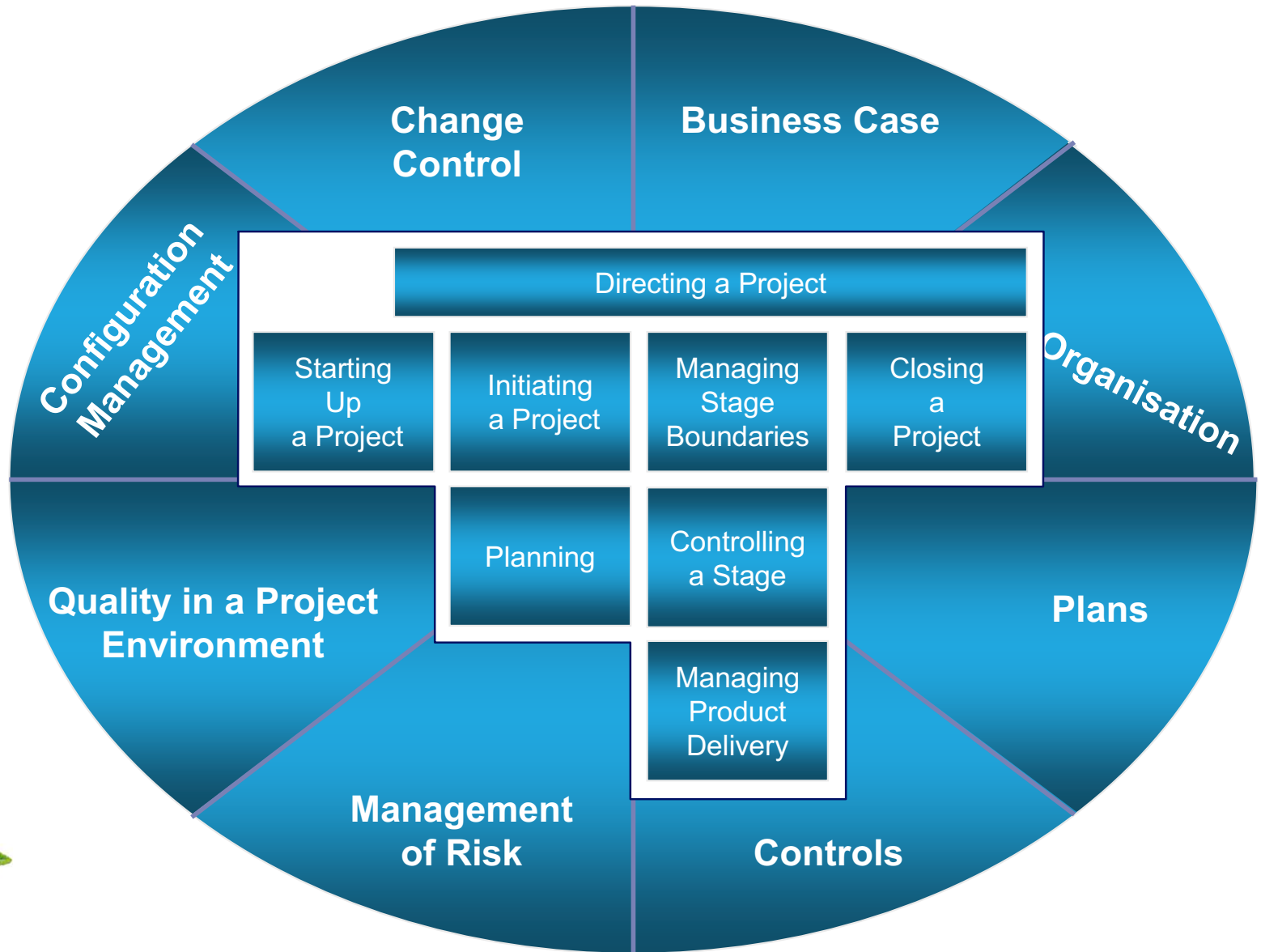
- A Product Breakdown Structure is a hierarchy of the products to be delivered.



Specialist PBS – Simple Example



PRINCE2 Model



Agenda

- Introduction
- Prince2
- Prince2, tuning and people
- Case studies



People

- Customers
- Sponsor
- Project Board
- Project Manager
- Programme Manager
- Project team members
- Executive environment
- Etc.



People aspects

- Leadership
- Communication
- Acceptance
- Understanding
 - Subject matter expertise
 - Project Management matters
- Motivation
- Politics
- Conflicting priorities
- Time
- Etc



Balancing method and people aspects

- Project *leaders*
- Tuning Prince2
- Clear responsibilities
- Bring the recommendations and best practices to live
- Communication
- 'What's in it for me?'
- Motivation of all concerned
- PMO
- Tools



Tuning considerations

Several considerations, including :

- Complexity
- Size
- Scope
- Risks
- Value and expected benefits (business case) of the project

The key success factor for successful tuning :
leadership by project manager



Possibilities for tuning the process model

- Integrate several aspects of 'Starting Up a Project' and 'Initiating a Project'
- Remove several components of the possible PID contents and possibly the need for the initiation stage plan
- Simplify the quality plan
- Plans: limit the different forms of plans, but stick to the Product Based Planning technique
- Combine 'Controlling a Stage' and 'Managing Stage Boundaries' (and even some aspects of Managing Product Delivery)
- Integrate and limit the different forms of progress (eg end of stage report, check point reports, high light reports) and exception reports
- Integrate project closure products
- Any project management product templates can be simplified



Possibilities for tuning the components

- Business Case: crucial, but its complexity can be aligned to the project and it can often be considerably simpler for smaller projects
- Organisation: crucial, but its complexity can be aligned to the project
- Plans: limit the different forms of plans, but stick to the Product Based Planning technique
- The number of controls can be limited
- Management of Risk can be simplified, sometimes even simply to a risk log, including mitigation actions
- Quality in a Project Environment (and associated plans and techniques) can be dramatically simplified to formalised acceptance of products by the senior user
- Configuration Management can be dramatically simplified to the project manager managing all management and specialist products until project closure
- Change Control is crucial, but can be simplified considerably



Possibilities for tuning the use of Prince2 Techniques

- Product Based Planning
The technique is always useful. The number of products and associated product descriptions need to be designed on the appropriate level of complexity
- Change Control
The technique is always useful, but needs to be aligned to the appropriate level of complexity
- Quality Review
This technique is not required for smaller projects



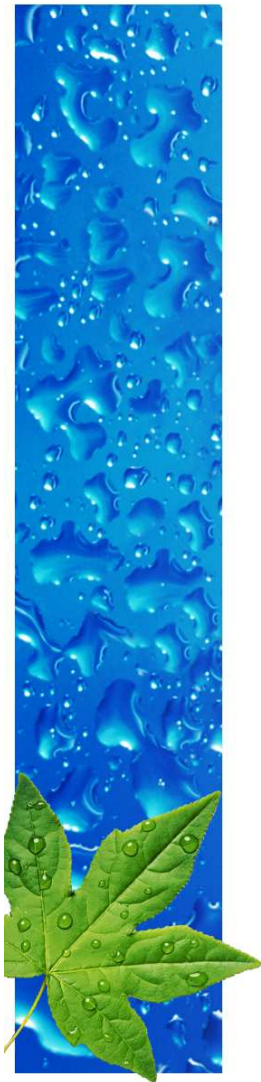
Agenda

- Introduction
- Prince2
- Prince2, tuning and people
- Case studies



Case 1 – Prince2 project office

- Prince2 training sessions
- PMO, procedures and templates in place
- Prince2 in name only
- Only a handful of projects through the PMO
- No tuning
- Lack of project 'leaders'
- Suboptimal tooling
- Training and procedures deemed very formal and impractical
- No practical internal success stories, examples and 'heroes'
- The need for a more practical and people focused approach acknowledged and being addressed



Case 2 – IT Service Improvement – Project: Service Desk improvement

- Used Prince2
- No internal project management method
- Equivalent of PID and Business Case looked more like a slightly elaborate Project Brief
- Solid (but trimmed down) use of the organisation component
- Used Product Based Planning
- Integrated the different forms of progress reports into one highlight report
- Combined ‘Controlling a Stage’, ‘Managing Stage Boundaries’ and ‘Managing Product Delivery’
- Most components and templates heavily trimmed down

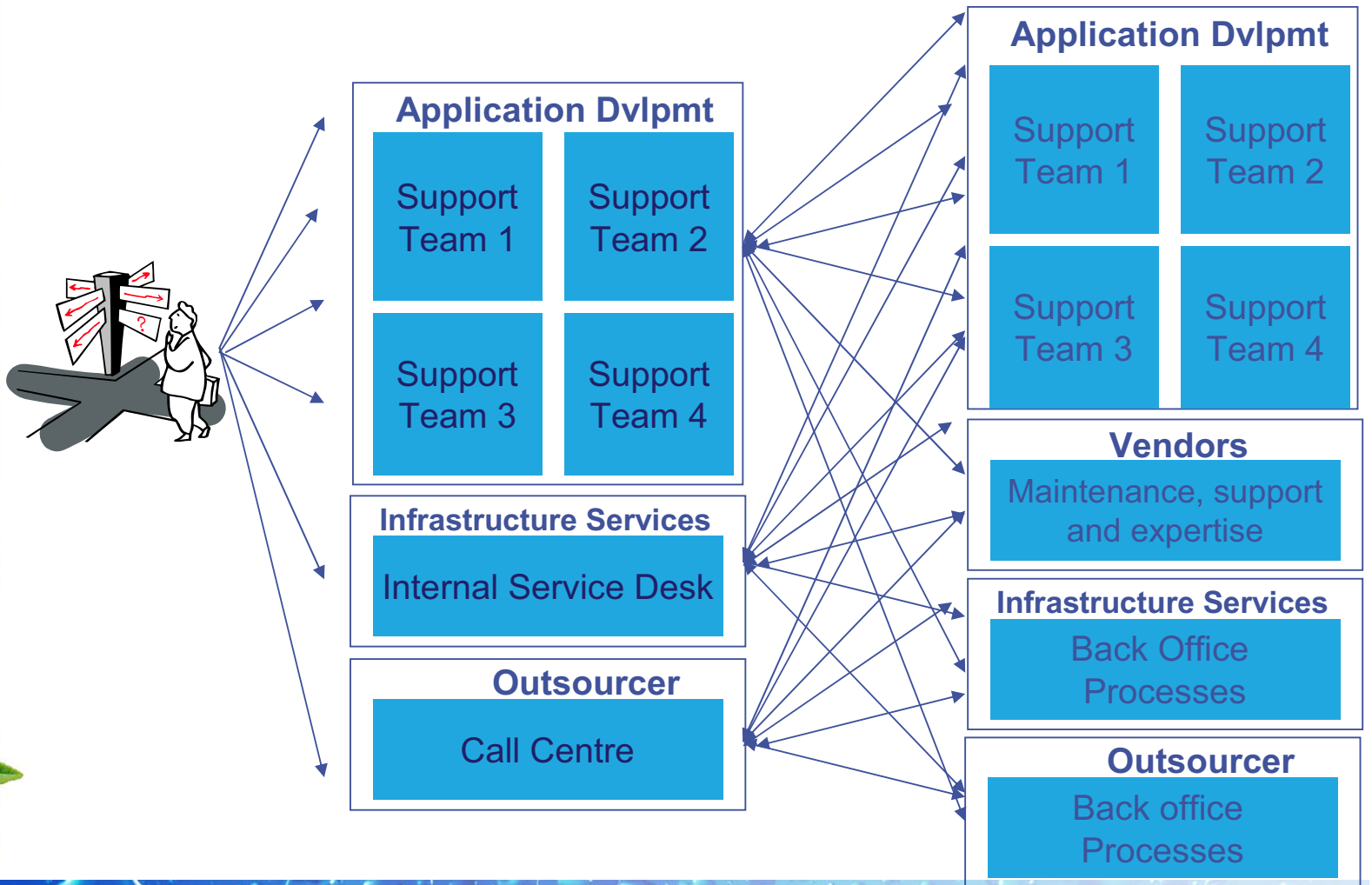


Case 2 : Service Desk transition Prior to transition

Business

1st Tier Support

2nd/3rd Tier Support

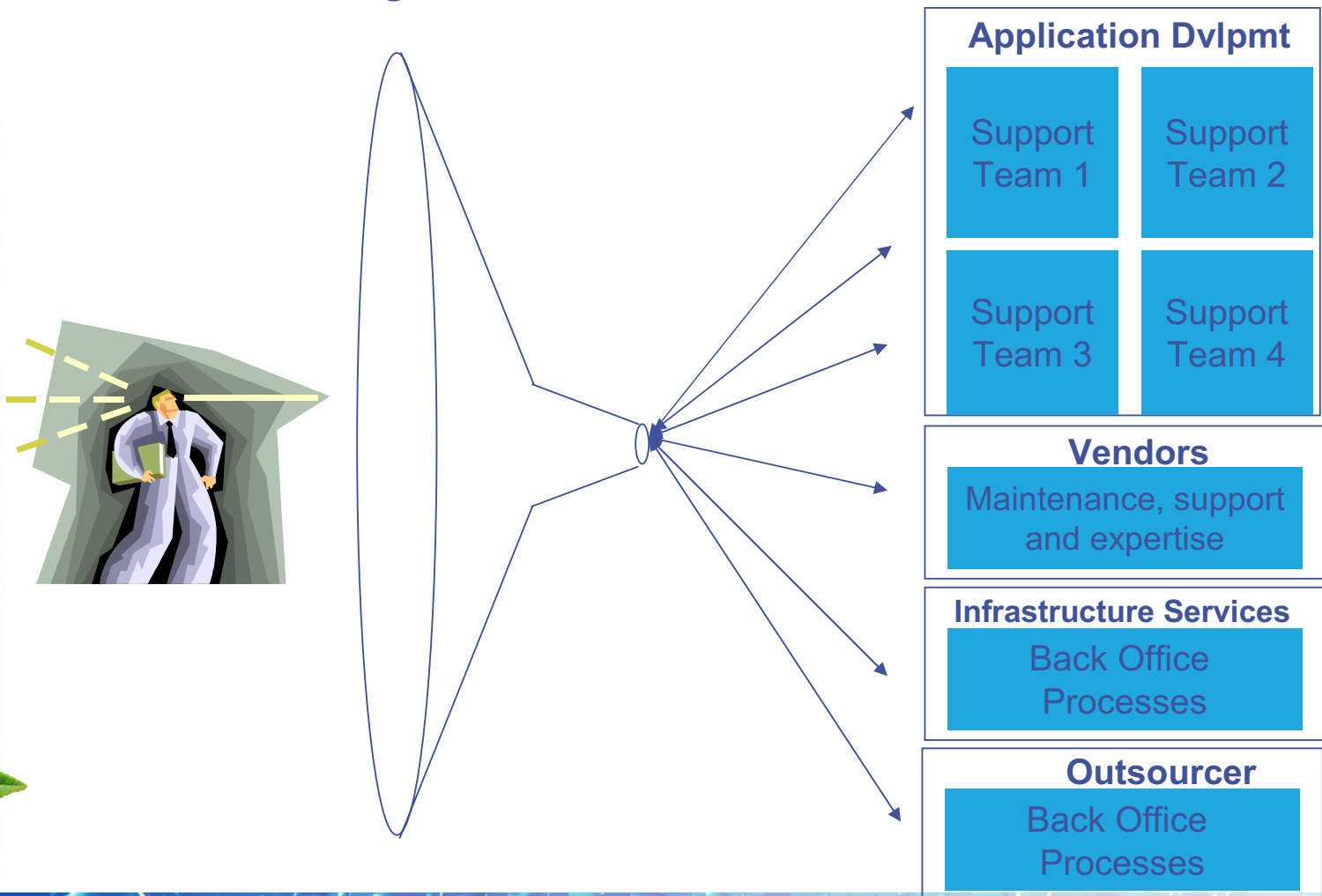


Case 2 : Service Desk transition After transition

Business

Single IT Service Desk

2nd/3rd Tier Support



Case 2 – IT Service Improvement – Project: IT Service Desk transition

- Prince2 the internal project management method
- Starting Up and Initiating a Project not tuned
- Equivalent of PID, Business Case and Quality Plan were elaborate
- Elaborate use of Product Based Planning
- Used the spirit of exception reporting and planning, but integrated in highlight reports
- No end of stage reports
- Combined 'Controlling a Stage' and 'Managing Stage Boundaries'
- Active use of Managing Product Delivery principles as many different internal and external parties were participating in the project
- Integrated the different forms of progress reports into one
- Organisation, Business Case and Risk components used to great effect
- Very limited use of Configuration Management, controls and quality management / quality review

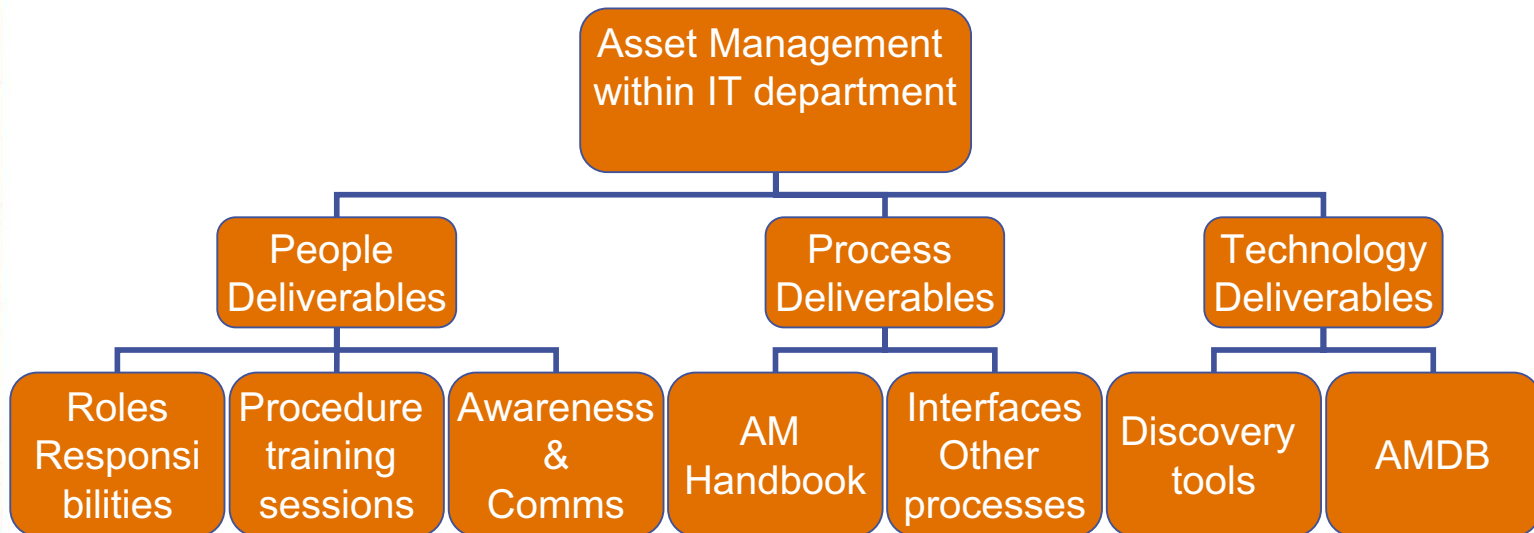


Case 2: Asset Management implementation - Principles

- Keep It (as) Simple (as possible)
- 'Virtual AMDB'
- Use existing tools unless major issues arise
- People, Processes and Technology
- Project governance by senior IT Managers
- Efficient use of internal stakeholder time



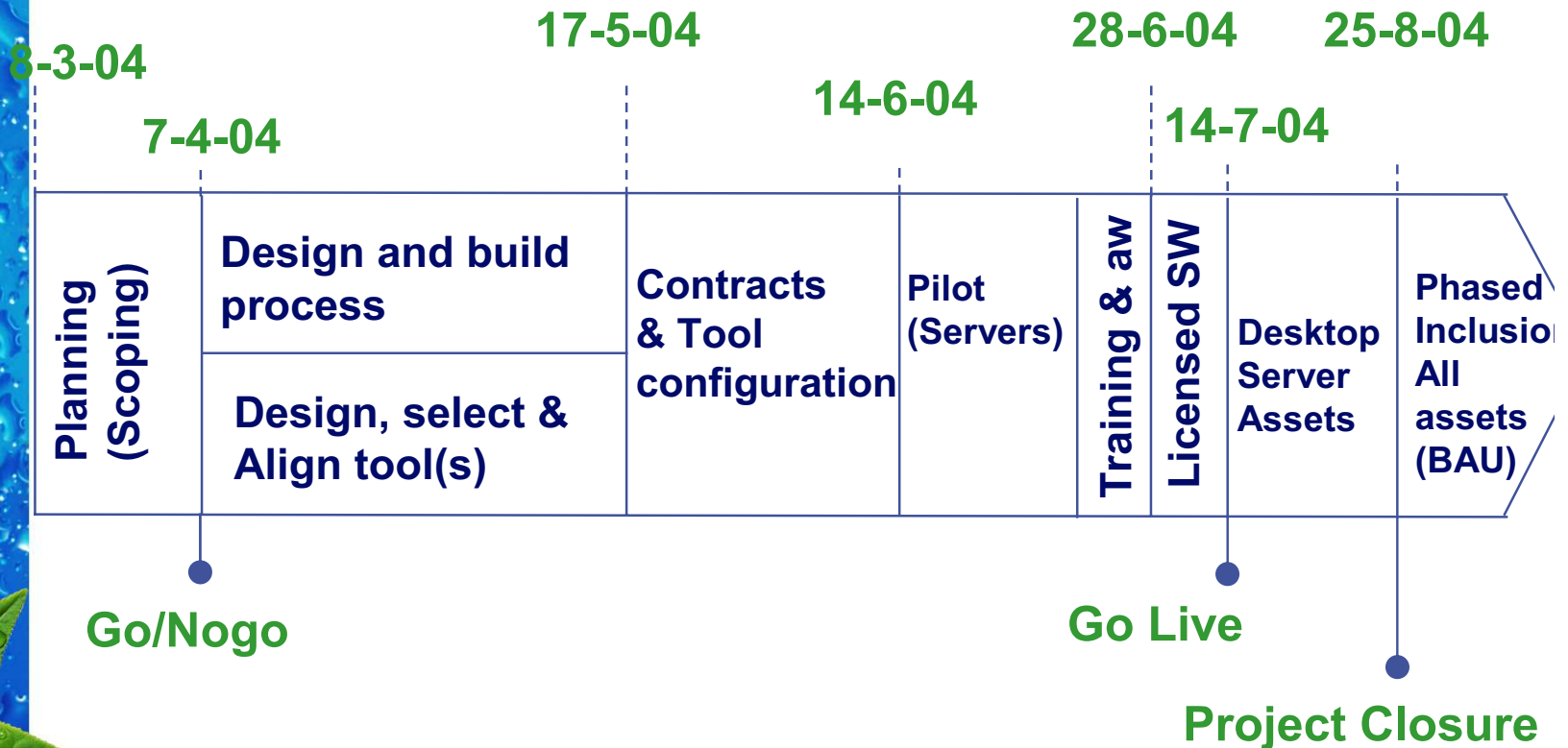
Case 2 : Outline Project Deliverables



AMDB: Asset Management Database

AM: Asset Management

Case 2 : Project timeline



Agenda

- Introduction
- Prince2
- Prince2, tuning and people
- Case studies

