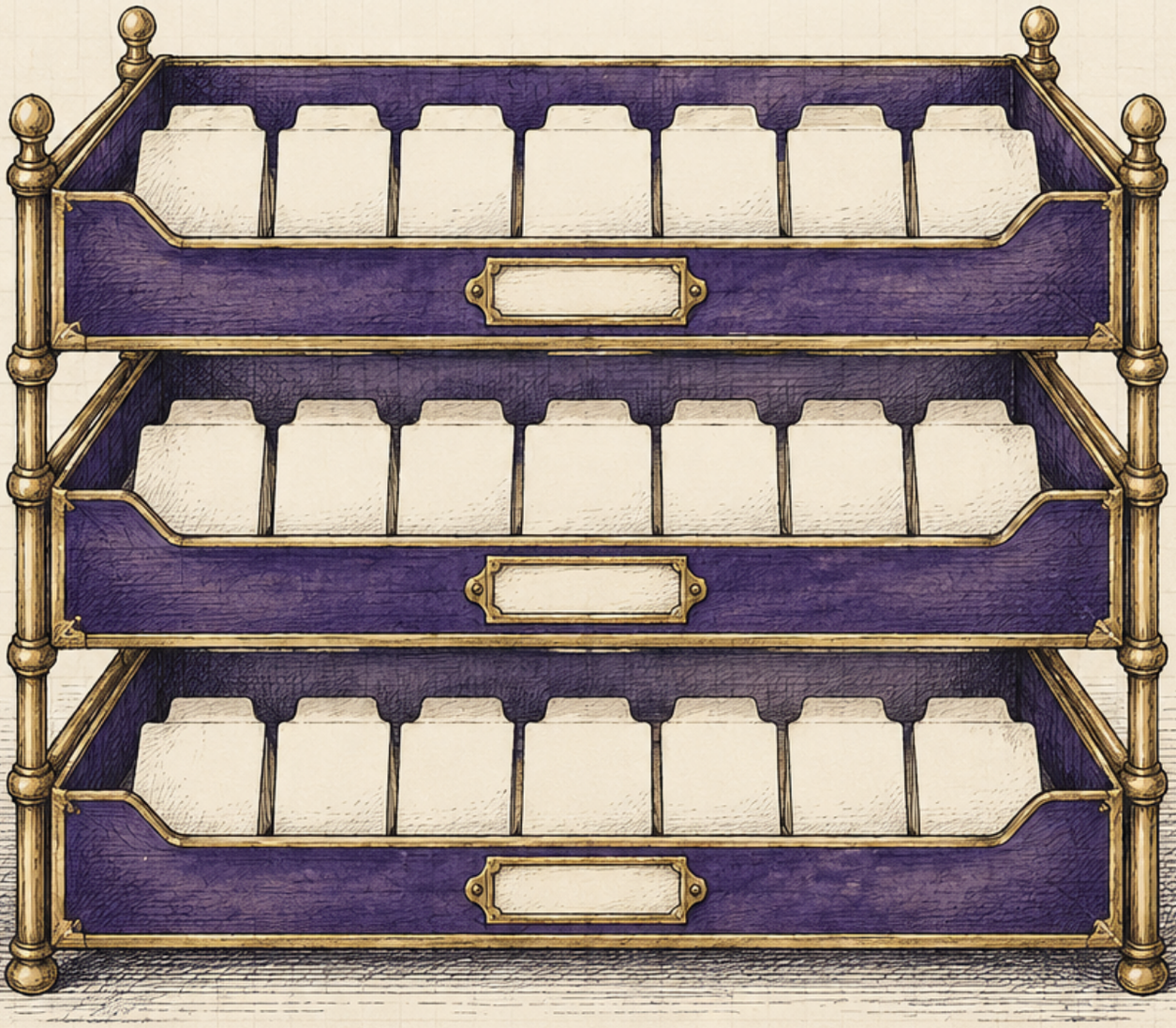
WIKIFREE

GOVERNANCE FOLIO 16

PRINCE2

Principles, Practices, and Processes at a Glance



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Read the method as a system

Principles guide choices, practices address recurring concerns, and processes organise management work.

Version orientation

This notebook uses PRINCE2 Project Management Version 7 terminology. The method integrates principles, people, practices, processes and the project context. Tailoring connects the guidance with the actual work.

Running example

A museum is replacing its ticketing service while staying open. Technology, staff routines, visitor accessibility and supplier work must be coordinated through clear decisions.

Use the folio

Read a page, identify the management question and apply it to the museum case. Confirm current official terminology and requirements against PeopleCert's guidance.

TAKE IT TO YOUR PROJECT

Name the person who will decide whether your project should continue.

People and relationships

Formal roles work best when people understand how to collaborate.

Create working relationships

Consider the project ecosystem, team capability, leadership and communication. Clarify how people interact across organisational boundaries and how the change affects those using the result.

Museum case

Front-desk staff need to handle refunds during the transition. The supplier focuses on installation. Bring both groups into readiness discussions early enough to change the plan.

Inspect behaviour

A reporting template cannot resolve distrust or unclear expectations by itself. Agree useful working practices and check whether important information actually reaches decision makers.

TAKE IT TO YOUR PROJECT

Identify a relationship that needs active attention before the next stage.

Principles for sound decisions

Use the seven principles to challenge how the project is being managed.

Check the foundation

Maintain business justification, learn from experience, define roles and relationships, manage by stages and exception, focus on products, and tailor the method to the project.

Museum case

A cheaper system loses a capability that justified the investment. Continued justification needs review. The board should consider the updated benefits and costs before authorising more work.

Apply several lenses

A principle is useful when it changes a decision. Product focus asks what must be delivered; stage management asks what evidence should support the next commitment.

TAKE IT TO YOUR PROJECT

Choose a project decision and test it against two principles.

Business case practice

The project needs a continuing reason to spend effort and money.

Keep the argument current

Assess the project's desirability, viability and achievability, and review the relevant costs, benefits, risks and disbenefits as information changes. Identify who owns benefits after delivery.

Museum case

The case expects shorter visitor queues and lower support costs. A new annual licence fee raises whole-life cost. Reassess the case rather than evaluating the installation cost alone.

Prepare a decision

Show the updated facts, options and implications for the justification. An earlier approval does not remove the need to respond to material changes.

TAKE IT TO YOUR PROJECT

Identify one assumption whose failure could undermine your business case.

Organizing practice

Decision rights should cover business, user and supplier interests.

Define accountability

Establish the project management structure and relationships. The project board brings executive, senior user and senior supplier perspectives. The project manager manages within delegated authority.

Museum case

The user representative owns readiness needs for the ticket desk. The supplier representative addresses technical delivery capability. The executive maintains the overall business perspective.

Resolve a gap

If nobody can accept the refund workflow, name the relevant authority and confirm the acceptance route before the supplier's demonstration.

TAKE IT TO YOUR PROJECT

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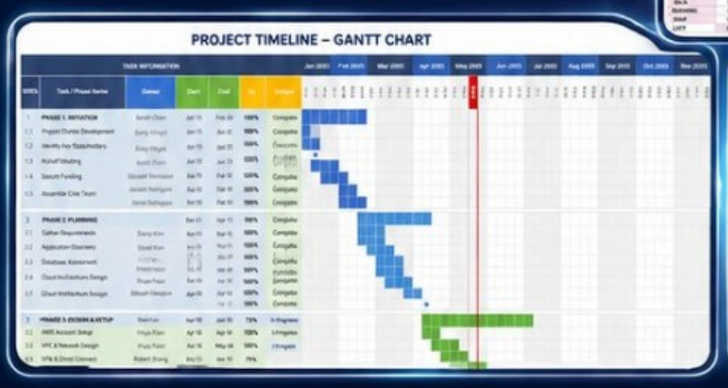
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Plans practice

Plan the products and the work needed to create them.

Start with results

Identify required products, their quality expectations and dependencies, then determine activities, resources, estimates and schedules. Use the level of detail appropriate to the management decision.

Museum case

A usable ticket desk needs configured software, trained staff, migrated data and a support handover. Those products reveal work that an installation-only task list would miss.

Use plan levels

The project plan supports overall direction; a stage plan supports nearer-term control. Team plans can support delivery where useful. Keep interfaces and assumptions visible.

TAKE IT TO YOUR PROJECT

Write three products needed for the next stage's result.

Quality practice

People need a shared basis for deciding whether a product is fit for its purpose.

Specify and verify

Define quality requirements, acceptance criteria, relevant responsibilities and the approach to assurance and control. Plan evidence that can demonstrate the agreed quality.

Museum case

A ticket must scan at the gate and support the agreed refund process. Testing a successful sale alone leaves critical requirements unverified.

Use the product description

Record what the product is, its purpose and quality expectations. Confirm who can approve its completion and how defects will be handled.

TAKE IT TO YOUR PROJECT

Choose an acceptance criterion that can be checked before the stage ends.

Risk practice

Uncertainty needs owners and proportionate responses.

Connect to objectives

Identify threats and opportunities, assess their significance, plan responses and monitor the result. Make the relevant assumptions and response ownership visible.

Museum case

A late data export could delay migration. Arrange an early sample, a named supplier contact and a fallback import route. Reassess exposure when the sample arrives.

Make monitoring useful

A risk record should support action. Link the trigger to a response and a decision route. Distinguish an uncertainty from an event that has become a current issue.

TAKE IT TO YOUR PROJECT

Write a risk with its objective, owner and next check.

Issues practice

An issue can require a decision about the project baseline.

Understand the situation

Capture issues, assess their effects and use the agreed change-control approach. A request for change or a result that fails agreed requirements can affect products, plans and justification.

Museum case

The supplier cannot support an agreed refund exception. Analyse the effect on operations, scope, quality and benefits. Present viable options to the appropriate decision maker.

Control the decision

Record the issue, assessment, authorised outcome and affected documents. Implement the decision through the controlled plan rather than relying on an informal conversation.

TAKE IT TO YOUR PROJECT

Identify the authority for a proposed change to an acceptance criterion.

Progress practice

Forecast performance against the agreed targets and tolerances.

Use the controls

Compare plans, actual results and forecasts. Report through the management structure and take corrective action within delegated authority. Escalate predicted exceptions when required.

Museum case

A stage has a $40,000 budget with $2,000 allowed cost tolerance. A forecast of $43,000 exceeds the $42,000 limit even if only $30,000 has been spent so far.

Check all relevant aspects

Cost, time, quality, scope, benefits, risk and sustainability can matter to performance. Staying within cost alone may not establish that the stage is under control.

TAKE IT TO YOUR PROJECT

State one tolerance and the forecast that would trigger escalation.

Starting up a project

Check whether there is a sensible basis for initiating more detailed work.

Prepare the decision

Clarify the mandate, outline the business justification, identify the management structure, gather useful lessons and prepare the basis for initiation.

Museum case

The mandate asks for a new ticket service before peak season. Early work tests the need, identifies key stakeholders and establishes whether a credible route to delivery exists.

Avoid premature commitment

Starting up supports an informed initiation decision. It should identify major uncertainties that need examination rather than treating the initial request as a fully approved delivery plan.

TAKE IT TO YOUR PROJECT

List the evidence a sponsor would need before authorising initiation.

Directing and initiating

Project-level direction and detailed management preparation work together.

Directing a project

The project board makes key authorisation decisions and provides direction through the project's life. It delegates day-to-day management within agreed boundaries.

Initiating a project

Develop a firm basis for understanding the project, including management approaches, the business case, project plan and controls. Make the responsibilities and decision routes coherent.

Museum case

Before authorising delivery, the board reviews an achievable plan, the updated case, quality expectations and tolerances. The project manager can then manage the authorised stage within that framework.

TAKE IT TO YOUR PROJECT

Describe a decision reserved for the board and one delegated to the project manager.

Controlling a stage

Manage the current stage through evidence, work authorisation and timely action.

Use the control cycle

Authorise work packages, monitor progress, handle risks and issues, report highlights and take corrective action within tolerance. Keep the stage forecast current.

Museum case

Migration testing reveals repeated data errors. The project manager analyses remaining work, reallocates available support within authority and updates the stage forecast.

Escalate a forecast exception

If the stage is predicted to exceed tolerance, prepare the required exception information promptly. Waiting for the actual overrun removes time to choose a response.

TAKE IT TO YOUR PROJECT

Choose an issue and explain whether you can address it within delegated authority.

Managing product delivery

The team and project manager need a clear agreement about the work package.

Agree the handoff

Accept, execute and deliver the authorised work package with the required products, quality expectations, constraints and reporting arrangements understood.

Museum case

The supplier accepts the migration package, produces a test conversion and reports progress. Completion includes the specified verification and delivery evidence, not merely a statement that work is finished.

Keep interfaces visible

Check dependencies such as sample data, access and user availability. Raise problems through the agreed route so the stage plan can adapt while preserving control.

TAKE IT TO YOUR PROJECT

Write the evidence required to accept a team's work package.

Managing a stage boundary

A stage boundary is an opportunity to decide how much more to commit.

Prepare the next choice

Review the current stage, update the business case and relevant information, and prepare the next stage plan so the board can decide whether and how to continue.

Museum case

A pilot shows better queues but more refund calls. The next-stage proposal includes operating improvements and revised support cost before requesting rollout funding.

Use evidence

Show achievements, remaining risks, lessons, forecast and the next plan. A stage ending does not make continuation automatic if the justification or feasibility has changed.

TAKE IT TO YOUR PROJECT

List three facts that could change the next-stage decision.



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Closing a project

Confirm what has been accepted and who owns what remains.

Prepare a controlled end

Assess delivery against the authorised objectives, arrange handover, record outstanding matters and lessons, and plan relevant benefit reviews. Seek the appropriate closure decision.

Museum case

The ticketing service is accepted, staff are trained and support is ready. A later queue-performance review belongs to the operating owner and needs a date and measure.

Keep commitments traceable

Record unresolved items and continuing responsibilities. Closing the project should leave clear ownership of the service and its remaining obligations.

TAKE IT TO YOUR PROJECT

Name the owner and review date for one expected benefit.

Tailor without losing the purpose

Adapt the method to the scale, risk and context of the project.

Choose proportionate controls

Tailor roles, management products, communication and controls so they serve the project while maintaining the method's principles. Consider delivery approach, organisation and external constraints.

Museum case

A small internal pilot may use concise integrated records. A major supplier rollout may need more formal approvals and evidence. Both still need clear accountability and justification.

Explain the choice

Document why the approach fits and inspect whether it works. Removing a control because it feels inconvenient can leave a decision unsupported.

TAKE IT TO YOUR PROJECT

Identify one management product you can simplify while retaining its purpose.

Work the exception decision

Bring the principles, practices and processes together in one management situation.

Read the evidence

The migration stage forecast rises to $43,000 against a $42,000 permitted limit. User readiness is incomplete, and continuing with the current plan risks the opening-week service.

Prepare the response

The project manager presents the forecast exception and options. The board considers the revised case, risk and feasible plan before giving the appropriate direction.

Check your reasoning

The response uses progress information, decision authority and continued justification. Its quality depends on evidence and the selected option, not simply completing a report template.

TAKE IT TO YOUR PROJECT

Explain which facts you would need before choosing the next authorised plan.