Introduction

PPP – what is it?

SS* - and what is this?

SS* + PPPM

Once upon a time...

Once upon a time there was a company with four employees, named Everyone, Someone, Anybody and Nobody. One day it became necessary to complete an important task.

Everyone was sure that Someone will do it. Anybody could do it, but Nobody did not do it. Someone got angry because it was work for Everyone.

Everyone thought that Anybody could do it but Nobody realized that Everyone will not do it.

In the end, Everyone blamed Someone that Nobody did not do what Anybody could do.
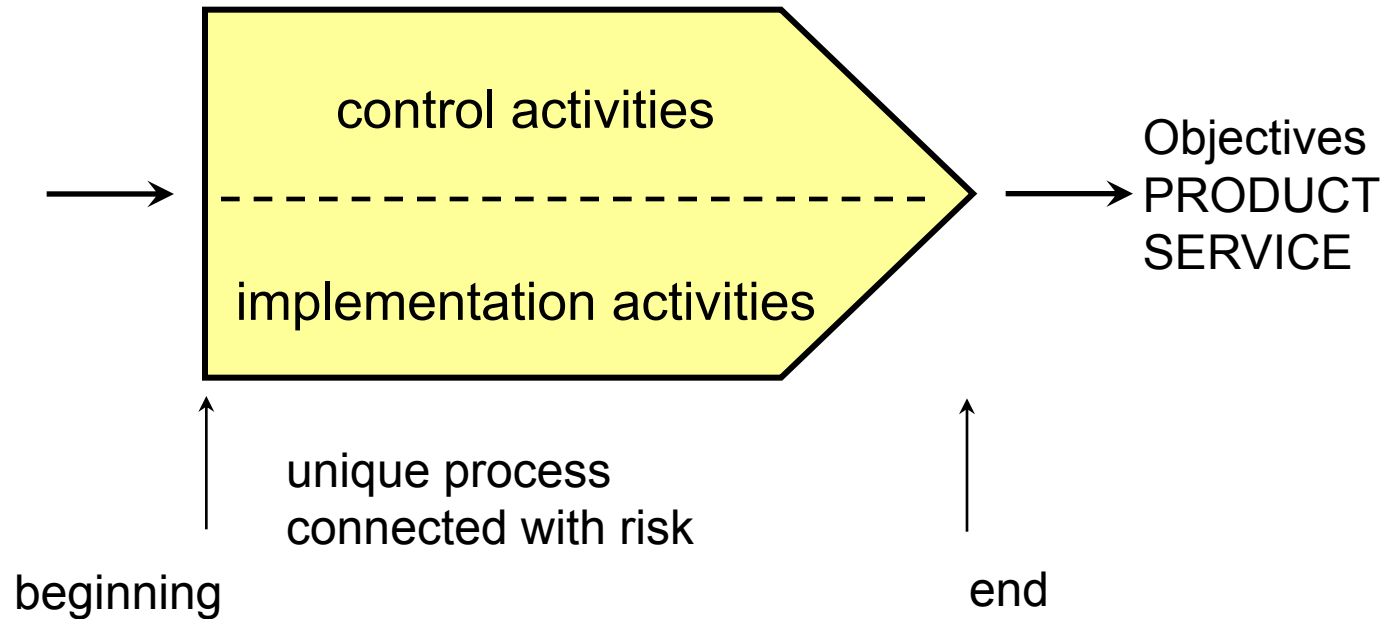
Question to consider:

FORMULATE YOUR OWN DEFINITION OF **WHAT** A PROJECT **IS.**

Discussion, evaluation

What is a project?

Assignment
Products
Services
Information
Knowledge
Environment
Qualification

…

control activities

- -

implementation activities

Objectives
PRODUCT
SERVICE

unique process
connected with risk

beginning

end

Definitions (1)

<u>According to PMI:</u>

"A project is a temporary endeavor undertaken to create a unique product, service, or result."

Definitions (2)

<u>According to ISO 10 006:</u>

Project is a unique process comprised of a series of coordinated and controlled activities with given start and completion dates that is carried out in order to accomplish a pre-defined goal that meets specified requirements including time, cost and resource constraints.

Definitions (3)

- **According to IPMA:**

- **"Project is a time and cost constrained operation to realize a set of defined deliverables (the scope to fulfill the project's objectives) up to quality standards and requirements."**

Comments:

- ***Project is a sequence of activities with a start and an end, and allocated resources, directed to the creation of certain products or services.***

- ***Service vs. Product (??)***

- *Creation of products/services is always connected with risks.*

Project = realization of a change

- From the Time perspective: the World around us is a **Flow** of events.

- Project is a vehicle for changing the Flow of events.

Flow of events
before

change

Flow of events
after
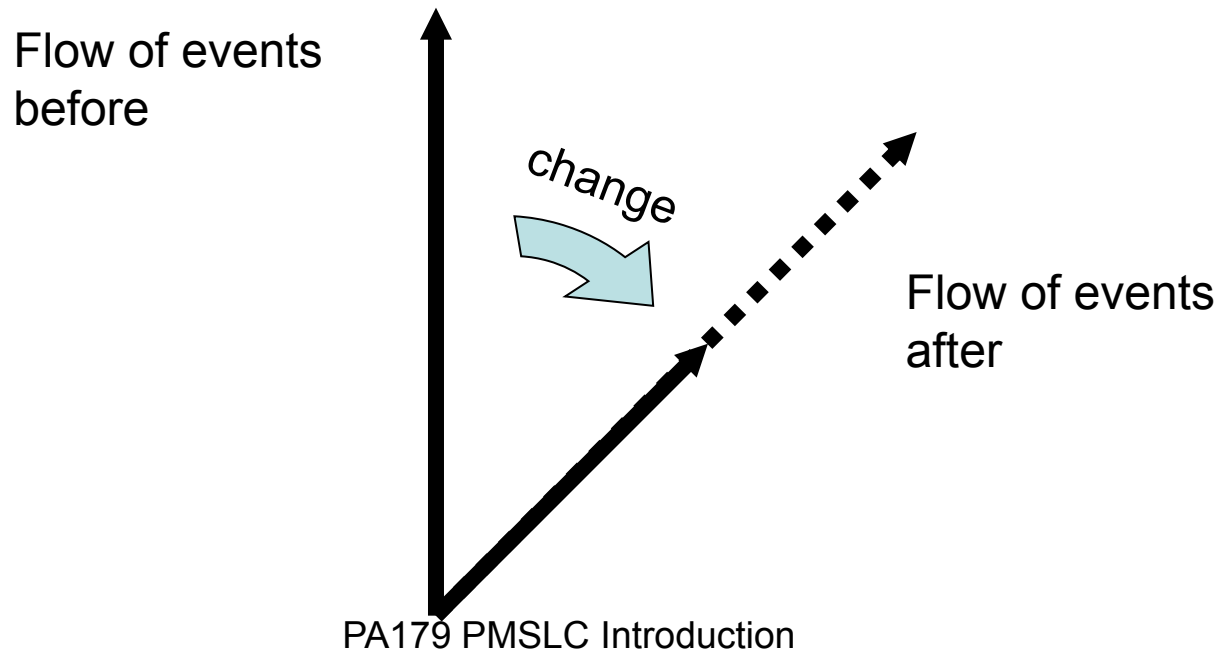
Discussion

- What is an *objective* of a project?

- What is a *benefit* of a project?

- What is the difference between an objective and a benefit of a project?

- Can one thing be simultaneously an *objective* and a *benefit* of one and the same project?

Benefits and objectives of a project

•Benefit is a profit that results from using achieved project objectives.

•Project objective is a description of a state after the implementation of a particular change (e.g., description of services, products, piece of work, etc.)

Benefits result from using achieved project objectives

change

Achievement of **Objectives**
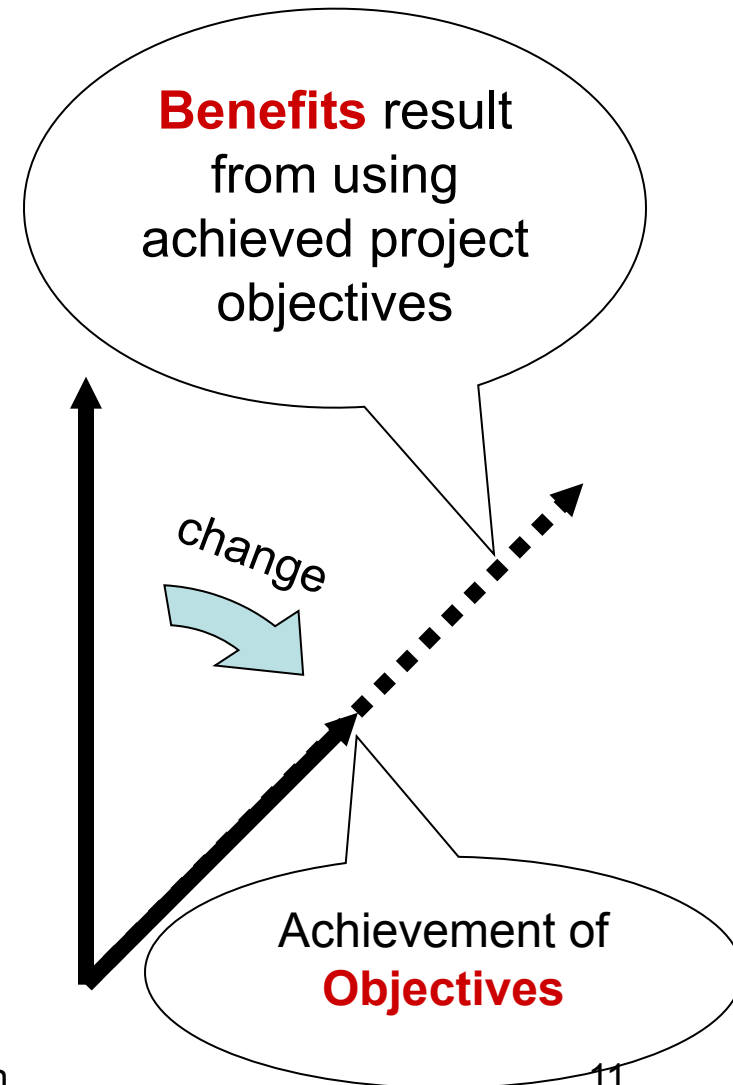
Discussion

- Examples of Projects
  - Example?
  - Objective?
  - Benefit?

- Is your life a project?

- And do you manage your life as a project?

Project and Project Management

- Project usually comprise of **stages**
  - A stage is a time period in which something complete is produced
  - Stages follow sequentially
- Project Management can be viewed in terms of phases
  - Each Project Management Phase is characterized by its own special approach

Project Phases and project Stages

Initiation

Strategy

Planning

Implementation

Handing over

Evaluation

Conclusion

Control /Management

Carried out

Implementation /Execution

Not carried out!

Carried out

Not carried out!

Stage1 → Stage2 → Stage3 → Stage4 → …

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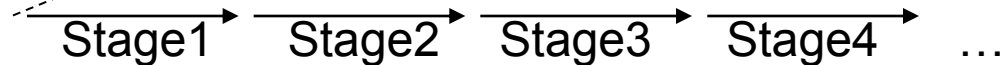
Big Project with a big variance

- Is it possible to manage it using PM?
- Complexity issues !
- Solution? (Brainstorming)
- The solution is **RECURSION** !!!
- Multi-project = project composed of sub-projects
- Multi-project = **Program**

What to do if we have lot of projects?

- Are they independent?
- If they have common goal >> Program
- If not?
- What causes their mutual dependence?
- How to manage this situation?
- **Portfolio** = a means for management of a collection of **Projects** and/or **Programs**.

PPPM

Project

Program

Portfolio

Management

Question to consider:

FORMULATE YOUR OWN DEFINITION OF **WHAT** A SERVICE **IS.**

Discussion, evaluation

Compare with: Wikipedia, IBM papers on SSME, Communications of ACM, …

Definition

Service is an intangible phenomenon which could be one-shot or repeating activity bringing directly a benefit for its Client.

Service is provided by a <u>Provider</u> for a benefit of the <u>Client</u> by transforming or operating on a <u>Target</u>.

Service cannot be owned, nor stored.

To provide a Service a kind of co-operation between the Client and the Provider is needed.

Service System Definition

Step-by-step to an amended
definition based on
Jim Spohrer (IBM, Almaden)
approach

Individual or
Organization
(private or public,
human or semi-human
living or artificial)

P to C; C with P;
value co-production
value proposition
information shared

Individual or
Organization or
Technology
(owned or operated by
Provider)

CLIENT

PROVIDER

MENTION

USE

MENTION / USE

P is responsible
for actions with T

C is owner of T
or C needs an added
value on T

TARGET

The reality to be transformed
or operated on by P for the sake of C
(people and dimensions of, business and dimensions of,
products, technical artifacts, environment, information,
codified knowledge)

Individual or
Organization
(private or public,
human or semi-human
living or artificial)

CLIENT

P provides service
to C;
C co-operates with P;
value co-production;
value proposition;
information shared

Individual or
Organization or
Technology
(owned or operated by
Provider)

PROVIDER

C   P

T

C   P

T

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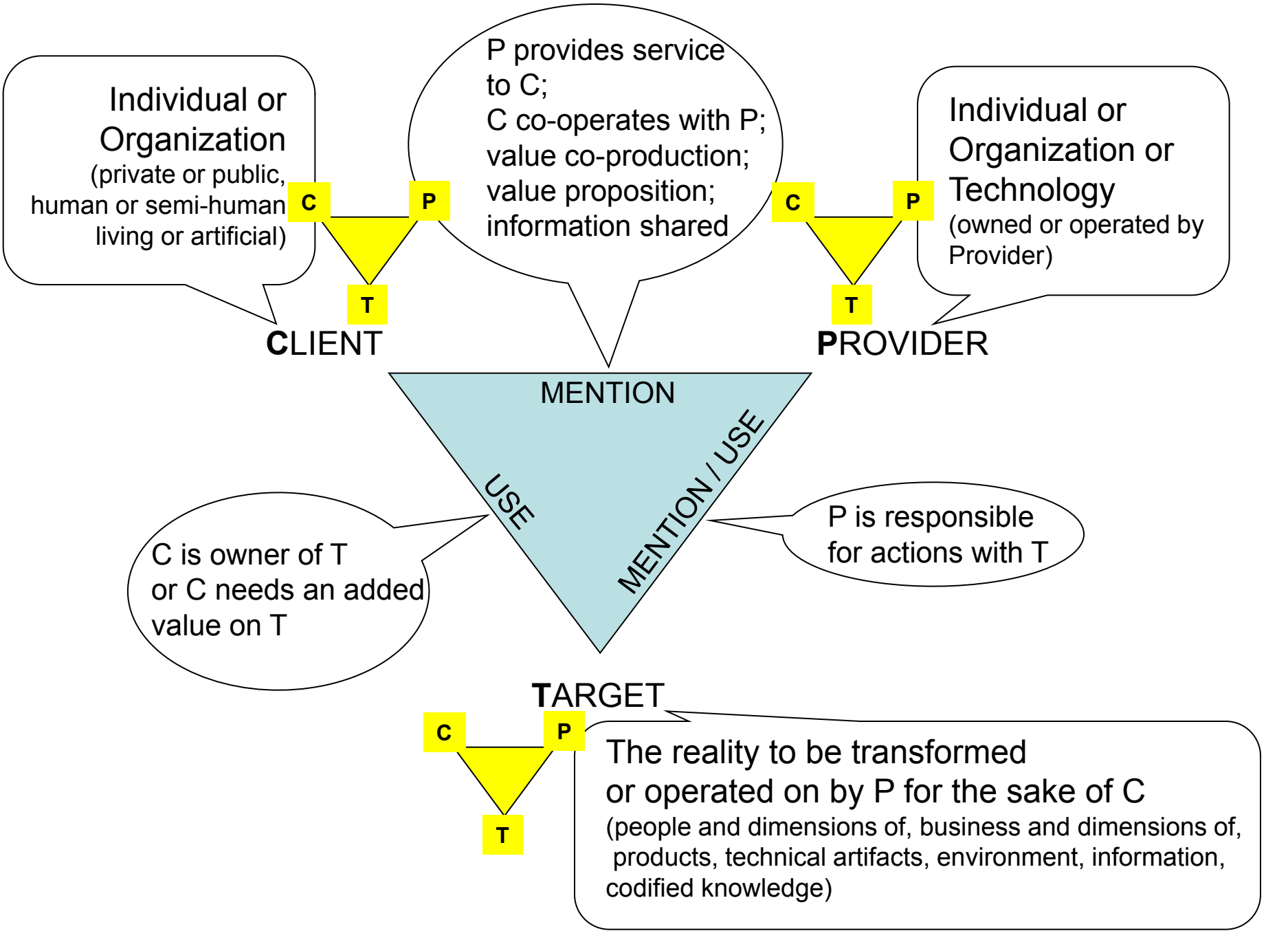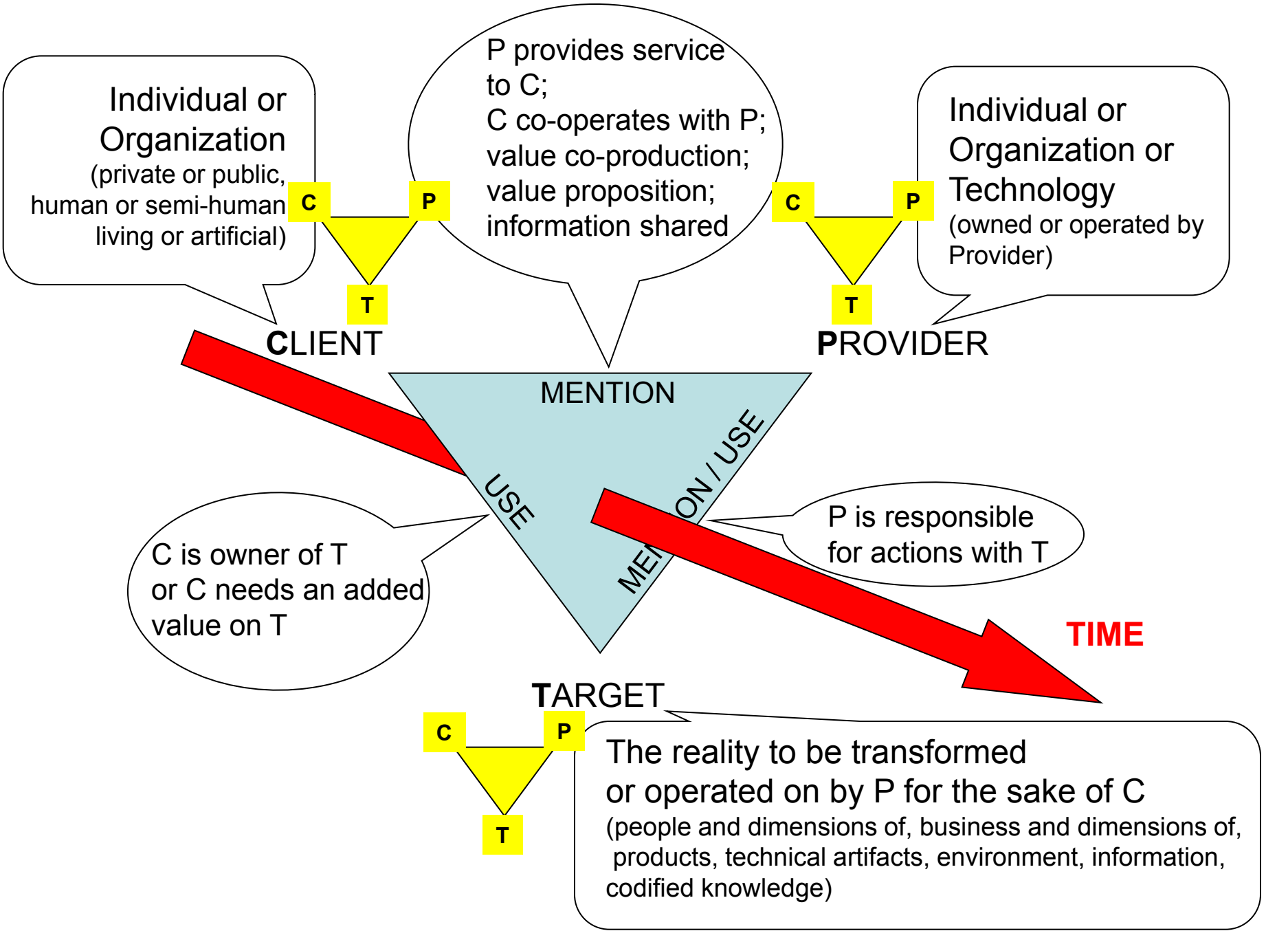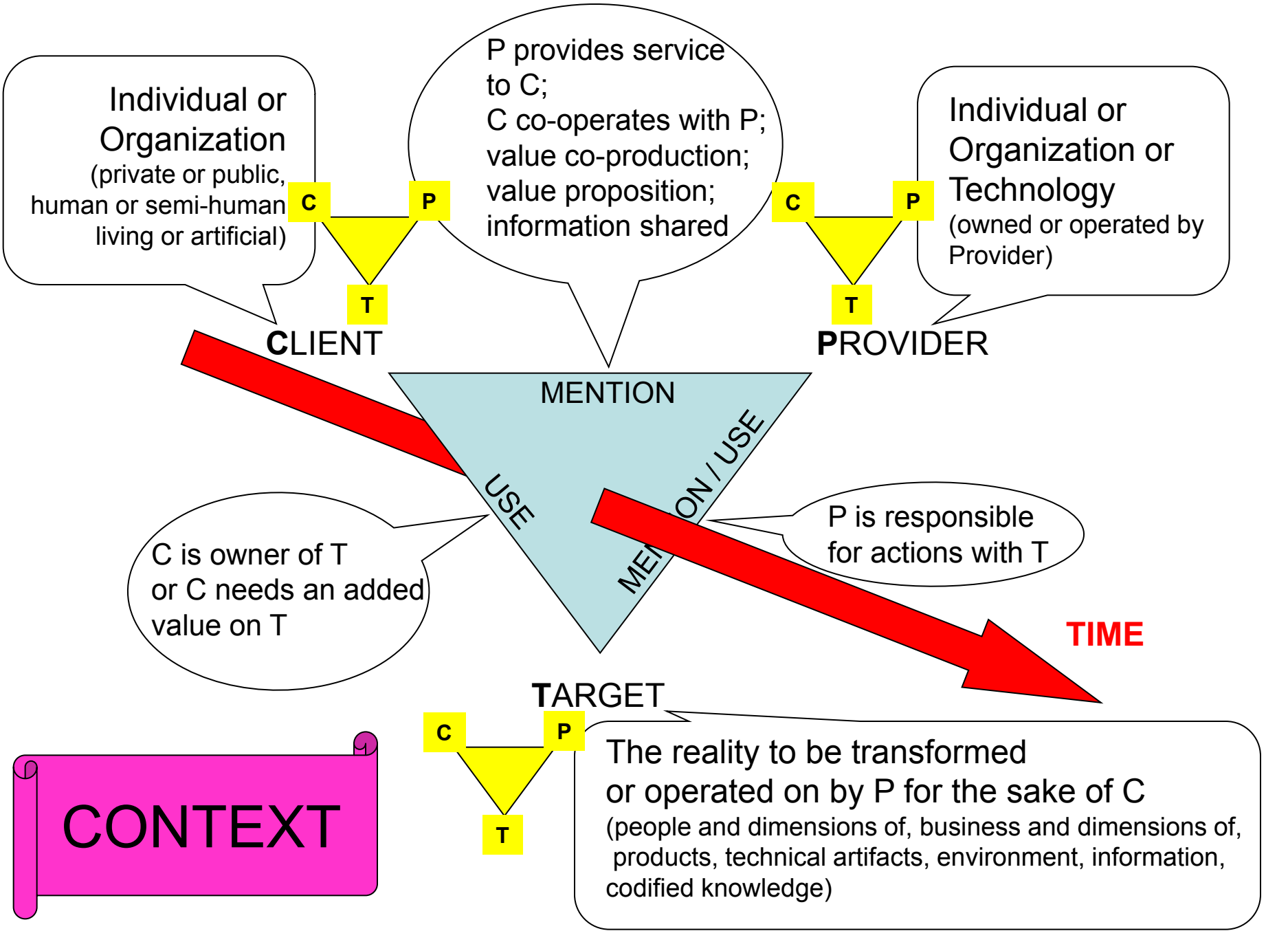(owned or operated by
Provider)

PROVIDER

C   P

T

MENTION

USE

MENTION / USE

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TIME

TARGET

C   P

T

The reality to be transformed
or operated on by P for the sake of C
(people and dimensions of, business and dimensions of,
products, technical artifacts, environment, information,
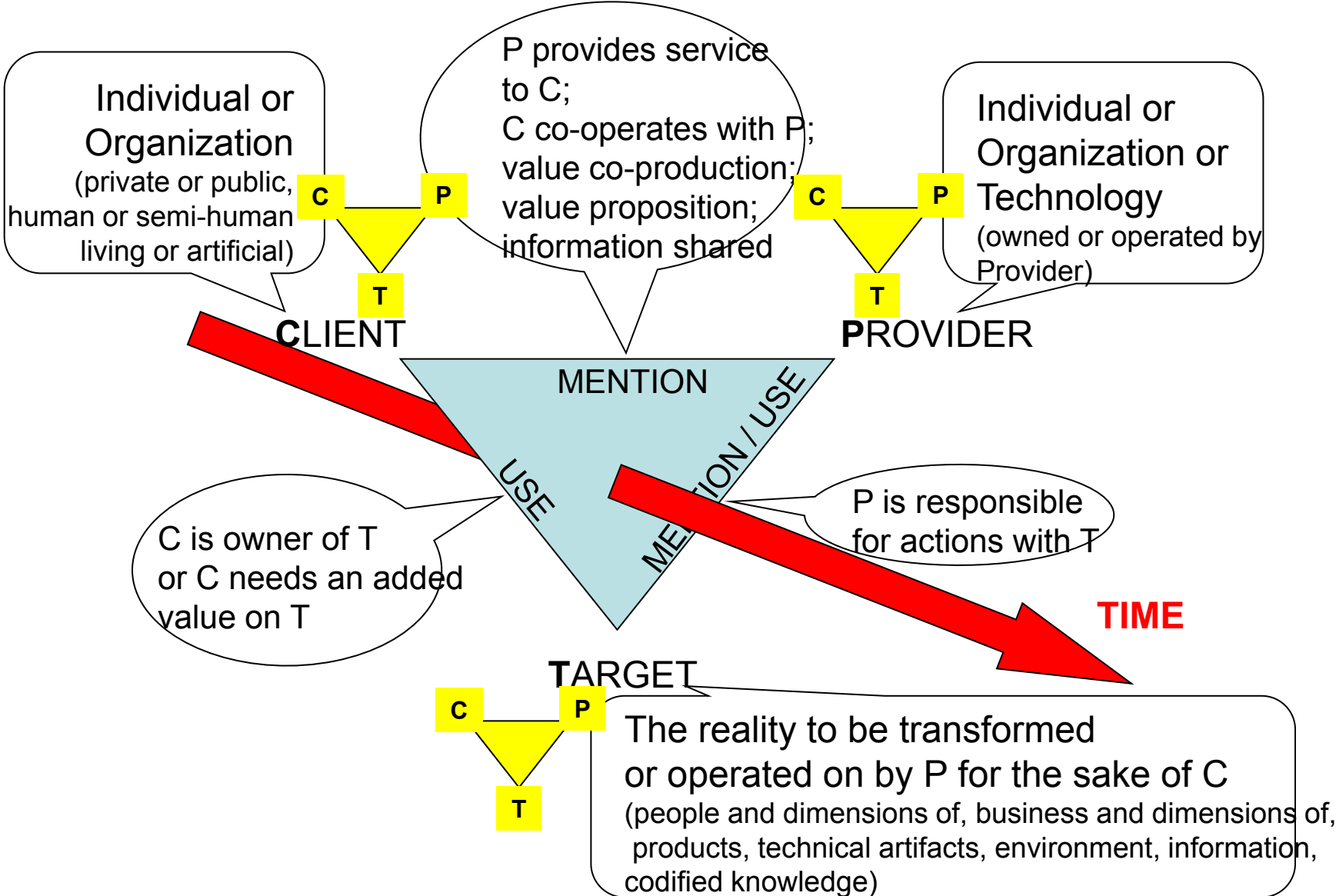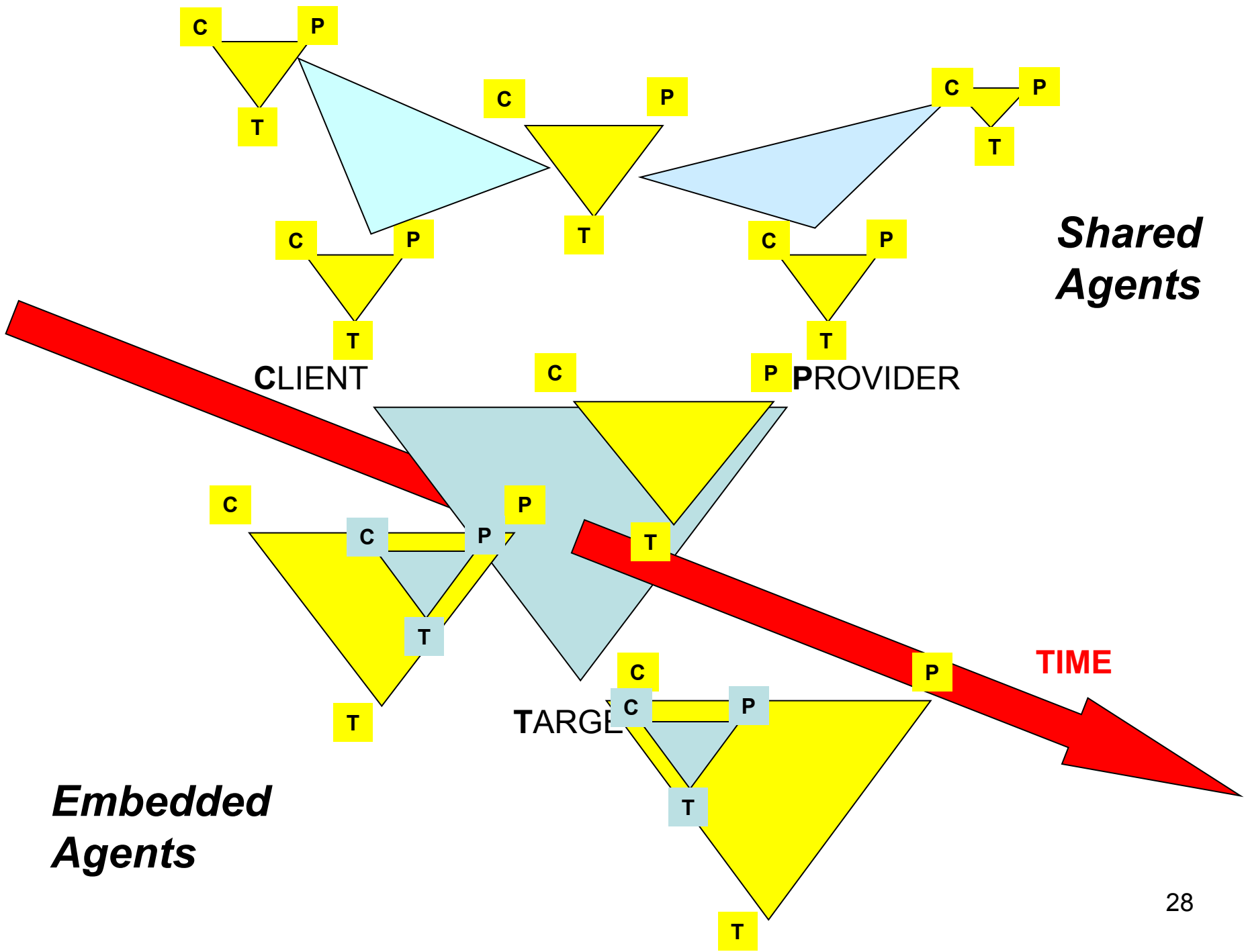codified knowledge)

Service System Definition

- Service system is a composite of agents (including both, people and artificial ones), technology, environment, and/or organization units of agents and/or technology, functioning in space-time and cyberspace for a given period of time.

- There is always lot of *contexts* from which the service system could be evaluated, explicated and comprehended.

- There exists at least one context from which the roles of Client, of Provider, and of Target could be recognized on agents or environment.

In one context we could see:

Individual or Organization (private or public, human or semi-human living or artificial)

CLIENT

P provides service to C; C co-operates with P; value co-production; value proposition; information shared

Individual or Organization or Technology (owned or operated by Provider)

PROVIDER

MENTION

MENTION / USE

USE

C is owner of T or C needs an added value on T

P is responsible for actions with T

TIME

TARGET

The reality to be transformed or operated on by P for the sake of C (people and dimensions of, business and dimensions of, products, technical artifacts, environment, information, codified knowledge)

… but in many contexts …

Shared Agents

CLIENT   **P** **P**ROVIDER
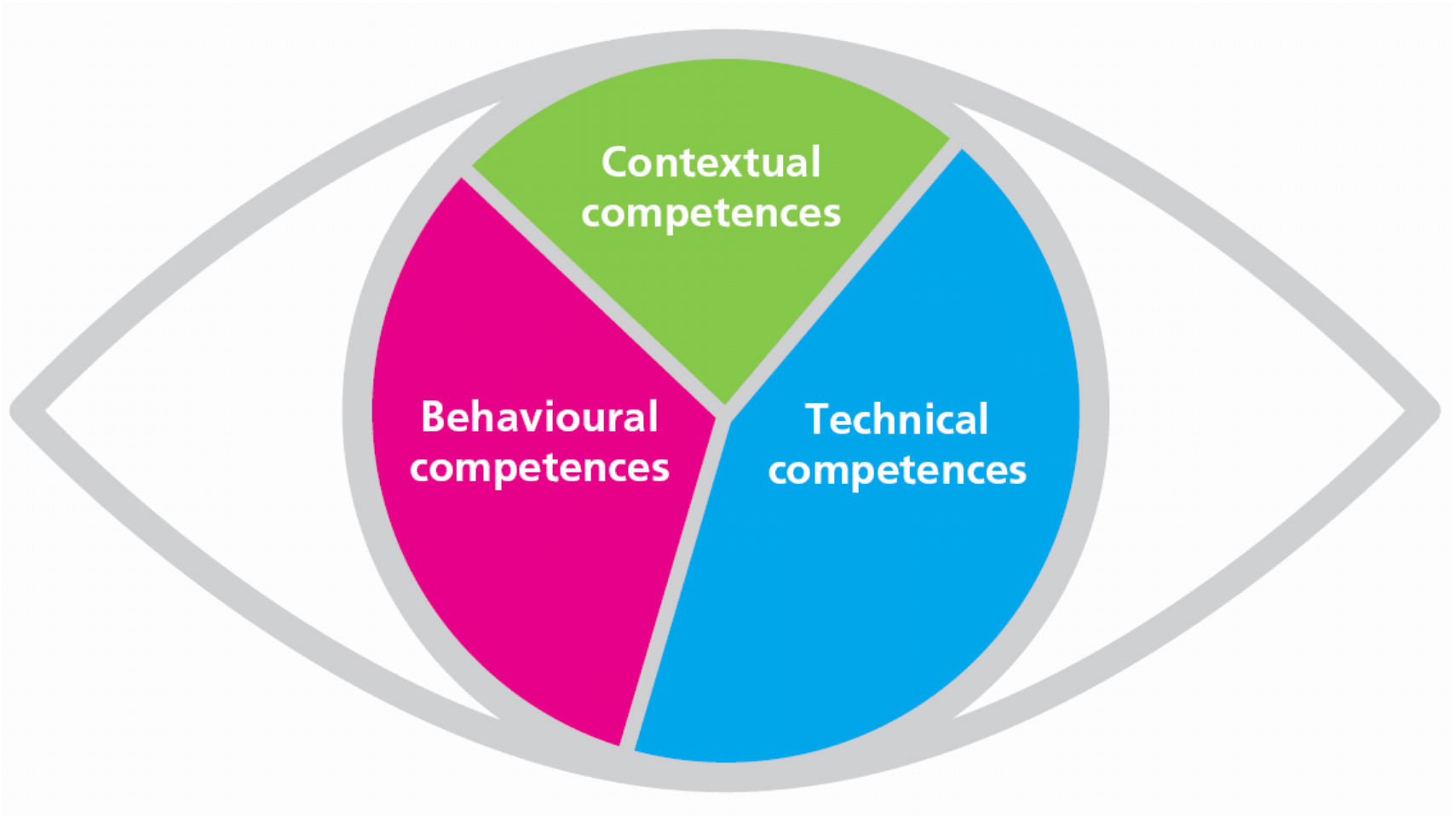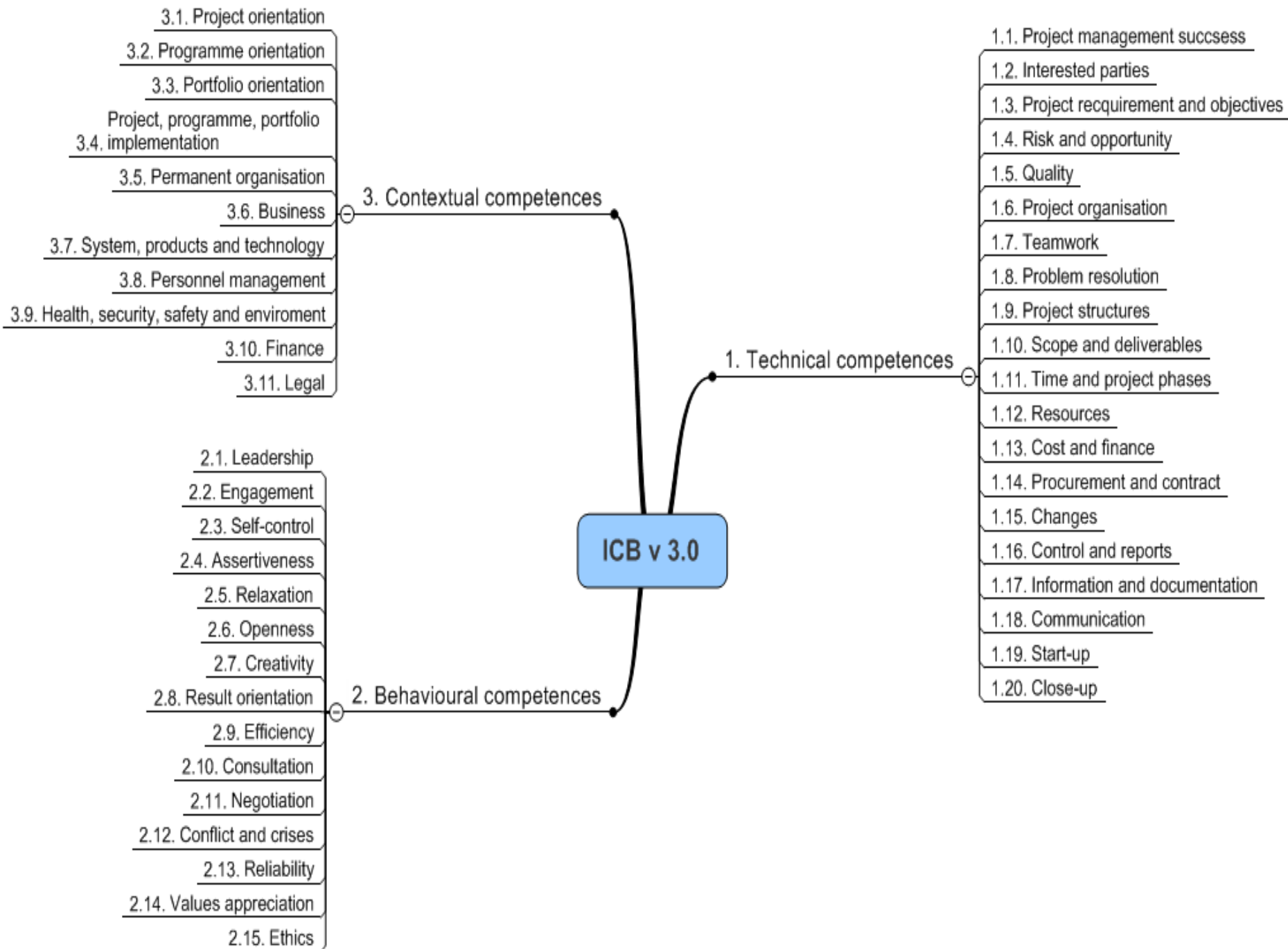
TARGET

Embedded Agents

TIME

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Service Systems and PPPM

Project-Program-Portfolio Management

- What is Project, what is Program, what is Portfolio

- Service creation ~ Project

- Service System creation ~ Program

- Service System operation ~ Portfolio or Program

IPMA Competence Baseline

ICB v 3.0

1. Technical competences
- 1.1. Project management succsess
- 1.2. Interested parties
- 1.3. Project recquirement and objectives
- 1.4. Risk and opportunity
- 1.5. Quality
- 1.6. Project organisation
- 1.7. Teamwork
- 1.8. Problem resolution
- 1.9. Project structures
- 1.10. Scope and deliverables
- 1.11. Time and project phases
- 1.12. Resources
- 1.13. Cost and finance
- 1.14. Procurement and contract
- 1.15. Changes
- 1.16. Control and reports
- 1.17. Information and documentation
- 1.18. Communication
- 1.19. Start-up
- 1.20. Close-up

2. Behavioural competences
- 2.1. Leadership
- 2.2. Engagement
- 2.3. Self-control
- 2.4. Assertiveness
- 2.5. Relaxation
- 2.6. Openness
- 2.7. Creativity
- 2.8. Result orientation
- 2.9. Efficiency
- 2.10. Consultation
- 2.11. Negotiation
- 2.12. Conflict and crises
- 2.13. Reliability
- 2.14. Values appreciation
- 2.15. Ethics

3. Contextual competences
- 3.1. Project orientation
- 3.2. Programme orientation
- 3.3. Portfolio orientation
- 3.4. Project, programme, portfolio implementation
- 3.5. Permanent organisation
- 3.6. Business
- 3.7. System, products and technology
- 3.8. Personnel management
- 3.9. Health, security, safety and enviroment
- 3.10. Finance
- 3.11. Legal

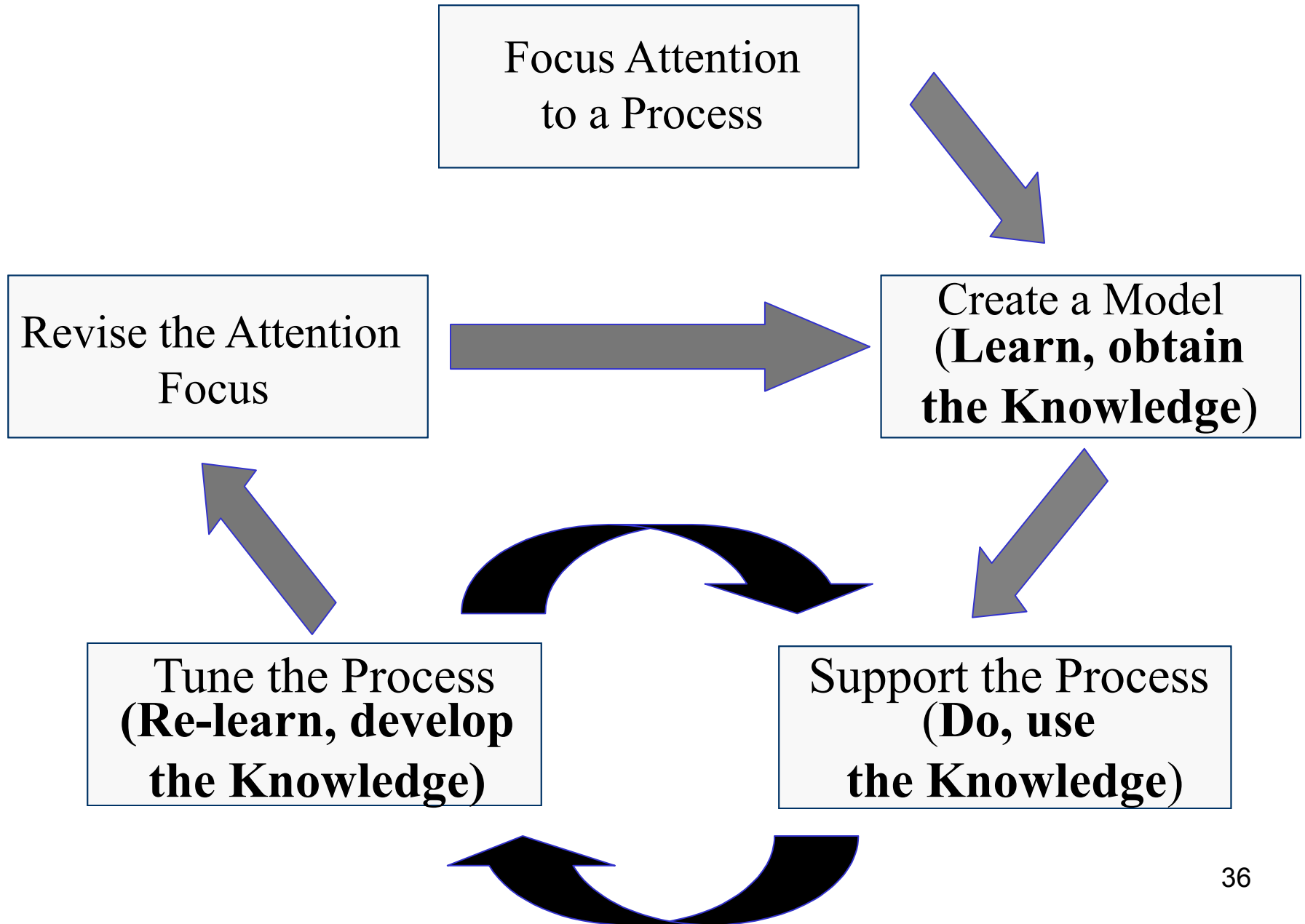# Service Systems management could be completely explained in terms of PPPM

- Agent operating on Target
  - Needs Technical competences
- Agent dealing with Environment
  - Needs Contextual competences
- Agent dealing with humans
  - Needs Behavioral competences

PPPM could be completely described in terms of Service System

- … co-operating and/or embedded and/or shared agents comprise a Service System with lot of ***contexts***.

- … or they comprise a set of such Service Systems co-operating together.

- … any case they conduct step-by-step learning/doing process

Learning cycle of Service System
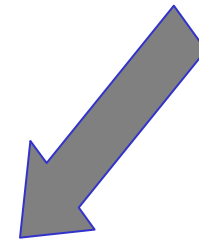
The MENTION-USE
principle application
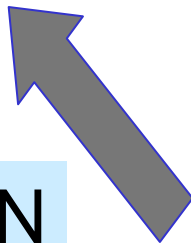
Focus Attention
to a Process

Strategy / Direction
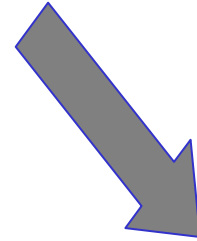
Revise the Attention
Focus

Create a Model
(**Learn, obtain
the Knowledge**)

Tune the Process
**(Re-learn, develop
the Knowledge)**

USE

Support the Process
(**Do, use
the Knowledge**)

Remember!

- The two words:

MENTION – USE

- You will see it many times during my courses
- Step-by-step you will find the wisdom behind it …