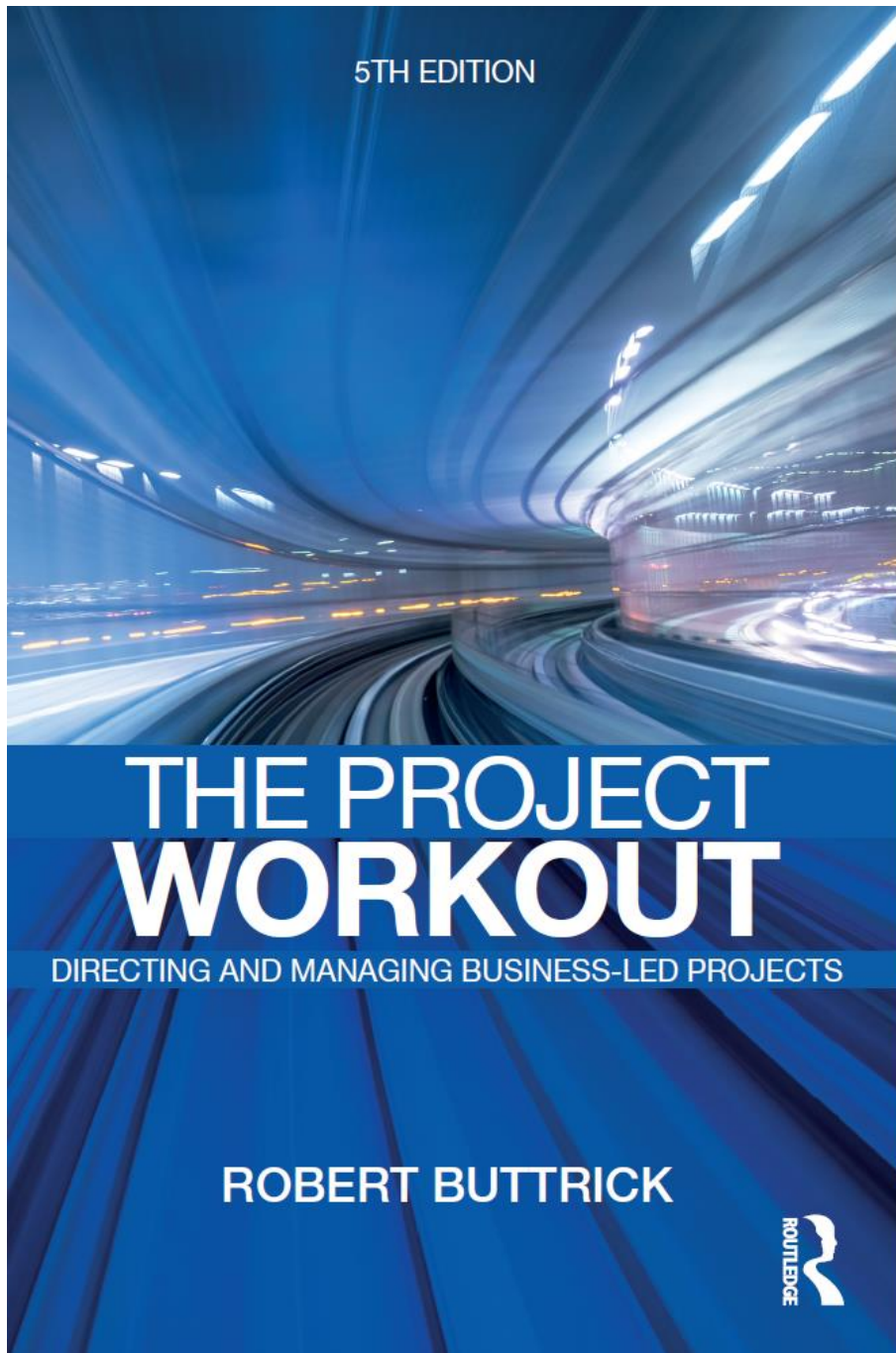


An update to Appendix C: Methods and standards commentary



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Appendix C: Method and standards commentary

What is the difference between a standard and a method?

Standards and methods – an overview

At present, in the context of project management:

- a **standard**, such as ISO 21502:2021, defines what needs to be done and why but not how activities are done.
- a **method**, such as PRINCE2®, provides not only a set of activities to be done, together with roles, but also detailed methods and techniques on how to undertake these activities.

As such:

- a **standard** can be used, say as part of assurance, to help assess the completeness of a method.
- a **method** is intended for use by project practitioners.

Organizational approaches to project management normally fit within the definition of a ‘method’ as they are designed for practical use within a specific organization. They can be derived directly from a method like PRINCE2® or based on a particular standard or standards. By including techniques, a method is far more prescriptive (and helpful!) about the way a particular activity should be undertaken; for that reason, methods tend to be longer and more detailed.

Like many aspects of project management, organizations sometimes use the same words in different ways. The terms ‘standard’, ‘method’ or ‘process’, might not be always used in the way I have used them in this book, nor in the way you use them in your workplace. You’ll also find some publications seem to cross over the definitions I have given. Don’t worry about it; what is important is that you choose the words that fit your project or organization and then use them consistently.

This appendix is where you are likely to come across the most acronyms and jargon as some cultures and authors seem to love them! You will also find that publications are not easily comparable as they use different structures, terminology and definitions. Don't be too daunted by this. You'll only need to refer to the standards and methods if your role requires it, for example if you are developing a project management method either for a project or for an organization.

Formally published standards, methods and other sources of best practice are a consensus amongst the authors of what they believe is important. When searching the internet, be careful about the provenance of any information you find. The most trustworthy sources are usually the official international and national standards, but they tend to lag good practice as it can take a long time (if ever!) for the experts involved to reach a consensus.

Professional bodies are also a good source of information and often have papers on new approaches. Such papers tend to be more practical than those produced by universities. There is also the International Project Management Association (IPMA). As well as acting as an umbrella organization for many national professional bodies, including the UK's APM, IPMA provides a global network whilst allowing its member bodies a large degree of autonomy. IPMA promotes professional growth through its conferences and has a competence-based certification for project managers to which national bodies can align and hence promote transferability of project professionals across national boundaries. Again, looking across all these bodies, there is not always agreement. On top of all these you can find papers by independently published, such as the PM World Journal.

What is The Project Workout?

The Project Workout is neither a method nor a standard. It is a textbook explaining how to manage a project. It is based on the author's practical experience and is written to be used as a core source to create a practical project management method for an individual project or for an organization. If you do this, *The Project Workout* can become your 'training manual'. As *The Project Workout* supports the concepts in many standards and proprietary methods it can also be used to support organizations basing their project management method on them. As 'tailoring' is now a feature of all standards, *The Project Workout* gives you a view of what really counts when managing a project to help you understand how all these different approaches can be used together.



Appendix C1 - Project management standards

About project management standards

A standard is an agreed way of doing something, or set of agreed quality criteria for a product or service. Standards can cover a wide range of activities and products undertaken and used by organizations and used by their customers. They can be:

- **prescriptive**, such as a specification or a *normative* standard. You'll find the word 'shall' used in these. For example, "... the outer dimensions shall be less than ..."
- **for guidance**, such as a guide or code of practice or *informative* standard. You'll find the word 'should' used in these to denote a recommendation. Project management standards tend to fit into this category. For example, "The project manager should tailor the management processes ..."

The language used in standards is carefully chosen; most standards bodies have their own rules, usually described in a standard! For example, British Standards has BS 0, A standard for standards – Principles of standardization, and an accompanying rule book. Interestingly, ANSI does not have drafting rules, which is evident when reading ANSI/PMI 99-001-2021

In the context of project management, standards improve the effectiveness of project management by drawing attention to the key principles and practices required. The standard becomes a reference against which the management of a project can be assessed. Standards also seek to define the use of words in a particular context.

Once established, standards can promote continuous improvement by being periodically reviewed and updated to ensure the latest consensus on good practice is included and any omissions or clarifications are dealt with. In this way, all users of standards benefit from the collective experience and feedback of other users. Official standards, with international, regional and national recognition, tend to come from three different sources. The numbering convention usually makes it clear:

- **National standards**, such as BS (British), DIN (German), NF (standard), ANSI (American [USA]), SS (Swedish), JIS (Japan).
- **Regional standards**, such as the European standards, denoted 'EN' which are used throughout Europe; they are automatically adopted by EU member states.
- **International standards**, denoted 'ISO' may be used throughout the world. Adoption by individual countries is optional. For example, in the UK, an adopted international standard is denoted as 'BS ISO'.

There are complete books devoted to standards, but this appendix should be able to provide you with sufficient understanding to find your own way and ask the right questions. This is done by comparing:

- ISO 21502:2021, Project, programme and portfolio management - Guidance on project management;
- BS 6079: 2019, Project management : Principles and guidance for the management of projects;
- GovS 002, Project Delivery Functional Standard, v2, 2021
- ANSI/PMI 99-001-2021, Project the USA's Standard for Project Management.

ISO 21502:2021, Guidance on project management

ISO 21502:2021 is a major update to, and replaces, ISO 21500:2012. Unlike its predecessor, it is an holistic standard for project management covering the practices needed for all the required roles from sponsoring organization to team member. It is written in a narrative style as a set of practices, so that users of the standard can derive their own processes and methods based on the practices described in the standard. It also avoids naming deliverables, so users can choose names which are meaningful for them. It is therefore an open standard, enabling many different methods and processes to be applied. It can be applied in both promoting organizations and supplier/contractor organizations as well as for stand-alone projects or those being undertaken within a programme or portfolio.

Whilst ISO 21500:2012 has been withdrawn, many people are familiar with it and have applied it in their countries and so ISO 21502:2021 includes an annex to help them transition to the new approach. The main changes in creating ISO 21502:2021 are:

- the concept of project management has been expanded to include project-related oversight and direction activities of the sponsoring organization and the project sponsor;
- pre- and post-project activities have been added;
- information about how projects can deliver outcomes and enable the realization of benefits has been added;
- consideration of the organizational context of projects has been added;
- descriptions of additional project roles and responsibilities have been added;
- new topics have been added, such as creating a project environment that is conducive to success, project life cycles, decision points and gates, and additional project practices, such as benefits management and change control, to reflect current practices in project management;
- the format has been changed from process-based to practices and narrative-based.

ISO 21502:2021's architecture mirrors those used in BS 6079:2010 and 2019 and in this respect, is a radical departure from its predecessor, ISO 21500:2012. The, now withdrawn, ISO 21500:2012 was modelled on the old (version 3) PMBOK® Guide's processes and knowledge areas and restricted to the project manager's role only. The differences between BS 6079:2019 and ISO 21502:2021 is that BS 6079:2019 includes more detail such as for principles and project governance. It also includes more narrative on context.

ISO 21502:2021, is a good basis on which to assess or develop a project-specific or enterprise-wide project management method as it is holistic and includes sufficient detail to start defining your own processes and methods. It is a good alternative to BS 6079:2019 for those people who do not have access to British Standards, however, the two standards are close enough to use together.

The Project Workout and ISO 21502:2021

The Project Workout and ISO 21502:2021 cover the roles and activities required to direct and manage a project from sponsoring organization to team member. *The Project Workout* covers all the topics in ISO 21502:2021 except:

- Procurement: this is because most organizations have procurement processes which apply to the whole organization, not just to projects. *The Programme and Portfolio Workout* does, however, cover this topic in its chapter on contracts.

- Configuration management: this is a specialist discipline primarily in engineering based organizations and not usually core to every project. Further, configuration management is only successful if undertaken with the right tooling, which itself defines the processes to be used. The context of tooling, which is often enterprise-wide, is covered in *The Programme and Portfolio Workout's* chapter on quality.
- Quality: the concept of quality is embedded in every aspect of *The Project Workout* rather than treated as a separate subject. A defined approach to project management and the development of the solution is a quality approach. *The Programme and Portfolio Workout* does, however, cover this topic, using system engineering concepts, as a discrete subject emphasising how the solution (or asset) life cycle is critical for determining quality requirements.

The Project Workout and ISO 21502:2021 treat project life cycles and gating in the same way, with a gate being the key decision point before starting a stage.

The main terminology differences are *The Project Workout*:

- uses 'stage', ISO 21502:2021 uses 'phase';
- describes 'activities', which ISO 21502:2021 calls 'practices'.

ISO 21502:2021 and *The Project Workout* are a good fit with no conflicts and therefore *The Project Workout* is a good basis to build your own, ISO 215021 compatible method on as well for use as a training resource.

BS 6079:2019, Project management: Principles and guidance for the management of projects.

The 2019, edition of BS 6079 on project management follows essentially the same pattern as its 2010 predecessor and takes account of the growing consensus on project management both in the UK and internationally. It reflects the body of knowledge from the UK's Association for Project Management and the lessons learned from using the PRINCE2® method. Until recently, there were three standards in the '6079 family', the main standard (Part 1), a vocabulary (part 2) and one on risk management (part 3). All three standards have been replaced by single standard, BS 6079:2019. BS 6079:2019 provides a set of practices which can be tailored to suit a particular organization or project and does not prescribe any particular process, methods or techniques are used. It is therefore open to any delivery approach. Like ISO 21502:2021, the British Standard treats 'project management' in an holistic way, including activities undertaken by the sponsoring organization, project sponsor, decision makers, project board, project assurance and the project team managers and members, and not just those undertaken by the project manager. Furthermore, it includes a thorough explanation of project life cycles as well as summarises the competencies needed.

BS 6079:2019's architecture is similar to ISO 21502:2021 in that it has two sets of activities (BS 6079 uses the term 'activity' where ISO 21502 uses 'practice'). The **integration activities** deal with the management of a project from the creation of an idea through to the review of the project's outcomes and benefits after the project has been closed. The **support activities** are drawn on from the integration activities and deal with the detail for specific techniques. See figure C1. BS 6079:2019 takes these two sets of activities and then defines

inputs and outputs (deliverables) but, unlike ISO 21502:2021, it also states the relationships between the activities.

BS 6079:2019, is a good basis on which to develop an enterprise project management method as it is holistic and includes sufficient detail to start defining your own processes.

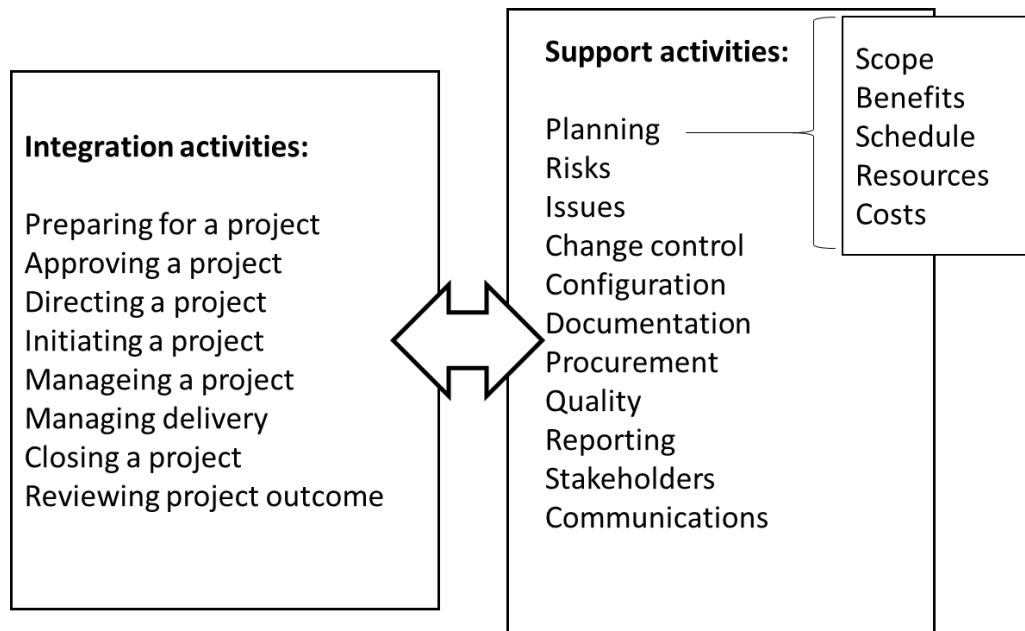


Figure C.1 BS 6079 Part 1’s integration and support activities

BS 6079 Part 1’s architecture has two sets of activities: the **integration activities** deal with the management of the project from the creation of an idea through to the review of project outcomes after the project has been closed; the **support activities** are drawn on from the integration activities and deal with the detail for specific specialist techniques.

The Project Workout and BS 6079:2019

The Project Workout and BS 6079:2019 cover all the roles and activities required to direct and manage a project. The Project Workout covers all the topics in BS 6079:2019 except:

- Procurement: this is because most organizations have procurement processes which apply to the whole organization, not just to projects. *The Programme and Portfolio Workout* does, however, cover this topic in its chapter on contracts.
- Configuration management: this is a specialist discipline primarily in engineering-based organizations and not usually core to every project. Further, configuration management is only successful if undertaken with the right tooling, which itself defines the processes to be used. The context of tooling, which is often enterprise-wide, is covered in *The Programme and Portfolio Workout’s* chapter on quality.
- Quality: the concept of quality is embedded in every aspect of *The Project Workout* rather than treated as a separate subject. A defined approach to project management

and the development of the solution is a quality approach. *The Programme and Portfolio Workout* does, however, cover this topic, using system engineering concepts, as a discrete subject emphasising why the solution (or asset) life cycle is critical for determining quality requirements.

The Project Workout and BS 6079:2019 treat project life cycles and gating in the same way, with gates being key decision point to start a stage. BS 6079:2019 and *The Project Workout* are a good fit with no conflicts and therefore *The Project Workout* is a good basis to build your own, ISO 215021 compatible method on as well for use as a training resource.

GovS 002, Project Delivery – the UK government’s standard

GovS002, Project delivery functional standard is one of a set of mandatory UK government functional standards which set expectations for undertaking the most important functional activities in all departments of government. The project delivery standard covers the integrated direction and management of portfolios, programmes and projects, pursuing the successful, timely and cost-effective delivery of government policy and departmental objectives. It is a standard, written by government, for government.

Like ISO 21502:2021 and BS 6079:2019, GovS 002:

- describes the ‘why’ and the ‘what’ but does not define ‘how’ anything should be done, leaving it to those who implement the standard to decide the best way to apply its content in their context in their methods and processes.
- sets out, in a concise way, the management and support practices that you would expect to find on any government portfolio, programme or project.

GovS 002 is a short document (just thirty-two pages of core text) and intended to be used as a reference to dip into as and when needed. Accordingly, it doesn’t contain the same level of detail that is in some other standards, many of which it refers to. Its terminology mostly draws on the AXELOS publications (PRINCE2®, MSP®, MoP® etc.) as these were initially developed by the UK government and have been the foundation for programme and project management training in government for many years. Its scope is wider than any other single document mentioned in this appendix and is compatible with all of them.

Although aimed at UK government sponsored project delivery, the majority of this document is applicable to any project, in any sector and is available as a download, free of charge.

***The Project Workout* and the UK government’s project delivery standard**

The Project Workout and the UK government’s project delivery standard share the same principles and architecture. As the project delivery standard covers portfolio, programme and project management it goes beyond the scope of *The Project Workout*, however *The Programme and Portfolio Workout* covers the remaining topics, which are:

- programme and portfolio management (except for simple programmes);

- management of business and societal change;
- resource, capacity and capability management;
- configuration management;
- requirements, solution design, development and integration, verification and validation;
- procurement and supplier management.

GovS002 and *The Project Workout* are a good fit with no conflicts and therefore *The Project Workout*, along with *The Programme and Portfolio Workout*, is a good basis to build your own GovS002 project management compatible method on, as well as for use as a learning resource.

ANSI/PMI 99-001-2021, Project the USA’s Standard for Project Management

The USA’s standard for project management, ANSI/PMI 99-001-2021, is published as Part 1 of PMI’s PMBOK® Guide, 7th edition. Part 2 of the PMBOK® Guide is PMI’s Guide to the Project Management Body of Knowledge and is dealt with later in this appendix. Part 1 and Part 2 are separate documents bound in a single cover. ANSI/PMI 99-001-2021 is a radical departure from the previous ANSI/PMI standard. In the 6th edition of the PMBOK® Guide, the ANSI/PMI 2017 standard was in Part 2 with PMI’s guidance in Part 1, however the placement of the standard in PMI’s book is a minor point. In the 7th edition, both Parts 1 and 2 are very different to those published in previous editions. In 6th edition, the 2017 ANSI/PMI standard comprised five process groups (with 49 processes) and ten knowledge areas. The process groups and knowledge areas have been removed and replaced by 12 principles. The move from a process-based standard to a principles-based standard was made deliberately to focus on intended outcomes rather than deliverables and move away from the prescriptive nature of a ‘process-based’ standard. In this respect the new standard is taking a small step towards the much wider coverage of other standards discussed so far, such as ISO 21502:2021.

In the 2021 ANSI/PMI standard, each principle:

- comprises a short, imperative statement, such as, “Continually evaluate and adjust project alignment to business objectives and intended benefits and value”;
- is supported by an explanatory narrative that reads more like a text book than a standard.

In addition to the twelve principles, the standard includes eight ‘functions’ associated with managing projects. These ‘functions’ are fulfilled by one person, by a group of people, or combined into defined roles. Like the principles, these functions are written in the imperative form, such as “Provide resources and direction”, and are supported by an explanatory narrative.

There are difficulties in using this new standard as it does not follow the internationally recognized norms for drafting standards. The supporting narrative includes only ten

definitions¹, no requirements (normative ‘shall’ statements) and only 22 recommendations (informative, ‘should’ statements). This makes it difficult to use as a basis for consistent assessment. Further, as principles are ‘a fundamental truth or proposition that serves as the foundation for a system of belief or behaviour or for a chain of reasoning²’ they need to apply to every project in every circumstance and it is not altogether clear whether they would all apply to every ‘project’ as defined in the standard or undertaken in practice. Although the project life cycle is discussed in the preamble to the standard, there is nothing in the principles to say that one is needed. In this respect, a ‘project’ in the ANSI/PMI standard is more like a ‘work package’ as described in the other standards and sources discussed in this appendix.

On the positive side, the twelve principles take a more holistic view than PMI/ANSI’s previous standard. The previous ANSI/PMI standard (ANSI/PM-99-001-2017), like the ISO 21500:2012 standard on Guidance for Project Management, solely concentrated on the processes a project manager should use, considering sponsorship, outcomes, benefits, business cases out of scope; none of the other roles and their related practices required in project management were covered. The new 2021 ANSI/PMI standard is implicitly wider though not, like the other standards discussed in this chapter, explicitly so.

In summary, by applying ANSI/PMI 99-001-2021, one cannot claim to be working in accordance with ISO 21502:2021 nor any of the other standards covered in this appendix, as ANSI/PMI 99-001-2021:

- is so generic it cannot be consistently used on its own, either for directing and managing project or for assessment purposes as an aid to assurance or audits. It has very little in terms of actionable recommendations or requirements;
- primarily focuses on only one project management role (the project manager)
- falls short of the full range of practices included in the other standards.

The Project Workout and ANSI/PMI 99-001-2021

ANSI/PMI 99-001-2021 in its base principles is compatible with *The Project Workout*, though the standard does not cover the scope, detail and rigour contained in *The Project Workout*. ANSI/PMI 99-001-2021 is not a good model to base an enterprise or project specific method on. I would recommend using the structure of one of the other standards (ISO 21502, BS 6079 or GovS 002, which are all similar in concept) as the basis for a defined method. *The Project Workout* can be used to build your own ANSI/PMI 99-001-2021 project management compatible method on, as well as for use as a learning resource. By doing this, you would not only create a consistent method but also fill in the many gaps in the 2021 ANSI/PMI standard as well as align with ISO 21502:2021.

¹ It does however refer to the PMBOK® Guide Part 2 and the PMI Lexicon of Project Management Terms. As no drafting norms are followed, however, it is clear that this referral is only advisory as Part 2 is explicitly labelled to make it clear it is not an ANSI document.

² Definition based on Oxford English and Merriam Webster dictionaries.

Other standards

Other standards you might come across include:

- ISO 9000 family on quality management.
- ISO 31000:2018, Risk management.
- ISO/IEC/IEEE 15288:2015 Systems and software engineering -- System life cycle processes.

The ISO 9000 family addresses various aspects of quality management and contains some of ISO's best-known standards. These standards provide guidance and tools for companies and organizations who want to ensure their products and services consistently meet customer requirements, and quality is consistently improved. In the context of project management, if your organization seeks to be 'ISO 9000 certified', your project management processes and method will need to comply with this.

ISO 31000:2018, Risk management –can be used by any organization regardless of its size, activity or sector. Using ISO 31000 can help organizations increase the likelihood of achieving objectives, improve the identification of opportunities and threats and effectively allocate and use resources for risk treatment. ISO 31000 cannot be used for certification purposes, but does provide guidance for internal or external audit programmes. Organizations using it can compare their risk management practices with an internationally recognised benchmark, providing sound principles for effective management and corporate governance.

ISO/IEC/IEEE 15288:2015 Systems and software engineering -- System life cycle processes is very much aimed at those in systems engineering. Bear in mind that 'systems engineering', despite its name, is not just a technical discipline. ISO/IEC/IEEE 15288:2015 concerns those systems that are man-made and configured with one or more of the following system elements: hardware, software, data, humans, processes (e.g., processes for providing service to users), procedures (e.g., operator instructions), facilities, materials and naturally occurring entities, designed to work within a particular operating environment. As such, this covers just about anything from a child's scooter to a missile. It covers much of the same ground as the project management standards but is focussed more on the development of the outputs. I take the view that you can learn from anyone and what works in one industry or situation could be transportable and give you competitive advantage in another context. It defines a set of processes and associated terminology which can be applied at any level in the hierarchy of a system's structure. Selected sets of these processes can be applied throughout the project life cycle for managing and performing the stages³ of a system's life cycle; it does not define the actual life cycle to be used. It provides processes that support the definition, control and improvement of the processes used within an organization or a project. Organizational and project team members can use these processes when designing, developing, acquiring and implementing 'systems'.

³ ISO 15288 uses the term 'stage' for the elements of a life cycle, instead of 'phase'.

Appendix C2 - Methods

About project management methods

A method is a collection of practices, rules, tools and instructions used by teams or individuals to achieve a specific result. It often defines the principles it is based on and provides practical documentation, tools and techniques. It is the responsibility of users to identify and plan the relevant part of a method for their specific tasks. As such, a project management method usually provides flexibility but requires each user to choose and organize the set of activities relevant for the project.

Managing Successful Projects with PRINCE2®, 7th edition 2017

The most commonly available method is PRINCE2®. First published in 1996 by the UK government, PRINCE2® is used, not just in the UK, but in more than 200 countries in 23 languages worldwide. Expectations for its use have been set by successive UK governments with the aim of seeing that project performance in both the public and private sectors improves to benefit the country as a whole. Consequently, many other countries followed that lead as there was very little alternative material available for organizations to draw on. PRINCE2® is now owned by PeopleCert on a commercial basis. PRINCE2®'s scope covers the roles and processes needed to direct, manage and undertake a project. There is also a growing requirement for 'accreditation' to be proven in a supplier/contractor context and PRINCE2® fills that need, being supported by training and examinations. PRINCE® is now owned by PeopleCert International Limited, who acquired AXELOS off the UK Government and Capita plc in 2021. The UK government's GovS 002, Project delivery functional standard is now the predominant document for setting expectations for the management of portfolios, programmes and projects in the UK.

The scope of PRINCE2® is similar to that covered by BS 6079:2019 and ISO 21502:2021. Being a 'method', however, it includes far more detail and defines specific techniques, the main ones are:

- business case; looked at in detail in PRINCE2®, but the use of this deliverable and its development through the project life cycle are identical in BS 6079:2019 and ISO 21502:2021.
- exception management, as a technique, this is not prescribed in either the British or International Standard.
- product-based planning; the British and International standards are nonprescriptive, but both PRINCE2® and the standards end up with the same planning components, covering benefits, cost, resources, schedule and scope.
- health checks.

PRINCE2® is structured around principles, processes and themes.

The principles⁴ are:

- Continued business justification;

⁴ Being 'principles', these are mandatory and the method includes the tests to determine whether these have been fulfilled.

- Learn from experience;
- Defined roles and responsibilities;
- Manage by stages;
- Manage by exception;
- Focus on products;
- Tailor to suit the project environment.

The processes are:

- Starting up a project;
- Directing a project;
- Initiating a Project;
- Managing a stage boundary;
- Managing product delivery;
- Closing a project.

The themes are:

- Business case;
- Organization;
- Quality;
- Plans;
- Risk;
- Change;
- Progress.

PRINCE2® is part of a family of publications, including programme and portfolio management. A guide has also been developed which specifically shows PRINCE2® can be used in the context of agile delivery approaches. If you are interested in agile delivery in the context of project management, then also look at DSDM Atern, from the Agile Business Consortium, which, like PRINCE2®, uses the established life cycle (staged) approach to project management and demonstrates how this is used to encompass the iterative approaches which are core to agile delivery. Contrary to some misconceptions, PRINCE2® is not 'waterfall', but a project management method, which is independent of any delivery approach, whether adaptive, or linear.

Using PRINCE2® goes a long way to meeting the requirements of both BS 6079:2019 and ISO 21502:2021, provided the following elements are covered by other organizational processes:

- document management;
- procurement;
- skills and competencies.

The Project Workout and PRINCE2®

The Project Workout and PRINCE2® cover all the roles and activities required to direct and manage a project. The principles are aligned, with both documents focussing on the business objectives driving the project.

The Project Workout covers all the topics in PRINCE2® except ‘Configuration management’ as this is a specialist discipline in engineering based organizations and not core to every project. Further, configuration management is only successful if undertaken with the right tooling, which itself defines the processes to be used. The processes in PRINCE2® match the management activities in *The Project Workout* except that *The Project Workout* includes an additional activity, after the project is finished to determine to what extent the business objectives were achieved (post implementation review).

The PRINCE2® themes are represented as the topics in Part 3 of *The Project Workout* or as the support activities in Part 4. *The Project Workout* has no specific quality topic as the concept of quality is embedded in every aspect of *The Project Workout* rather than treated as a separate subject. A defined project managed approach is a quality approach. PRINCE2® covers configuration management, whereas *The Project Workout* leaves this out as a specialist discipline which is not essential for every project. PRINCE2®’s Planning theme prescribes product based planning, whereas *The Project Workout* is more flexible, recommending an ‘objectives-based’ start to planning, back-casting from the desired outcomes, but adding activities as and when you want to capture them. *The Project Workout*:

- includes issues management explicitly, whereas PRINCE2® treats issues and change control together;
- focuses more on ‘outcomes’ than ‘outputs’ or ‘products’ as they are termed in PRINCE2®. PRINCE2® can, however, be used successfully if you tailor it to widen the term ‘product’ to include outputs and outcomes;
- like BS 6079 and ISO 21502, treats gates as key decision points, to start a new stages and that stages can overlap; PRINCE2® talks of ‘managing stage boundaries’ and implies stages cannot overlap and should be sequential.

PRINCE2® defines a project in the project initiation documentation; *The Project Workout* simplifies this in its Business Case and Project Definition deliverable. PRINCE2®’s project initiation document is a set of a twelve ‘parts’, which may be sections in a document or documents in their own right (either as a formal document or as digitally held information). It is one aspect of PRINCE2® which needs to be tailored to make it appropriate otherwise it risks becoming a unwieldy. One common criticism of PRINCE2® is that it is bureaucratic. However, if users applied the tailoring principle correctly, this should not be the case. Unfortunately, too many inexperienced managers apply PRINCE2® ‘as written’, without adapting it to be appropriate and proportionate to the work in hand.

PRINCE2® and *The Project Workout* are a good fit; the main conflict relates to stages and gates and can be dealt with through tailoring.

The main terminology differences are:

- *The Project Workout* describes ‘management activities’, which PRINCE2® calls ‘processes’;
- PRINCE2® uses ‘product’, whilst *The Project Workout* uses ‘deliverable’ and ‘output’;
- PRINCE2® uses ‘Executive’, *The Project Workout* uses ‘project sponsor’;
- *The Project Workout* uses ‘log’, PRINCE2® uses ‘register’ (as in risk register) for formal lists and ‘log’ for less formal notes (as in daily log);
- *The Project Workout* uses ‘proposal’, PRINCE2® uses ‘Project Brief’.

PM² – 3.0.1, 2021

PM² is a project management methodology developed and supported by the European Commission providing free, open access to EU Member States, private companies and the citizens at large. PM² has been developed with the needs, culture and constraints of the EU institutions in mind, while drawing on globally accepted standards and practices. A selection of tools for project managers are included.

The PM² guide provides:

- a project governance model (i.e. roles & responsibilities);
- a project life cycle;
- a set of processes (i.e. project management activities);
- a set of project artefacts (i.e. templates and guidelines);
- a set of mindsets (i.e. effective beliefs and behaviours).

The PM2 method only covers a part of the scope covered by ISO 21502, BS 6079, GovS 002, PRINCE2® and Praxis; the key areas of challenge are as follows.

PM2 says, “A successful project ends when its objectives⁵ have been achieved and all deliverables have been produced and accepted by the organisation or person that requested the project (the client)”. The implication is that a PM² a project is concerned with delivering outputs, in the form of products and services, within the primary constraint of scope, time, cost and quality with a passing nod to other constraints such as risk and benefits. Other sources in this appendix focus on outcomes and benefits being more relevant for measuring success. PM² does however state, “The real purpose of a project is to achieve given outcomes that will yield measurable benefits”, but its content implies that outcomes and benefits realization are usually outside the scope of the project, “... often realised only after the project has closed”. The output focussed emphasis is an outdated view on project management; other standards and sources in this Appendix are primarily outcome and benefits focussed. A further weakness of the method, especially bearing in mind its target users are the EU member states is that it focusses only on ‘business’ operations and changes, whereas other publications, especially those aimed at governments talk about organizational and societal change, which are essential in implementing government policy, or in this case EU policy.

Governance is covered only in terms of the roles and responsibilities and organization structure and even then the actual line of accountability is not clear. PM² neglects aspects of governance which are covered in other publications, notably policy, processes and management frameworks, assurance, decision making. The role descriptions themselves are however well covered.

⁵ PM² defines ‘objective’ ‘a target or metric that a person or organisation seeks to meet. It can be the desired output of a change/project and is usually defined in terms of scope, time, cost and quality.’

The project life cycle does not follow the approach in the globally accepted standards and best practice. This is made more confusing than need be as the phases in the defined project life cycle have been given the same names as the processes. It is not immediately clear when a project actually starts in relation to these 'phases' as there is no 'gate' at the start of the first phase, although there is an 'approval' in the detailed description of the first phase. PM²'s project life cycle phases and processes also have the same names as the process groups in the former PMBoK and AINSI/PMI standard (and now in PMI's *PMI Process Groups: A Practice Guide*), namely: Initiating, Planning, Executing, Monitoring and Control and Closing. PMI has, and is, been forthright in stressing that the process groups are not 'phases' of the project life cycle, despite the amount of disinformation and misinterpretation on the internet. PM²'s process/phases closely align with the directing and managing processes in PRINCE2®, the integrated management practices in ISO 21502 and the project integration activities in BS 6079, but leave out those related to the sponsoring organization and the management of work packages, both essential aspects of project management.

PM² explicitly covers gating and whilst it says a gate represents the end of a phase, gates are named as starting the next phase (for example, "Ready for Planning"). This assumes all phase are sequential (as in PRINCE2) rather than allowing phases to overlap (as in ISO 21502, BS 6079 and GovS 002). A major constraint is that as there is a 'Planning' phase prior to 'Execution' the implication is that all planning is done 'up-front' rather than iteratively or incrementally.

Within PM²'s monitoring and control 'process it includes good coverage of the following:

- Monitor Project Performance
- Control Schedule
- Control Cost
- Manage Stakeholders
- Manage Requirements
- Manage Project Change
- Manage Risk
- Manage Issues and Decisions
- Manage Quality
- Manage Deliverables Acceptance
- Manage Transition
- Manage Business Implementation
- Manage Outsourcing

There is also a good selection of 'artifacts' (its term for management deliverables) to draw on, though these would need tailoring for practical use and avoid adding non-value-added bureaucracy. It includes the need for tailoring but conversely stresses "significant deviations from the PM² Methodology should be avoided." In view of the restrictions contained in the document this can be too limiting for practical purposes.

The Project Workout and PM²

The Project Workout includes all aspects covered in PM² and avoids the structural pitfalls that PM² has fallen into. Whilst PM² contains a lot of useful content, its structural failing, notably on how it handles objective, governance, the project life cycle and the processes, means it is not a good model to base an enterprise or project specific method on. Rather, I would recommend using the structure of one of the standards (ISO 21502, BS 6079 or GovS 002, which are all similar in concept) as the basis for a defined method. You can then draw on detailed aspects of PM² along with that from other publications to find the best fit for your organization. *The Project Workout*, Chapter 31 provides advice on this as does *The Programme and Portfolio Workout*, Chapter 30.

If the authors of PM² were to address the structural issues by comparing this with, say ISO 21502, and filling in the gaps and rationalizing the structure, the method could be significantly improved to be more accessible, easier to use and more widely applicable.

Appendix C3 - Other sources of practice

About other sources of practice

Standards and methods are not the only publications available; there are others from a range of international and national organizations, and they can come in many forms, such as knowledge bases, maturity models, and competency frameworks. Some are described below, though this is by no means a comprehensive list:

- APM Body of Knowledge, from the UK's Association for Project Management (2019);
- A guide to the project management Body of Knowledge (in the PMBOK® Guide), from the USA's Project Management Institute (PMI, 2021);
- Process Groups: A Practice Guide (PMI, 2022)
- Capability Maturity Model Integrated (CMMI), from the Software Engineering Institute (SEI).
- GAPPS, Global Alliance for Project Performance Standards
- Praxis framework

APM Body of Knowledge

The UK's Association for Project Management's Body of Knowledge (in its 7th edition, 2019) provides the foundation for the successful management of portfolios, programmes and projects, across all sectors and industries. It sets out the areas of knowledge a manager and others involved in the work, should have, if they are to be successful. It has the following main sections:

- Setting up for success
 - Implementing strategy
 - Life cycle options and choice
 - Establishing governance and oversight
- Preparing for change
 - Shaping the early life cycle
 - Assurance, learning and maturity
 - Transition into use
- People and behaviours
 - Engaging stakeholders
 - Leading teams
 - Working professionally
- Planning and managing deployment
 - Defining outputs
 - Integrated planning
 - Controlling deployment

In all, the APM Body of Knowledge has 80 discrete topics within those sections. This 7th edition structure is very different to the structure in the 6th edition (2012) and it is not always obvious, when using it as a reference book, where to look for a particular topic, even when faced with the full table of contents. For example, mapping the content to the ISO 21502 or BS 6079 or GovS 002 standards to verify its coverage is very convoluted. It is, however, on the whole, compatible with these standards.

Whilst the APM BoK has its own glossary of terms and seeks to be internally consistent, the authors recognize that different terms are used and therefore provide some common alternatives. Each section and topic in the document has references to further reading in terms of relevant standards, books and papers.

APM's body of knowledge is not process based, recognizing that there can be 'many right ways' to undertake the practices associated with project-based working and by providing recommended reading and references it directs the reader to sources of information, which a professional can choose to draw on as their needs and context require.

The Project Workout and the APM Body of Knowledge

The Project Workout and the APM Body of Knowledge both cover the roles and activities required to direct and manage a project. *The Project Workout* covers all the knowledge areas except 'Procurement'; this is because most organizations have procurement processes which apply to the whole organization and not just to projects. Procurement and contracts are covered in *The Programme and Portfolio Workout*.

The APM Body of knowledge reflects a professional, chartered organization; it therefore includes topics such as ethics, talent management and continuing professional development. The APM also includes a number of topics which have a basis in system engineering such as requirements management and solutions development (also covered in *The Programme and Portfolio Workout*).

The APM Body of Knowledge is not prescriptive and does not prescribe specific processes, methods, techniques, tools or terminology; it is more concerned with good practices. According, *The Project Workout*, together with *The Programme and Portfolio Workout* is a good fit with the APM Body of Knowledge, as it provides practical ways to apply the content in a rational and integrated way.

A guide to the project management Body of Knowledge - Part 2 of PMBOK® Guide 2021, 7th edition

PMI self-proclaims its PMBOK® Guide to be a 'global standard', but this should not be confused with the formal international standards from ISO or even the ANSI standard. Its development is overseen by the USA's Project Management Institute (PMI). The PMBOK® Guide (2021), 7th edition, comprises two stand-alone parts, each with its own table of contents, definitions and index. As these parts are distinct publications, with differing authority, they are dealt with separately in this appendix.

- Part 1: ANSI/PMI 99-01-2021, The Standard for Project Management, which is addressed earlier in this appendix under 'standards';
- Part 2: A guide to the Project Management Body of Knowledge, which is discussed in this section of the appendix. It should be noted this is **not** an American National Standard.

That Part 2 has the same title as the overall combined document can be source of confusion to readers. Part 2 presents a set of guidelines for project management. Note the title; it is a **guide** to the body of knowledge and does not claim to be **the** body of knowledge as that would encompass both explicit and implicit knowledge on the topic, throughout the world. It has five sections:

- Introduction

- Project performance domains, comprising
 - Stakeholder
 - Team
 - Development approach and lifecycle
 - Planning
 - Project work
 - Delivery
 - Measurement
 - Uncertainty
- Tailoring
- Models, methods and artifacts

The annexes include:

- Sponsor
- Project management office
- Product
- Research and development for the standard for project management
- Glossary

The performance domain forms the core of the document, being described as “an integrated system to enable successful delivery of the project and its intended outcomes.” The performance domains are intended to operate as an integrated system, with each performance domain being interdependent of the other performance domains to enable successful delivery of the project and its intended outcomes. Though the actual interdependencies and relationships between the domains are not defined, leaving the manager to decide for themselves. The performance domains, themselves, do not follow any pattern; some (for example stakeholders) include activities, whilst others do not.

The tailoring section describes what tailoring is and how to go about it.

The models, methods and artifacts section provide brief descriptions of commonly used approaches to illustrate the range of options that a manager can use when tailoring their project.

PMI - Process Groups: A Practice Guide 1st edition

The launch of the PMBOK® 7th edition in August 2021, with the ANSI’s 2021 standard as Part 1, caused a lot of consternation as the long-standing processes PMI had included as core material in previous editions of the PMBOK® Guide and its ANSO/PMI standard were discontinued. In November 2022, PMI resurrected its process groups from 6th edition of the PMBOK® Guide and published them as the ‘*Process Groups: A Practice Guide*’. Effectively, PMI has made the core content of 6th edition of the PMBOK® Guide into the implementation guide for the 7th edition, removed the knowledge areas, added chapters on ‘inputs and outputs’ and on ‘tools and techniques’ (drawn mostly from the 6th edition knowledge areas) and renamed it as a ‘practice guide’. The practice guide deals only with the ‘project manager’ role and does not fully take into account the principles in ANSI/PMI 99-001-2021 and there are potential conflicts, such as the respective treatment of project life cycles, which in the practice guide regress. From a user perspective, there are clear difficulties of navigating this new landscape of PMI’s three core sources addressed in this appendix:

- 67 pages for the ANSI/PMI-99-001-2021 standard;
- 300 pages of associated preamble and guidance in the *Guide portion of the PMBOK® Guide – 7th Edition*;
- 369 pages outlining the five Process Groups and 49 project management processes in the new *Process Groups – A Practice Guide*.

As its name infers, *The Process Groups – A Practice Guide* is process-based and its architecture is very similar to the, now withdrawn, ISO 21500:2012. The USA did not adopt ISO 21500:2012, despite the close alignment between it and the prevailing, process-based ANSI standards. The process groups in the practice guide include those activities which are typically used by a project manager when:

- **Initiating** a project, to start and define a project phase (stage) or project and approve the start of the work.
- **Planning** a project to develop the plan sufficiently to establish a baseline against which performance can be measured and controlled.
- **Executing** a project to undertake the management activities and support the development of the project's deliverables.
- **Monitoring and controlling** a project used to monitor, measure and control project performance against the project plan.
- **Closing** a project to formally verify that the work is finished and provide lessons learned.

Be careful about how you use the process groups; some users of the previous editions of the *PMBOK® Guide* incorrectly interpret them as representing the phases/stages in a project life cycle. The internet is full of this misinterpretation. It was not PMI's intention to use process groups as life cycle phases; they are simply groups of process directed towards a particular purpose.

In some ways, the practice guide now has many of the characteristics of PRINCE2®, except that PRINCE2® is wider in scope, covering the full range of project management roles, not just the project manager's activities. The practice guide also infers, like PRINCE2®, that life cycle phases are sequential, whereas the standards looked at in this Appendix all allow a project's phases to overlap and place more importance on the decision to start a stage, rather end a stage, on the basis that senior managers tend to make decisions on what is going to happen next, rather than what has already happened⁶.

Figure 1-4 of the practice guide shows no explicit pre or post-project activities and the start-point of a project is inferred to be after the 'Starting the project' phase as that is where the first 'phase gate'⁷ is shown. Whereas Figure 1-7 of the *PMBOK® Guide* shows the pre-project work and infers the project starts at the beginning of 'Starting the Project'. This is where the standards reviewed in this appendix and the practice guide differ significantly. In

⁶ An AXELOS white paper, Project lifecycles and PRINCE2®, published in 2019, however proposes changing PRINCE2®'s approach and relaxing the 'sequential stages' rule to align with ISO 21502, BS 6079 and GovS 002.

⁷ All PMI's products use the term 'phase gate' as the decision point at the end of a phase. The other document reviewed in this appendix simply use 'gate' or 'decision point' and focus on the decision to start a new phase for a project.

the practice guide the business case is defined and approved before the project starts and the project charter created. In the other documents reviewed in the appendix, the work is justified in outline before the project is started and the business case is progressively developed throughout the project life cycle, thereby enabling the project to be adapted to respond to new information and changes in the external context. The inference is that in PMI's approach, the investigative and feasibility work is not part of the project (although contrarily their Figure 2-9 in the *PMBOK® Guide* shows otherwise). This is a fundamental difference in concept, further underlined by detail in the narrative leading to a conclusion that PMI's view of the project life cycle is not consistent and is more limited than the other documents addressed in this annex⁸.

The Project Workout and Process Groups: A Practice Guide

The Project Workout covers all the roles and activities required to direct and manage a project, whereas just covers the activities undertaken by a project manager. As such, *Process Groups: A Practice Guide* has a much narrower scope. *The Project Workout* also provides more information on project life cycles and their use. It is feasible to use *The Project Workout* as a prompt to implementing *A Practice Guide*, where the practice guide provides the management processes and deliverables, suitably tailored. For those aspects not covered in the practice guide, *The Project Workout* can be used to fill in the gaps and also help with the explicit integration of the process groups to project management as a whole. I would caution people to be very careful when using *Process Groups: A Practice Guide* as a source for developing a project management method.

Capability Maturity Model Integrated for Development (CMMI-DEV)

CMMI® looks at maturity. Whilst skills and competencies are a feature of an individual's capability, maturing refers to the capability of an entire organization. To achieve maturity, the model states your organization has to be able to consistently and repeatedly undertake a number of specified 'practices', depending on the maturity level you claim to be at. The term 'practice' is used as CMMI® assessors are concerned with what people actually do in their day-to-day work; how the processes and methods are structured to implement the practices is less relevant. A single CMMI® practice might correspond to one or more 'processes' or procedures. CMMI®-DEV can therefore be used to check a project management approach, whether on a single project (CMMI®-DEV maturity level 2) or on all an organization's projects (CMMI®-DEV maturity level 3 and above). You'll find CMMI®-DEV covers general practices, project management, process management, support and engineering practices.

The general practices cover how to manage your process or method. For example, General Practice 2.3 is to, "Provide resources: Provide adequate resources for performing

⁸ The difference could, in part, be explained by PMI's definition (not in the ANSI standard) of a business case being described as a "...economic feasibility study . . .". This is an example of the caution needed when reading documents from many sources – definitions can differ significantly.

the process, developing the work products and providing the services of the process.” In other words, make sure you have the people and other resources needed to do the work you want to do. General Practice, 2.4 is “Assign Responsibility: Assign responsibility and authority for performing the process, developing the work products, and providing the services of the process.” In other words, ensure someone is accountable, as in Chapter 15.

CMMI[®]'s project management practices are defined under their process groups:

- **Integrated Project Management**; this is about managing a project, involving the stakeholders.
- **Project Monitoring and Control** is concerned with providing an understanding of the project's progress so appropriate corrective actions can be taken.
- **Project Planning** is concerning with establish and maintain plans defining project activities. Notice, like *The Project Workout*, BS 6079 Part 1 and PRINCE2[®], it treats planning in an holistic way.
- **Quantitative Project Management** is a step up from monitoring and control and takes a metrics based view on this.
- **Risk Management** is aimed at is to identifying potential problems before they occur so risk handling activities can be planned and called on if needed.
- **Supplier Agreement Management** is about buying products and service from suppliers (procurement).

CMMI[®] does not contain information on how to undertake the practices but leaves that to the manager to decide. By having the engineering activities within its scope it shows how these and project management rely on each other. If you are working in a system engineering-based organization, such as aerospace, automotive and construction, then this is a useful perspective. It should be noted that BS6079, ISO 21502 and GovS 002 include an element of system engineering on the basis that a well-run project with a poor output is useless (or worse).

The Project Workout and CMMI-DEV

The Project Workout and the CMMI-DEV are designed for different purposes which is reflected in their structure and content. *The Project Workout* covers all the roles and activities required to direct and manage a business-driven project, whereas CMMI-DEV concentrates more on the control of work. CMMI-DEV does however stress in its general practices that there must be a business driver for all work undertaken.

The Project Workout covers all CMMI-DEV's project management process areas except 'Supplier agreement management'; this is because most organizations have procurement processes which apply to the whole organization and not just to projects. This is covered in *The Programme and Portfolio Workout*.

CMMI-DEV is not prescriptive on particular process, methods or terminology; it is more concerned with good practices. *The Project Workout* has a good fit with the CMMI-DEV's project management process group and could be used as the basis of a Maturity Stage 3, CMMI-DEV compliant method

GAPPS, Global Alliance for the Project Professions

The Global Alliance for the Project Professions Standards (GAPPS) was formed with the intention of providing a neutral platform for all parties interested in the leadership and management of projects, including professional associations, public and private sector organizations and academic institutions. The primary aim is to promote mutual recognition and transferability of project management standards and qualifications by providing a reliable source of comparative information. Everything the GAPPS produces is made available, free of charge, on their website, www.pmprofessions.org.

The GAPPS has developed an approach to categorising projects to differentiate project manager roles based on the complexity of the projects managed. The approach (Crawford Ishikura Factor Table for Evaluating Roles⁹) identifies seven factors affecting the management complexity of a project. Each factor is rated from 1 to 4 using a qualitative point scale, and the factors are totalled to produce a management complexity rating for the project. This was used as the basis for development of two levels of project manager standards:

- G1 is for a moderately complex project and
- G2 is for a very complex project.

Anything scoring below a G1 is considered a ‘simple’ project. The comparisons of different standards and methods are made against the GAPPS set of project management competencies, from which an overall percentage coverage each standard is derived. For example, the extract below shows, the IPMA’s competency standard (ICB4) and PRINCE2[®] have the greatest coverage. A detailed look at the results on their web site shows you where the differences lie. Table C1 shows the scores at the time this appendix was updated. Beware, however, all these standards and methods are updated periodically, so be sure to check the editions or versions you are working from are current. Also check the GAPPS website for any later analysis. For example, the version on the web site at the time this appendix was written does not include BS6079, ISO 21502 nor GovS 002, all of which have wider coverage than PRINCE2, which is the highest scoring publication in the table.

Table C1 - Comparison of different standards against the GAPPS framework

	AIPM 2008 (Australia)	ANCSPM 2014 (Australia)	ICB4 (IPMA)	ISO 21500:2012	P2M (Japan)	PMBok v5 2008 (PMI)	PRINCE2 [®] v 2009 (Axelos)	APM Bok v6 2009
Very complex project % coverage	65	70	90	54	73	74	92	45
Moderately complex % coverage	69	74	88	58	81	76	93	51

Source: GAPPS, Comparison of project management standards, 24 Nov 2018.

⁹ GAPPS (2007) A Framework for Performance Based Competency Standards for Global Level 1 and 2 Project Managers Sydney: Global Alliance for Project Performance Standards

Praxis framework

Praxis is a free, open source, framework for the integrated management of portfolios, programmes and projects. It includes a methodology, body of knowledge, competency framework and capability maturity model. Praxis also includes a knowledge base comprising an encyclopaedia of tools, techniques and models, assessment frameworks, behavioural practices and has three levels of certification; it is an extraordinary source of materials. Therefore, whilst I have placed this under the ‘Other’ heading, it could easily have been under ‘Methods’ but it far wider in scope than any other source. It has been translated into several languages.

The Praxis process model mirrors the integrative practices in ISO 21502 and the practices/activities in ISO 21502, BS 6079 and GovS 002, as well as the processes in PRINCE2. As such, Praxis should be recognisable to people who are familiar with those other sources. To illustrate this, its processes are listed below with their equivalents from ISO 21502 and BS 6079.

Praxis processes	ISO 21502 practices	BS 6079 integration activities
---	6.3 Overseeing a project	9.2 Overseeing a project
Sponsorship process	6.4 Directing a project	10 Directing a project
Identification process	6.2 Pre-project activities	9.1 Preparing for a project
Definition process	6.5 Initiating a project	11.1 Initiating a project
Boundaries process	6.6.4 Managing the start and close of each project phase	9.3 Approving a project or phase
Delivery process	6.6 Controlling a project	11.2 Managing a project
Development process	6.7 Managing delivery	Managing delivery
Benefits process	7.3 Benefits management	13.1.3 Managing benefits
Closure process	6.8 Closing or terminating a project	Closing a project
---	6.9 Post project activities	9.4 Reviewing project outcome and benefits

The variations show that there are many ‘differently right’ ways to design such processes. Different sources place emphasis on different parts. For example, in some corporate organisations nearly all decisions are made at very senior levels and so stage boundary (gate) decisions could be part of overseeing the project, whereas in others, decisions are mostly delegated and so phase boundary (gate) decisions are made at the sponsor level.

Praxis, like ISO 21502 and BS6079 and many other sources has a range of ‘knowledge functions’ to draw on from its core processes. These include integrative management, scope management, schedule management, financial management, risk management and resource management.

The key difference between Praxis and all the other sources is that it is not formally governed by a consensus panel and so its content is primarily the opinion of a single, well-informed individual but supported by an extensive volunteer community comprising professional bodies as well as companies. It remains to be seen how such an extensive resource can be sustained in the in the long term and retain its consistency.

The Project Workout and the Praxis framework

The Project Workout and the Praxis both cover the roles and activities required to direct and manage a project as well as the supporting functions. There are strong similarities in the concepts, which is not surprising as Praxis draws on many of the same sources and has, itself, been influenced by *The Project Workout*.

The Praxis framework is not prescriptive and does not prescribe specific processes, methods, techniques, tools or terminology; it is concerned with finding and applying good practices. There is a lot of material to sort through and this would be difficult for an inexperienced practitioner. Care needs to be taken when using the Praxis advice on project life cycles which could be more clearly stated and does differ from other sources. In this respect, I recommend referring to the life cycle clauses and figures in ISO 21502 (Figure 4), BS6079 (Figure 6) or GovS 002 (Figure 5 and Annex D). This emphasises the need to draw on and tailor the sources you draw on to suit the context for your work. That said, Praxis is a good source to draw on when deciding how a project should be directed and managed or when designing an enterprise project management method. It is also a good general reference with pointers, through its selected articles, to other opinions and sources.

Accordingly, *The Project Workout* is a good fit with the Praxis framework and, in conjunction with *The Programme and Portfolio Workout*, provides practical ways to apply Praxis' content in a rational and integrated way. [The Project Workout Companion site](#) is just such an example and Part VI of *The Programme and Portfolio Workout* provides you with further practical advice on implementation.

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