The EC’s PM² Project Management Methodology
Enabling better Project Management in EU Funded Projects

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The PM² Methodology

• What is PM²
• Benefits for you
• An Overview of PM²
• PM² Resources
The EU Institutions Landscape

- 17 EU Institutions and Bodies
- 45 Agencies

30,000+ employees at the European Commission alone!
EC Projects Landscape

- The EU *spends* over € 959 988 million (2014-2020).

- The EU budget is divided into more than 80 funds and programmes (European Structural and Investments Funds (ESIF) representing 33% of the total budget).

- Around **6%** of the budget goes to the administration of the European institutions (€ 57 599 M) whereas around **94%** is allocated to various European programmes (€ 902 389 M).

- There are more than 100 authorities managing EU funds. **20% of these are managed directly** by the European Commission (€ 180 478 M). The remaining 80% are managed by other authorities.
CoEPM²
Centre of Excellence in PM²
EC-PM²@ec.europa.eu
presents

OpenPM² 2018
CONFERENCC
Brussels, Charlemagne | February 1 & 2

FIND OUT MORE
http://europa.eu/1Dm39WB

Enabling better
Project Management in the EU

“The future of project management depends on project managers coming together as an open community with a common vision.”
"I want a European Union that is bigger and more ambitious on big things, and smaller and more modest on small things."

European Commission President Jean-Claude Juncker
Speech before the European Parliament on 15 July 2014, SPEECH/14/585
& Press Conference, Brussels, 10 September 2014
"We will be doing less, but we will be doing our work more **effectively**. We will be working as a **team** and not in silos. And we will **deliver**."
"Form has to follow function... to overcome silo-mentalities and introduce a new collaborative way of working in areas where Europe can really make a difference."

"... to be able to deliver quickly and effectively."

"... to organise the new Commission around project teams."

European Commission President Jean-Claude Juncker
Speech before the European Parliament on 15 July 2014, SPEECH/14/585
& Press Conference, Brussels, 10 September 2014
"... to be in charge of a number of **well-defined priority projects**, 

... in compositions that **may change** according to need and to 
possible new projects developing over time, and be in charge of 
steering and coordinating project teams, 

... depend on the contributions of his/her **Project Team**, ... to 
successfully complete the projects **assigned**."

European Commission President Jean-Claude Juncker

Speech before the European Parliament on 15 July 2014, SPEECH/14/585

& Press Conference, Brussels, 10 September 2014
An Increased Project Orientation
Projects are not “a piece of cake…”

A variety of challenges related to:

- Initiating
- Planning
- Coordination
- Monitoring & Controlling
- Reporting
- Closing
- Benefits Realisation – Exploitation
WIIFM?
The PM² Methodology is there for you!

The PM² Project Management Methodology Guide

FREE TO DOWNLOAD FROM THE EU BOOKSHOP!
Need better Project Management for your EU Funded Projects?
The PM² Methodology helps us answer the important Project Management questions:

- What (needs to be done)?
- When (do we need to do it)?
- Who (should do it)?
- How (much of it + how do we do it)?

Where do we start? (with project management)
Guidelines on how to...
PM² in one slide...
The PM² Publications & Resources

PM² Guide
PM² Templates
PM² Tools & Techniques
RM Tools & Techniques
PM² Study Case

Agile PM² Guide
Agile Tools & Techniques
PM² PPM Tools & Techniques
PPM Guide

PPM Wiki
Intranet Wikis
Tools Wiki

Note: Not all publications are available (yet) to the public.
PM² Guide Online - free and opensource

https://www.pm2alliance.eu/publications/
PM² Info Days, Events, Conferences
PM² Overview in 23 languages

Čeština
Dansk
Deutsch
Eesti
English
Español
Français
Hrvatski
Italiano
Latviešu
Lietuvių
Magyar
Malti
Nederlands
Polski
Português
Română
Slovenčina
Slovenščina
Suomi
Svenska
Ελληνικά
Български
РУССКИЙ
PM² - Europe’s Methodology

Open PM²
Project Management Methodology

Free
Common Vision
Collaboration
Knowledge
Project
Governance
Efficiency
Effectiveness

Sharing
Community
Agile
Goals
Team
Communication
Benefits
Management
Outcomes

Commitment
Values
Success
Best Practices
Quality

Enabling better Project Management in the European Union

http://europa.eu/tyh96rM

~1300 Certified

~2000 EU staff trained (per year)
PM² Satisfaction & Statistics

PM² Simplicity & Completeness

- 77% Satisfied
- 15% Very Satisfied
- 4% Dissatisfied
- 4% Very Dissatisfied

92% Satisfaction

PM² Training & Certification

- 69% Satisfied
- 27% Very Satisfied
- 1% Dissatisfied
- 3% Very Dissatisfied

96% Satisfaction

CoEPM² support

- 81% Satisfied
- 19% Very Satisfied
- 0% Dissatisfied
- 0% Very Dissatisfied

100% Satisfaction

[Source]: Survey on DIGIT's Methodologies, March-2016
Survey: The Value of the PM² Certification

PM² Certified people believe that the PM² certification has helped them in:

- Understanding PM: 94%
- Managing EC projects: 93%
- Daily work activities: 76%
- Career evolution: 69%

98% would recommend the PM² certification
95% agree that PM² contributes to project success

[Source]: European Commission
The PM² Story

2012
- PM² Guide v2
- PM² wiki & CoP
- IT Governance
- Initiation

2016
- Agile PM² Certification
- OpenPM²
Users & Stakeholders

- The world
- EU SMEs
- EU Citizens
- EU Member States
- EU Regions
- EU Funded Programmes
- Contractors
- EU Institutions
- European Commission
- Universities
- Professional Associations
- NGOs
Our Mission

Our mission is to enable better project management for the public benefit.
About The PM² Methodology
Where do Projects come from?

- **Problem** + context -> **Solution**
- **Solution** + capabilities -> **Project**
- **Project** + effort -> **Outputs**
- **Outputs** + use -> **Outcomes**
- **Outcomes** + measurement -> **Benefits**
- **Benefits** - investment -> Value
Ingredients of Successful Projects

- **Effective Project Management Practices & Methods**
- **Management & Organisational Support**
- **Effective Mindsets & Teams**
- **Culture**

**Effective Project Management**
PM² is a Project Management Methodology developed and supported by the European Commission.

The purpose of PM² is to enable project teams to manage projects in an effective and efficient manner for the purpose of delivering solutions and benefits to their Organisations and their Stakeholders.
PM² Overview
The House of PM²
PM² Drivers, Phases, Input/Outputs
PM² Lifecycle – Beneficiaries' perspective
PM² Project Governance

PM² Responsibilities: RASCI
PM² Overview - activities and artefacts

**Activities**
- **Initiating**
  - Document the idea/need
  - Identify key stakeholders (and their needs)
  - Create a business justification for the project
  - Define the project scope and organisation
- **Planning**
  - Organise a Kick-off Meeting
  - Tailor the PM² process
  - Assign roles & responsibilities
  - Elaborate project scope
  - Develop work breakdown & project schedule
  - Develop project plans
  - Distribute plans to stakeholders
- **Executing**
  - Organise a Kick-off Meeting
  - Coordinate project execution
  - Conduct Meetings
  - Ensure Quality
  - Create Project reports
  - Distribute information
  - Ensure deliverables acceptance
- **Closing**
  - Organise a Project-End Review Meeting
  - Capture lessons learned and post-project recommendations
  - Get final project acceptance
  - Release project resources
  - Archive project information

**Artefacts**
- **Initiating**
  - Planning Kick-off (MoM)
  - Project Handbook
  - Roles & responsibilities
  - Management plans
  - Project Stakeholder Matrix
  - Outsourcing Plan
  - Project Work Plan
  - Deliverables Acceptance Plan
  - Transition Plan
  - Business Implementation Plan
- **Planning**
  - Meeting Agendas/MoMs
  - Project Progress Report
  - Project Status Reports
  - Quality Review Report
  - Change Requests
  - Deliverables Acceptance Note
- **Executing**
  - Executing Kick-Off/MoM
  - Meeting Agendas/MoMs
  - Project Progress Report
  - Project Status Reports
  - Quality Review Report
  - Change Requests
  - Deliverables Acceptance Note
- **Closing**
  - Project-End Review Agenda/MoM
  - Project-End Report
  - Lessons Learned
  - Best Practices
  - Post Project Recommendations
  - Project Acceptance Note

**Monitor & Control**
- **Activities**
  - Monitor Project Performance
  - Control Schedule
  - Control Cost
  - Manage Quality
  - Manage Requirements
  - Manage Project Change
  - Manage Risks
- **Artefacts**
  - Risk Log
  - Issue Log
  - Decision Log
  - Change Log
  - Project Work Plan
  - Requirements Document
  - Deliverables Acceptance Checklists
  - Transition Checklists
  - Business Implementation Checklists
  - Stakeholder Checklists

**RIP**
- Ready for Planning

**RFE**
- Ready for Executing

**RGC**
- Ready for Closing
Einstein on Project Management...
Beyond Methodology: Balancing the “Ps” of Project Management

Pre-Project
- Pre-Project
- Pre-Project
- Pre-Project

Process
- Process
- Process
- Process

Power
- Power
- Power
- Power

Politics
- Politics
- Politics
- Politics

Progress
- Progress
- Progress
- Progress

Post-Project
- Post-Project
- Post-Project
- Post-Project

Purpose
- Purpose
- Purpose
- Purpose

Product
- Product
- Product
- Product

People
- People
- People
- People

Pleasure
- Pleasure
- Pleasure
- Pleasure

Pain
- Pain
- Pain
- Pain

Participation
- Participation
- Participation
- Participation

Perception
- Perception
- Perception
- Perception

Peace
- Peace
- Peace
- Peace

Progress
- Progress
- Progress
- Progress

Power
- Power
- Power
- Power

Politics
- Politics
- Politics
- Politics

Pre-Project
- Pre-Project
- Pre-Project
- Pre-Project

Post-Project
- Post-Project
- Post-Project
- Post-Project

The PM² Mindsets (60’ video): https://youtu.be/oaoZcdkmwrg
Balancing the Ps (35’ video): https://youtu.be/_lvF7zo90Y0
The PM² Mindsets & Virtues

PM² Processes & Mindsets

Download: https://www.pm2alliance.eu/publications/
Summary

1. Don't get trapped in simply “going through the motions”

2. Shift your perspective and...

3. ...view your project work through the lenses of effective mindsets.
1. Join the PM² Alliance:
   http://www.pm2alliance.eu

2. Read more about Open PM²:
   https://www.linkedin.com/pulse/one-common-free-open-project-management-methodology-nicos-kourounakis/

3. View videos and presentations from the Open PM² Conference 2018:

4. Download the free PM² Guide from the EU Bookshop:
   https://publications.europa.eu/en/publication-detail/-/publication/ac3e118a-cb6e-11e8-9424-01aa75ed71a1

5. Download the Open PM² Templates:
   https://webgate.ec.europa.eu/ffpis/wikis/display/openPM2/Artefacts
Nicos Kourounakis
Senior Consultant

Nicos is the Co-Author of the PM² Project Management Methodology of the European Commission (2012, 2016, 2018), the Agile PM² Guide (2014), the PM² Portfolio Management Guide (2018), and a founding member of the PM²-Alliance.

Over the past 7 years, as a senior consultant of the Centre of Excellence in Project Management (CoEPM²) of the European Commission, Nicos has led many consulting projects with major EU Institutions such as the European Commission, the European Council, the European Central Bank, the European Investment Bank and other EU Agencies.

He was also the Project Manager of the EC’s Open PM² Initiative, a project aiming at bringing the PM² Methodology and its benefits closer to EU Member States Public Administrations.

Nicos has also been involved in many international projects in Canada, the United States, the United Kingdom, Ireland, Belgium, Austria, Germany, Portugal, Luxembourg and Greece, working both with large organizations and with smaller ventures and start-ups.

He holds an MBA from McGill University, Montreal, Canada, a MASc in Electrical Engineering from the University of Victoria, Canada, and a BSc in Physics from the Aristotle University of Thessaloniki, Greece.