

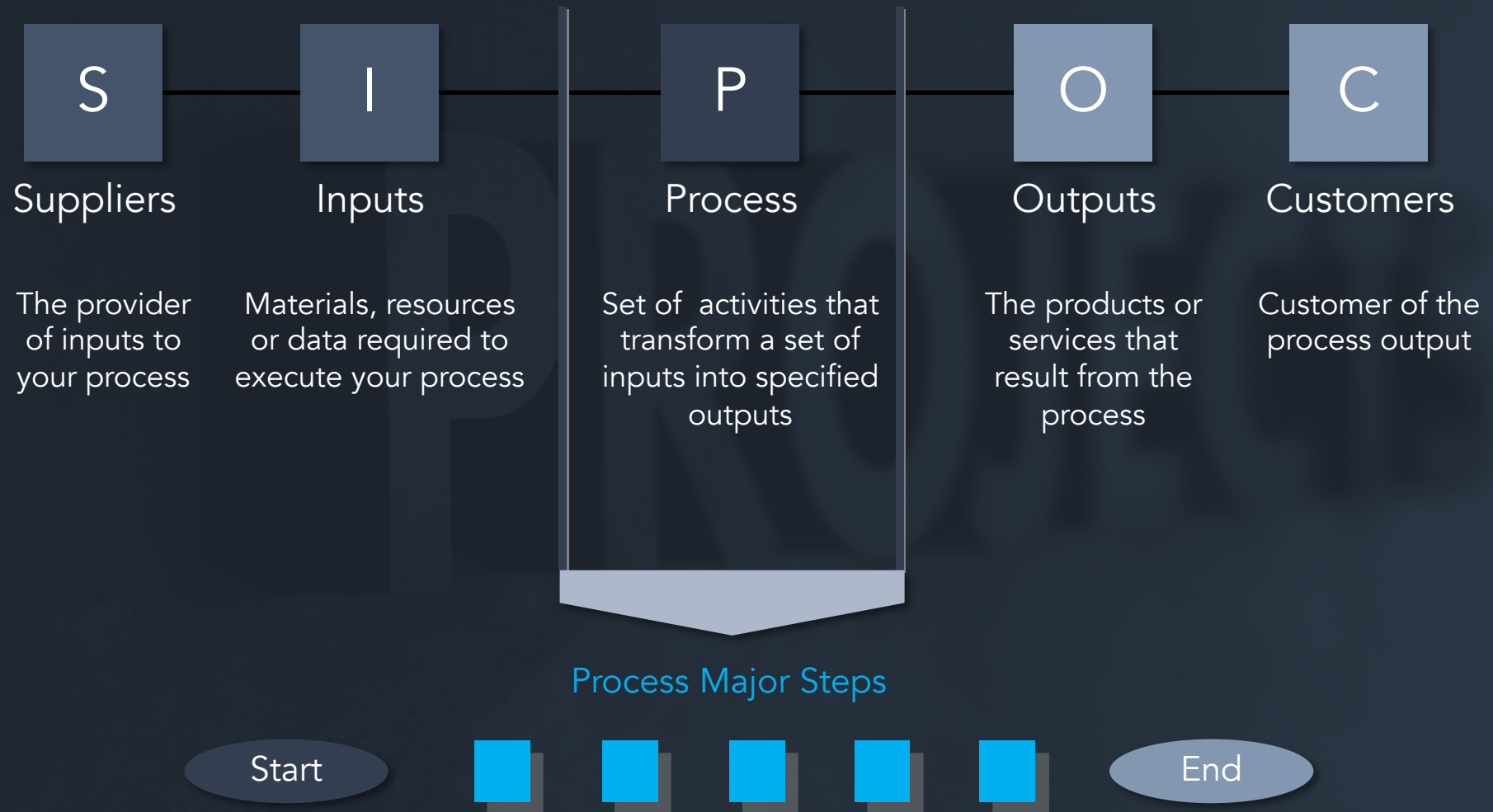
PM

Principes Fondamentaux

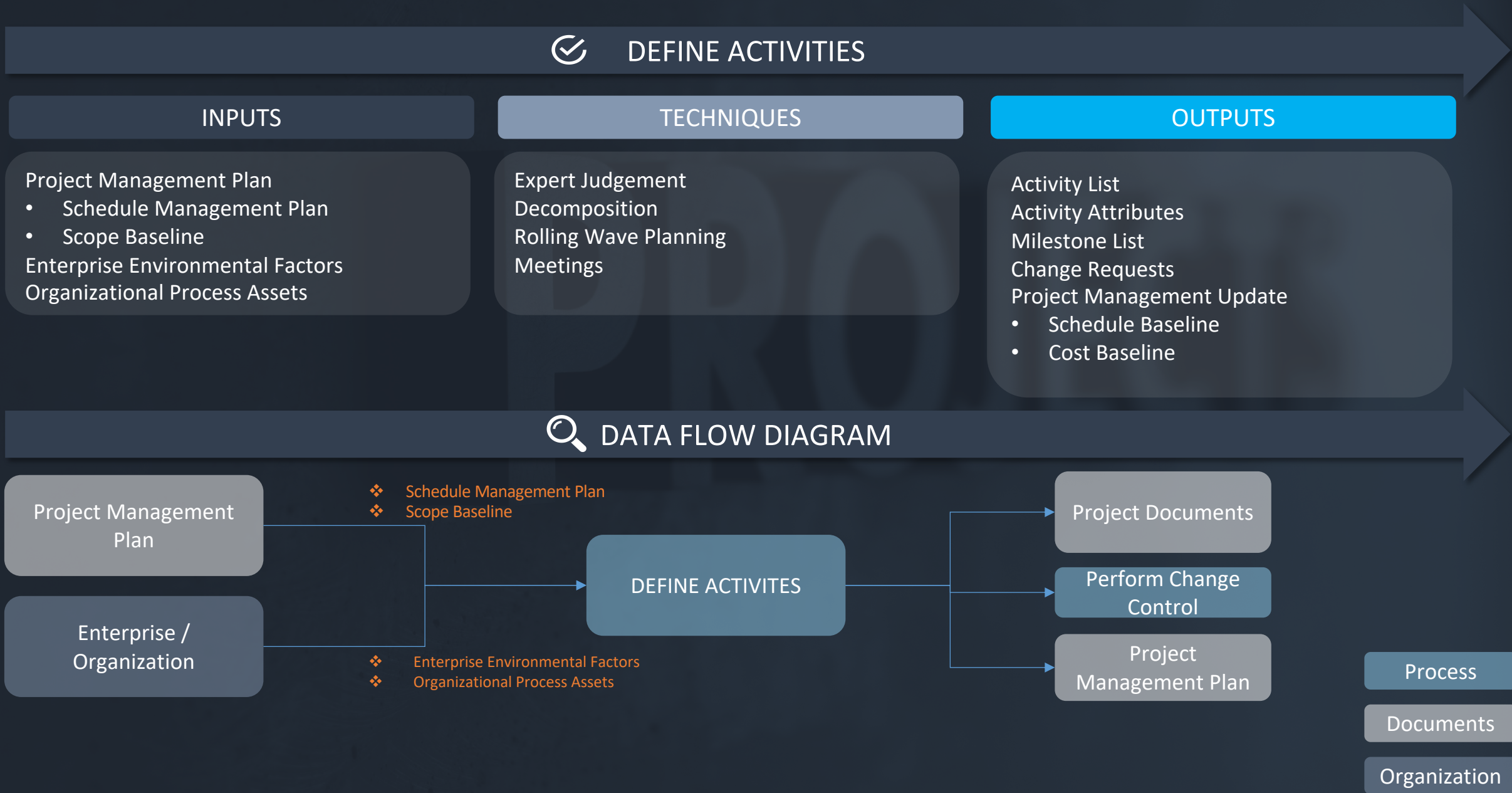
PROJECTS

- RETENIR L'ESSENTIEL & PREPARER LA CERTIFICATION
 - ✓ QU'EST CE QUE LE SIPOC ?
 - ✓ QU'EST CE QUE LE DATA FLOW ?
 - ✓ QU'EST CE QUE L'ARCHITECTURE DES PROCESSUS PM ?
 - ✓ QU'EST CE QUE LE PLM ?
 - ✓ QU'EST CE QUE L'ARCHITECTURE DES DOMAINES ?
 - ✓ QU'EST CE QU'UN PROJET ?
 - ✓ QU'EST CE QU'UN PROJET CHECK ?
 - ✓ QU'EST CE QUE LE PROJECT MANAGEMENT ?
 - ✓ QU'EST CE QUE L'AGILITE ?

- QU'EST CE QUE LE SIPOC ?

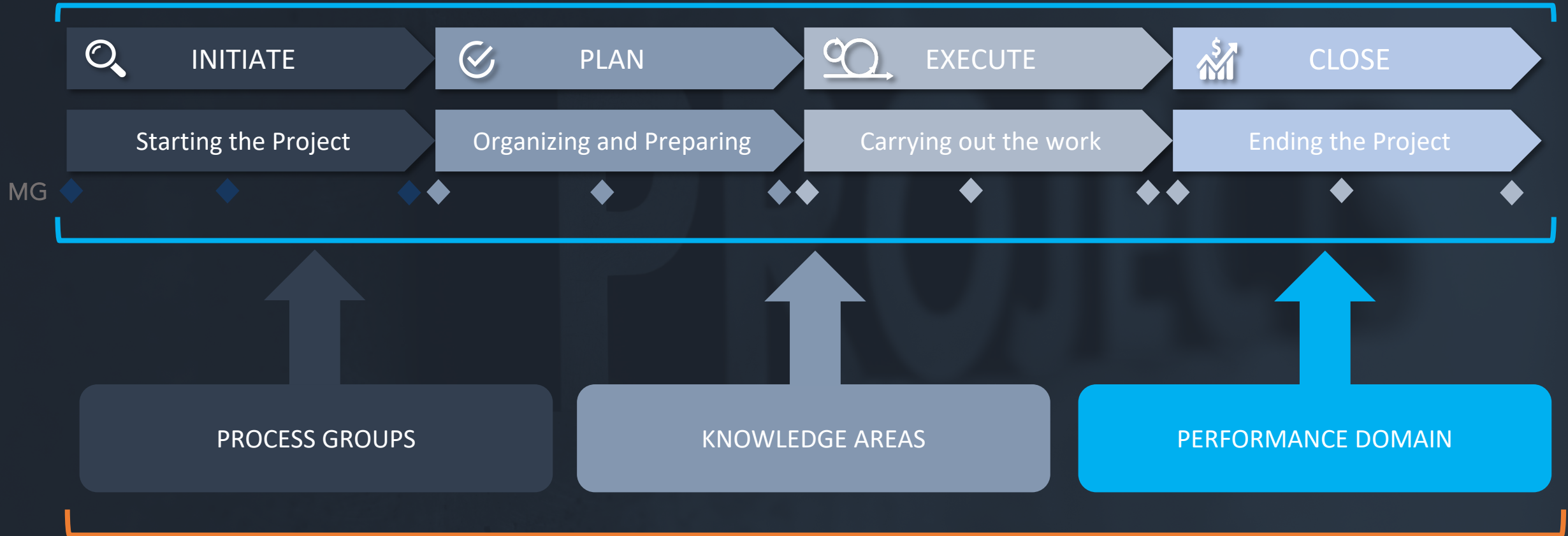


• QU'EST CE QUE LE DATA FLOW ?



- QU'EST CE QUE L'ARCHITECTURE DES PROCESSUS PM ?

Project Life Cycle



Process Groups & Domains

• QU'EST CE QUE LE PLM ?



• QU'EST CE QUE L'ARCHITECTURE DES DOMAINES PMP® ?

	Project Management Process Group				
	INITIATING	PLANNING	EXECUTING	MONITORING & CONTROLLING	CLOSING
Integration Management	Develop Project Charter	Develop Project Management Plan	- Direct & Manage Project Work - Manage Project Knowledge	- Monitor & Control Project Work - Perform Integrated Change Control	Close Project or Phase
Scope Management		- Plan Scope Management - Collect Requirement - Define Scope - Create WBS		- Validate Scope - Control Scope	
Schedule Management		- Plan Schedule Management - Define Activities - Sequence Activities - Estimate Activities - Develop Schedule		Control Schedule	
Cost Management		- Plan Cost Management - Estimate Costs - Determine Budget		Control Costs	
Quality Management		Plan Quality Management	Manage Quality	Control Quality	
Resources Management		- Plan Resource Management - Estimate Activity Resources	- Acquire Resources - Develop Team - Manage Team	Control Resources	
Communication Management		Plan Communications Management	Manage Communications	Monitor Communications	
Risk Management		- Plan Risk Management - Identify Risks - Perform Qualitative Risk Analysis - Perform Quantitative Risk Analysis - Plan Risk Response	Implement Risk response	Monitor Risks	
Procurement Management		Plan Procurement Management	Conduct Procurement	Control Procurement	
Stakeholder Management	Identify Stakeholders	Plan Stakeholder Engagement	Manage Stakeholder Engagement	Monitor Stakeholder Engagement	

• QU'EST CE QU'UN PROJET ?

OBJECTIFS		• Créer un Unique Produit ou Service • Digitaliser, Améliorer, Transformer ou Evoluer • Concept Point A – B (<i>AS-IS VS TO-BE</i>)
PHASES (Temporaires)		• Initier, Planifier • Exécuter, Surveiller • Contrôler, Clôturer
EQUIPES		• Individus (Compétences, Identité, Culture, Expérience) • Aligner, Motiver • Cascader (Objectifs, Taches, Responsabilités, Performances)
LIVRABLES		• Exigences – Objectifs – Activités - Responsabilités • Planning et PDP • Organisation (PBS, OBS, WBS...)

• QU'EST CE QU'UN PROJET CHECK ?

PROJET		PROGRAMME	PORTFOLIO
OBJECTIFS		- Créer un Unique Produit ou Service - Digitaliser, Améliorer, Transformer ou Evoluer - Concept Point A – B (AS-IS VS TO-BE)	
PHASES <i>(Temporaires)</i>		- Initier, Planifier - Exécuter, Surveiller - Contrôler, Clôturer	
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LIVRABLES		- Exigences – Objectifs – Activités – Responsabilités - Planning et PDP - Organisation (PBS, OBS, WBS...)	
ACTION		TACHE	ACTIVITE WP



Le Project Chek Permet d'identifier & caractériser un Projet

• QU'EST CE QU'UN PROJET CHECK ?

PROJET		PROGRAMME	PORTFOLIO	
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ACTION		TACHE	ACTIVITE	WP

Is it necessary to define an objective before work commences?

What will the project deliverable be? How long do you need to deliver it? Are there any time constraints? How much will it cost? Are there any financial constraints?

Are resources limited?

Which human resources, machines, equipment etc. can you only use to a limited extent in the project? When will you need these resources? What do you have to expend in return?

Is it an interdisciplinary project?

What expertise do the project team members need? Which qualifications should they have? Do they come from different departments, divisions, companies, cultures?

Have responsibilities been defined?

Who is the customer? Who is providing the necessary funding? Can some aspects of the project be grouped or delegated in sub-projects or work packages?

Is it a complex project?

Why is the undertaking complex? Are people working on it at different locations? Do they all speak the same language? Do they understand each other? Are there coordination problems, e.g. because different technical terminology is being used?

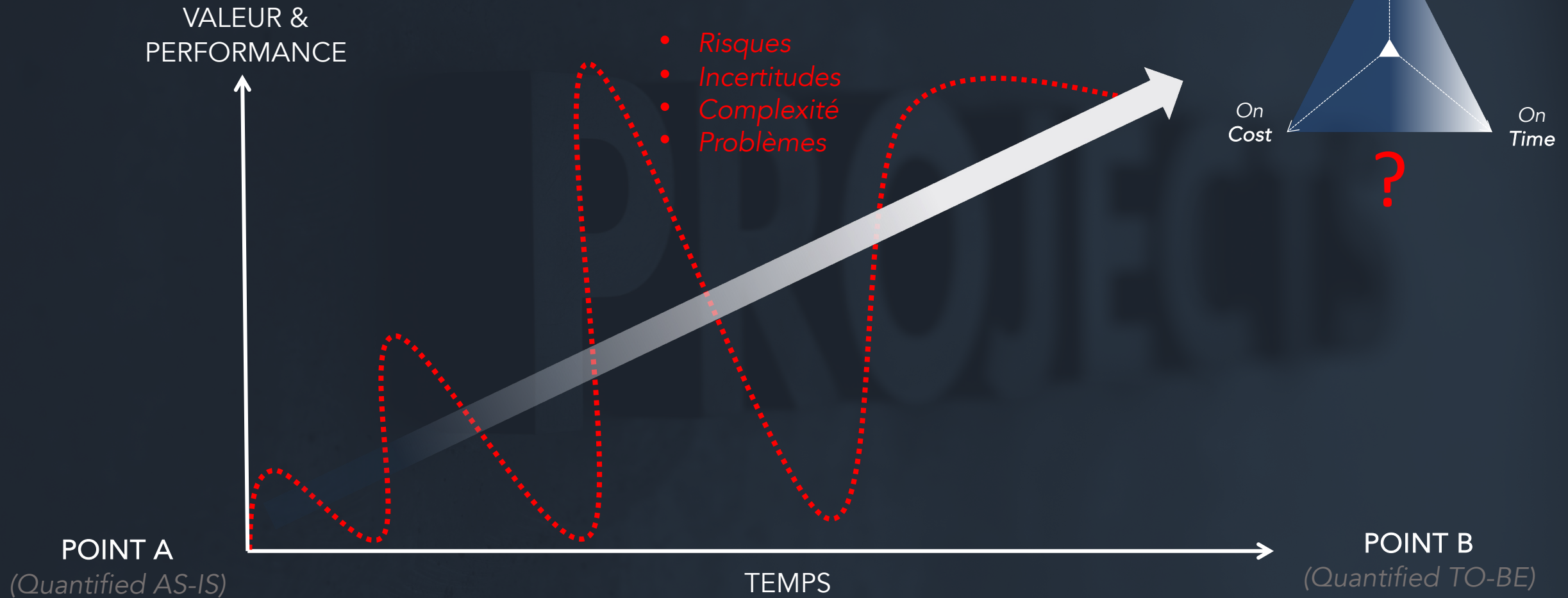
Is it a novel kind of project?

Can you use knowledge gained in similar projects? Can some of the work processes be derived from routine activities?

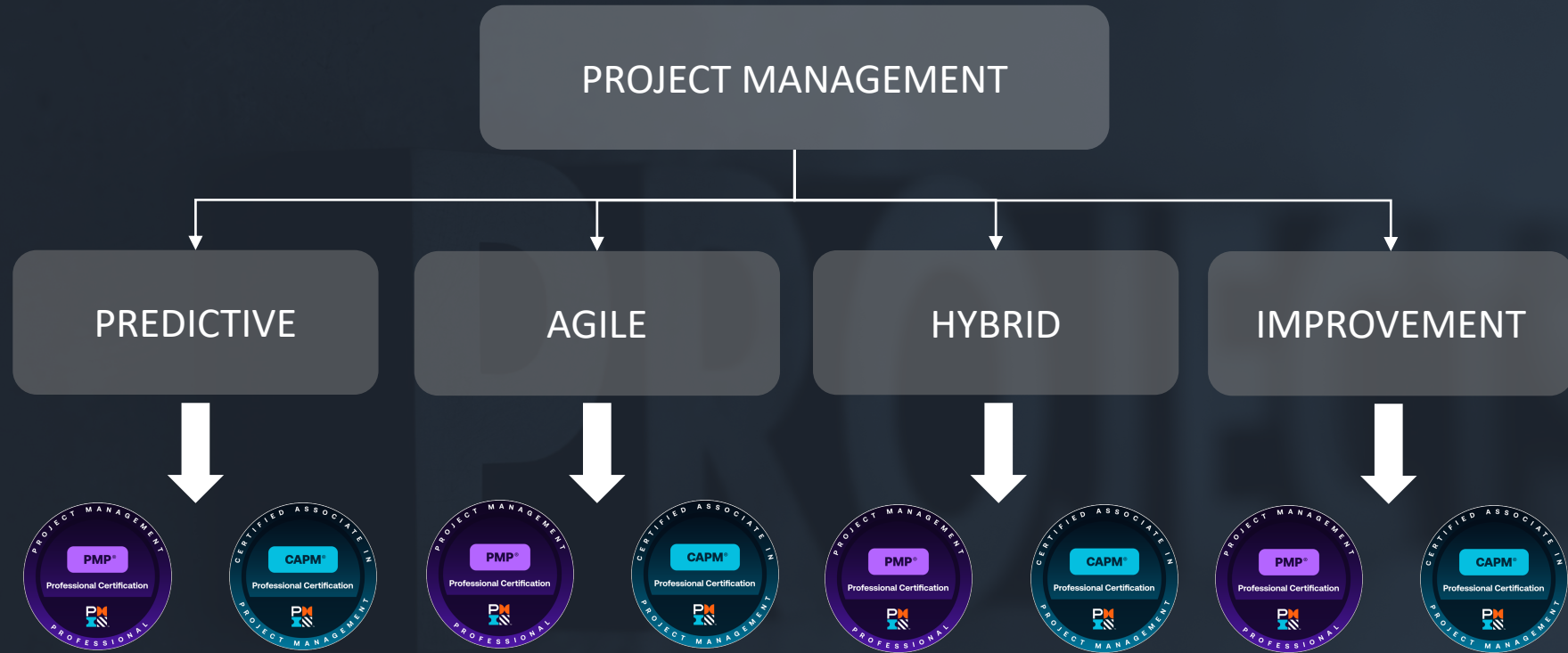
Has the start and finish been defined?

When can you start formulating the objectives for a specific project contract? When will you have finished planning the project and setting up the organisational structures? When will the project deliverable be finished? When will you be able to assess how much the project has actually cost? When will you have documented the knowledge gained in the project and made it available to your company?

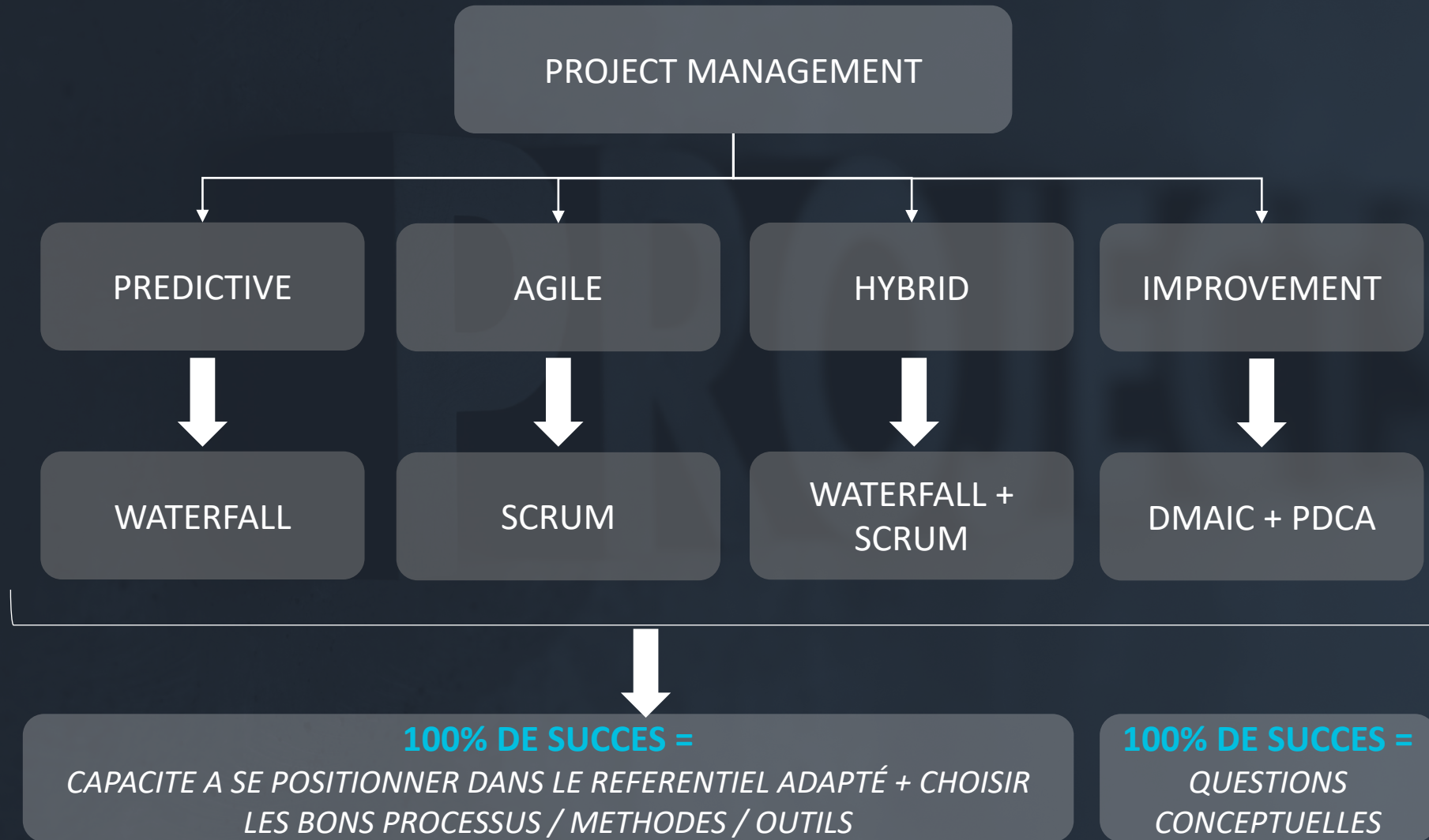
- QU'EST CE QUE LE PROJECT MANAGEMENT ?



- AGILITE & PROJECT MANAGEMENT

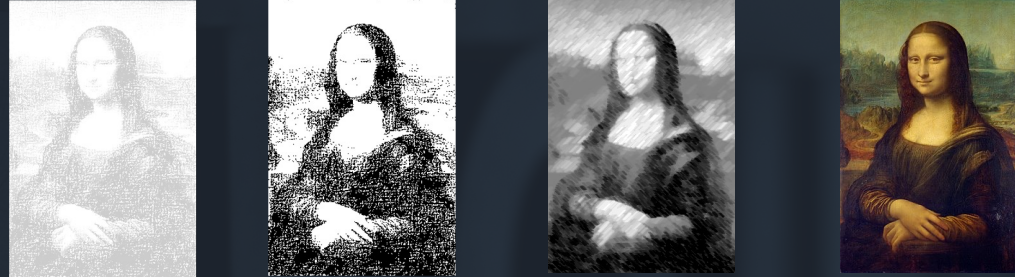


- AGILITE & PROJECT MANAGEMENT

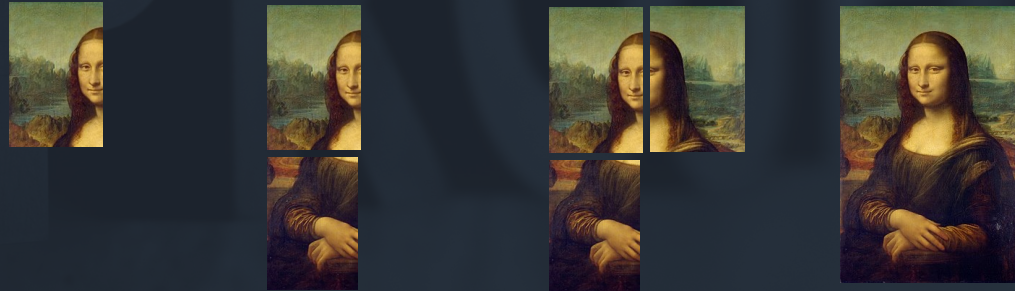


- AGILITE & PROJECT MANAGEMENT : TERMINOLOGIES

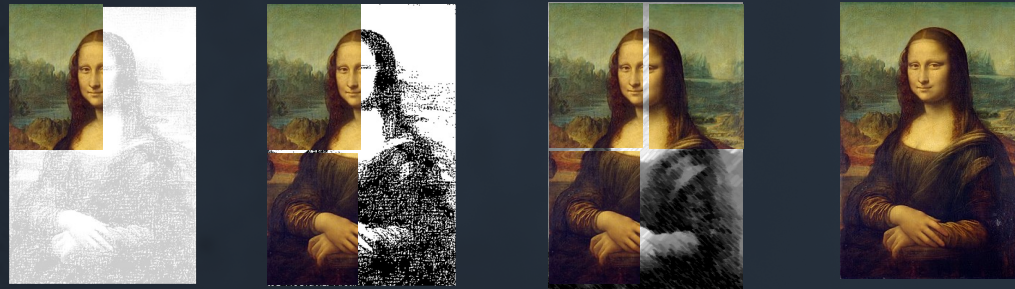
Iterative Cycle



Incremental Cycle



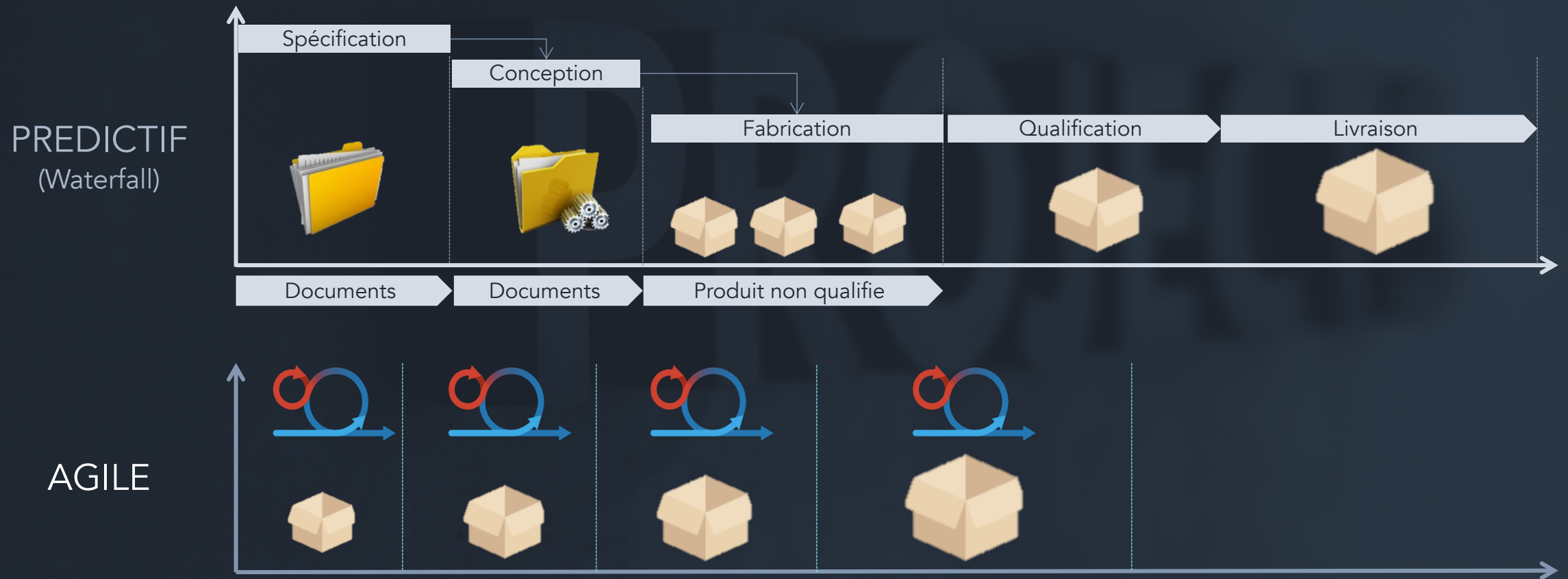
Iterative &
Incremental Cycle



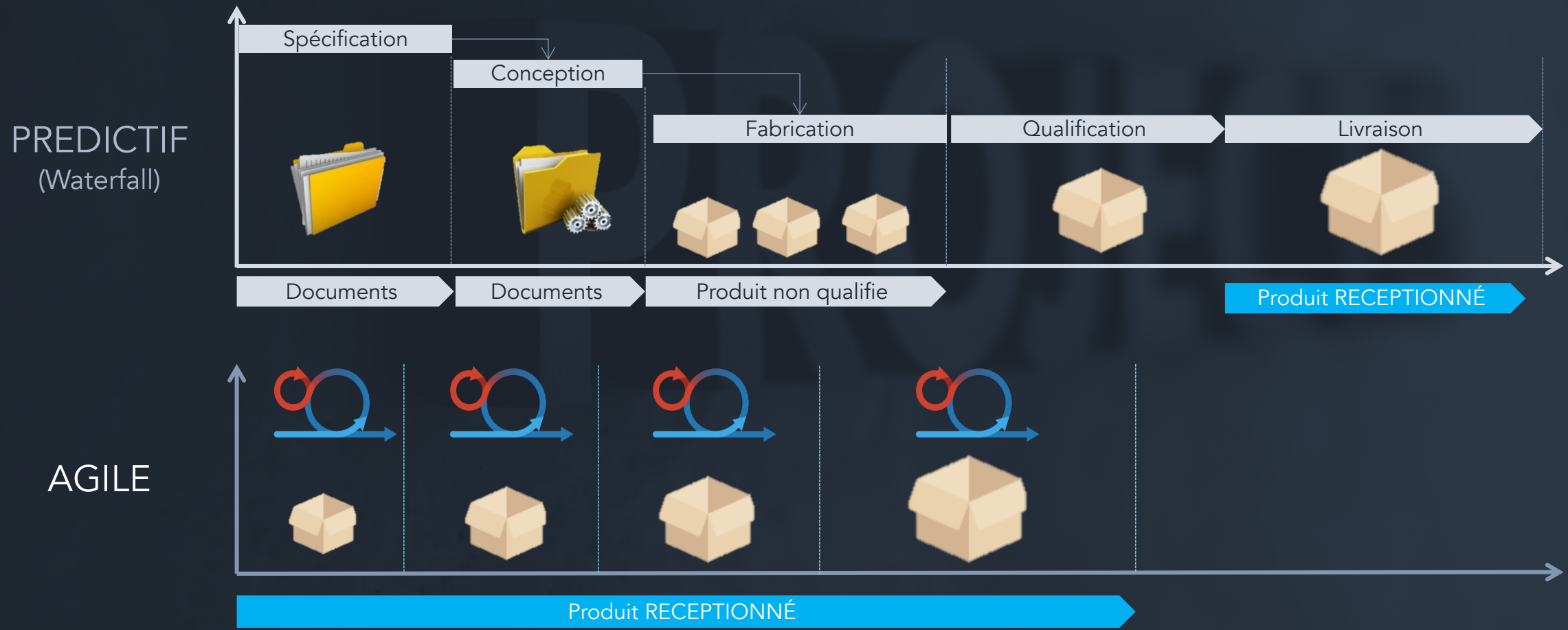
- CYCLE DE VIE PROJET : LES DIFFERENTES APPROCHES CLASSIQUE...

Approche	Exigences	Activités	Livraison	Avantage
 Prédictive	Fixe	Exécutée 1 fois / Projet	Unique & Finale	Maitrise des Coûts
Itérative	Dynamique	Répétée jusqu'à conformité	Unique & Finale	Conformité de la Solution
Incrémentale	Dynamique	Exécuté 1 fois / Incrément	Permanente	Rapidité d'Exécution
 Agile	Dynamique	Répétée jusqu'à conformité	Permanente	Création de Valeur rapide

• CYCLE DE VIE PROJET PREDICTIF VS AGILE

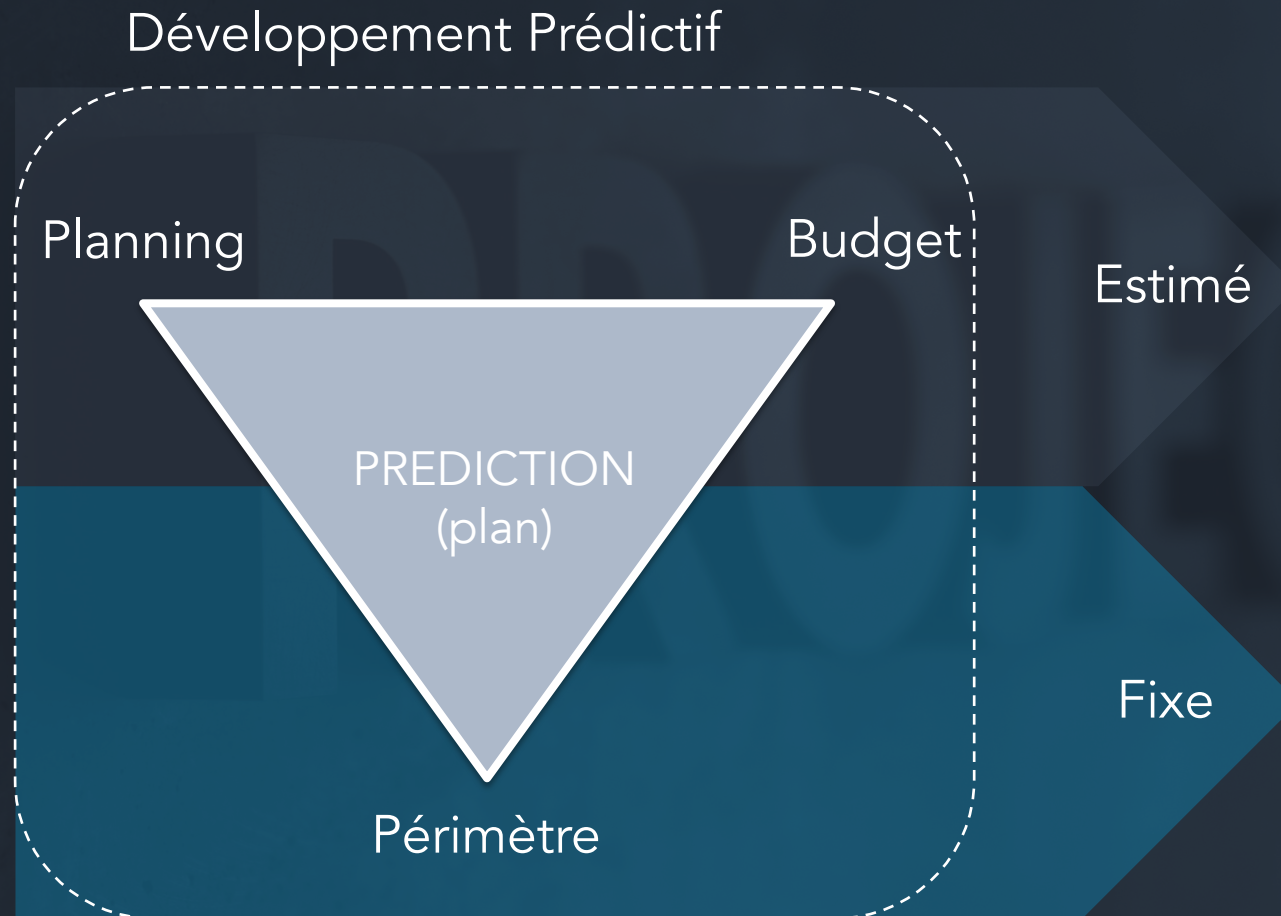


• CYCLE DE VIE PROJET PREDICTIF VS AGILE

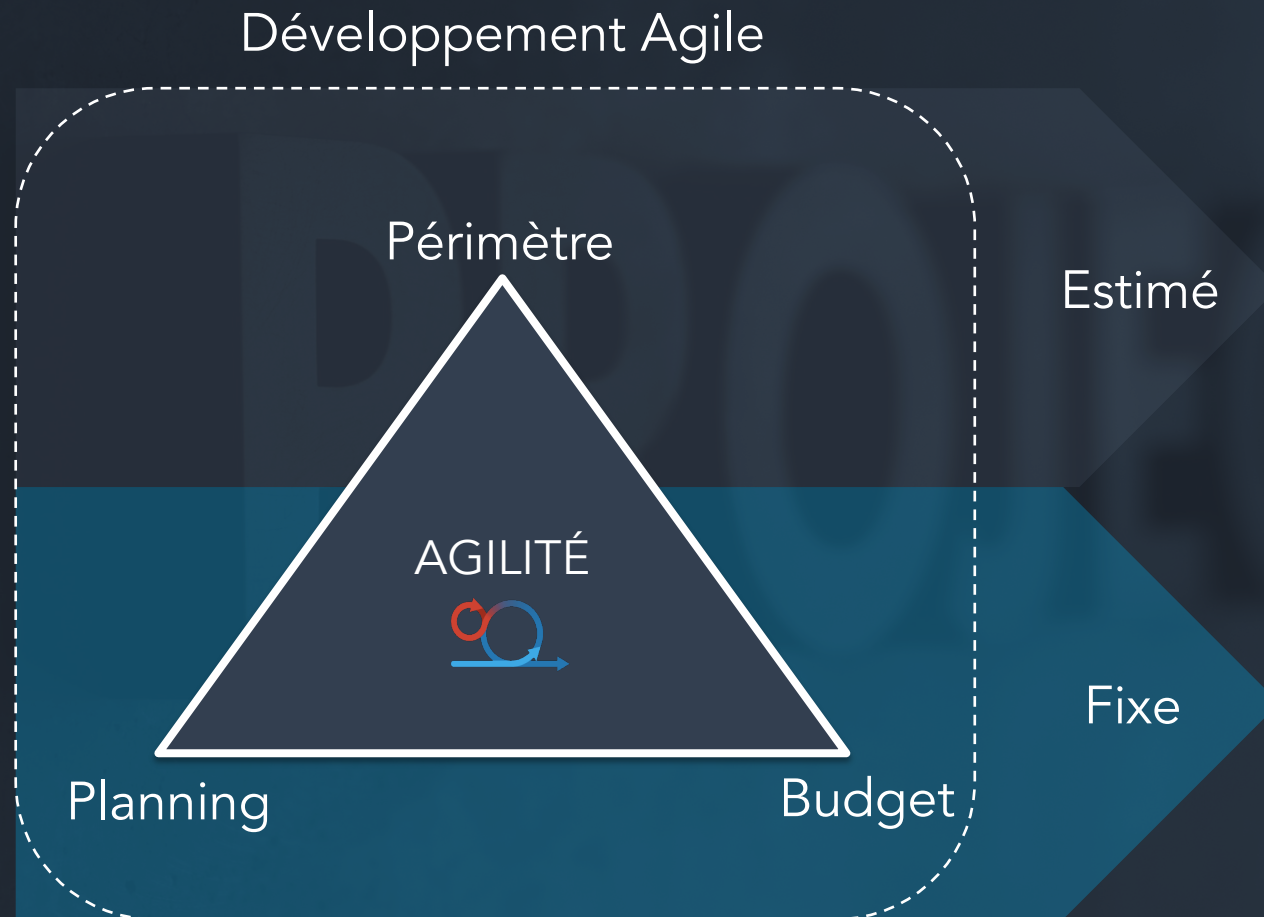


Plus le développement est complexe, plus il nécessite de capacité de tolérance aux **changements...**

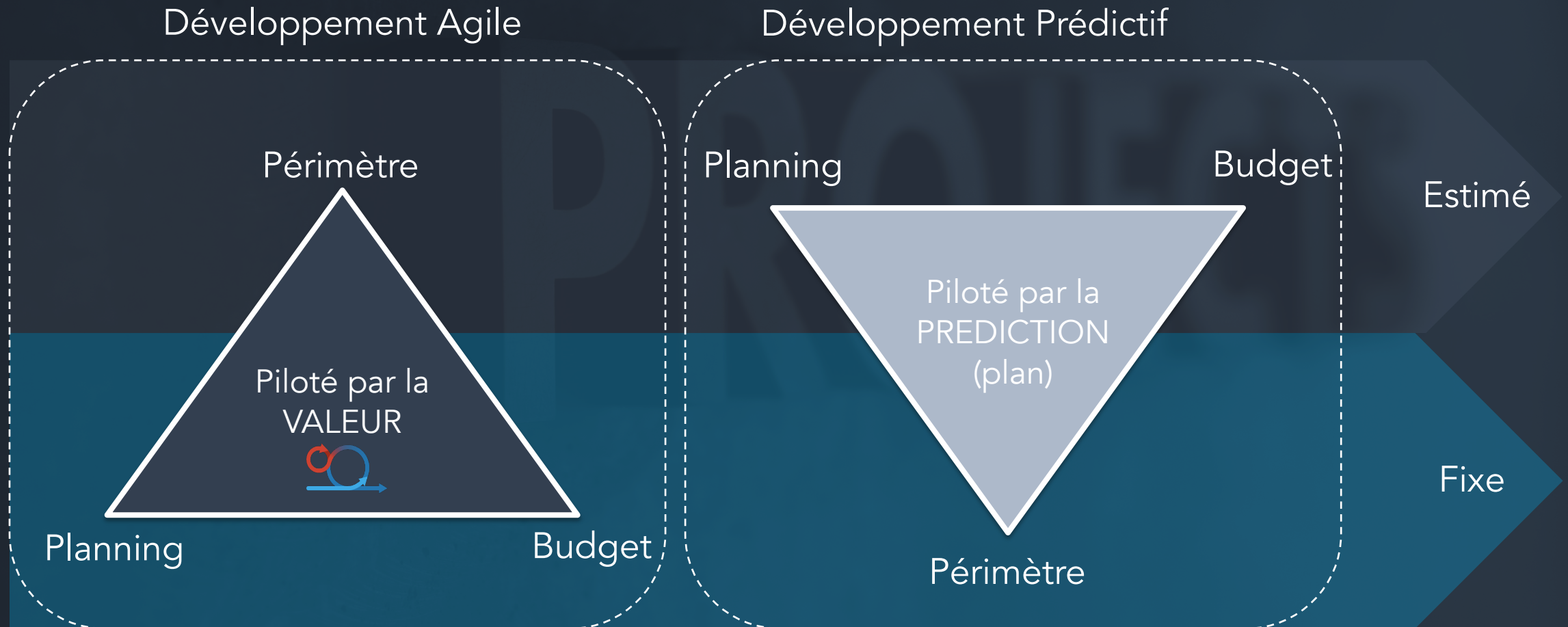
- CYCLE DE VIE PROJET PREDICTIF VS AGILE : COMMENT CHOISIR ?



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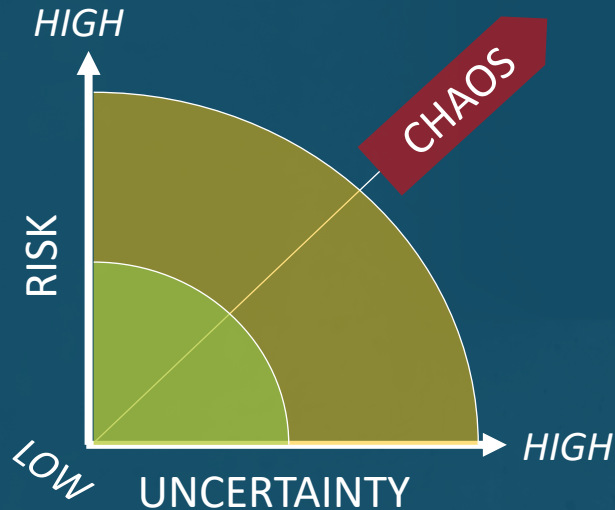


- CYCLE DE VIE PROJET PREDICTIF VS AGILE : A MAITRISER POUR L'EXAMEN...

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CONSIDERING UNCERTAINTIES & RISK



PREDICTIVE PM = SOLUTION + GOALS + CHANGE + RISK

AGILE PM = SOLUTION + GOALS + CHANGE + RISK

UNCERTAINTY LEVEL = NEED FOR CHANGE LEVEL + GOALS + SOLUTIONS

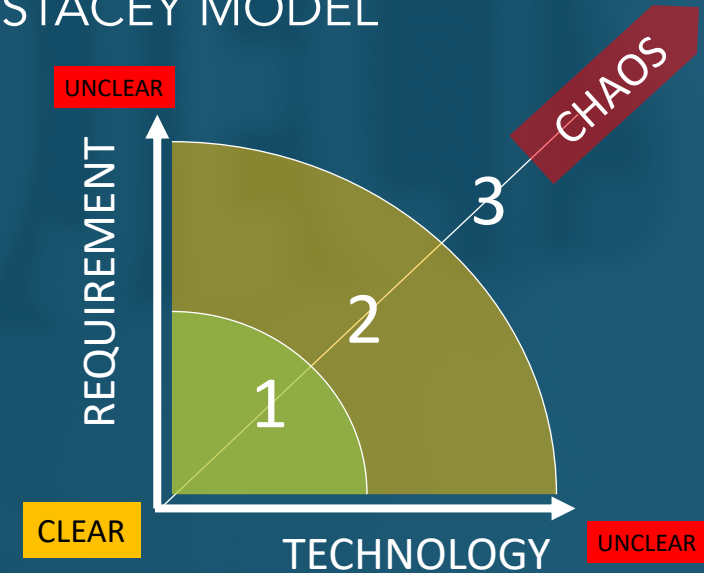
• CYCLE DE VIE PROJET PREDICTIF VS AGILE : A MAITRISER POUR L'EXAMEN...

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CONSIDERING UNCERTAINTIES & RISK – STACEY MODEL

- Stacey Model => Uncertainties regarding requirements & technology
- Technology => Technical Capacities
- Uncertainties => From Clear to Unclear
- 3 characteristics to determine uncertainty level => Product / Project / Process
- 1 => Simple Projects / Risk Low / Traditional & Predictive PM
- 2 => Complicated Projects / Risk Moderate / Adaptive & Hybrid PM
- 3 => Complex Projects / Risk High / Adaptive & Agile PM



• CYCLE DE VIE PROJET PREDICTIF VS AGILE : A MAITRISER POUR L'EXAMEN...

A MAITRISER ABSOLUMENT



PREDICTIVE, ITERATIVE, INCREMENTAL & AGILE LIFECYCLES

- 4 Lifecycles types => Predictive (traditional) / Iterative / Incremental / Agile
- Predictive PM (traditional) => Plan Driven / Waterfall / Serial / Linear / Sequential
- Iterative => The process follow "spiral steps"
- Incremental => The product is divided into "small" working pieces
- Agile & Hybrid Management => Mixture of Iterative & Incremental

Approche	Exigences	Activités	Livraison	Avantage
Prédictive	Fixe	Exécutée 1 fois / Projet	Unique & Finale	Maitrise des Coûts
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PREDICTIVE LIFECYCLES



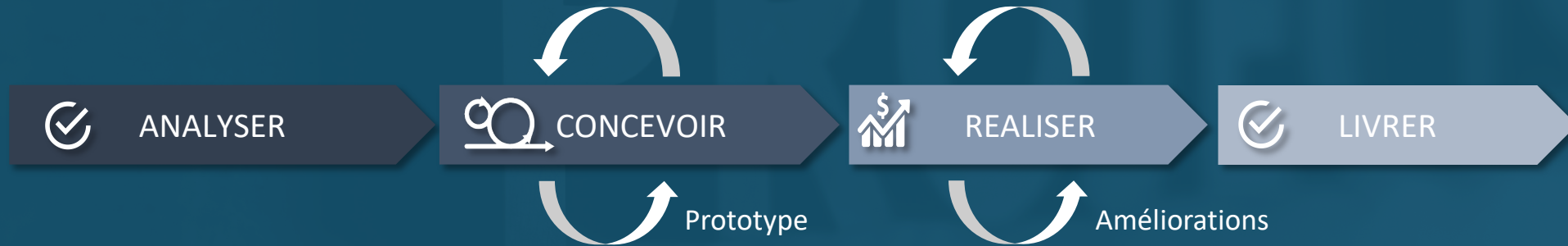
- Each phase is conducted only once for the whole project
- Final deliverable is created at the end of the project
- Requirement & Scope are fixed
- The whole project can be planned at the very beginning
- There is a high certain environment
- This is more suitable to manage schedule & costs
- Risk management is defined at the very beginning
- The changes are not “welcomed”
- The stakeholders participate at predetermined milestones

• CYCLE DE VIE PROJET PREDICTIF VS AGILE : A MAITRISER POUR L'EXAMEN...

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ITERATIVE LIFECYCLES



- Similar to predictive (sequential phases)
- Each phase is conducted only once for the whole project
- Feedback / Revision is allowed continuously to improve the product
- The requirements are partially clear
- Change is higher than predictive and more “welcomed”
- Rework level is higher than in predictive
- Participation of key stakeholders is more continuous than in predictive
- Creating a prototype may cause more risks in an iterative lifecycle

• CYCLE DE VIE PROJET PREDICTIF VS AGILE : A MAITRISER POUR L'EXAMEN...

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INCREMENTAL LIFECYCLES



- Final product is divided into series / batches of smaller products / **scope is fixed**
- Value is created and provided to the customer earlier than other lifecycles
- Feedback / Continuous improvement allow better product performances
- The product is delivered faster
- The requirements are partially clear (dynamic requirements)
- Uncertainties & Risk level are high
- Activities in each increment are performed only once
- The changes number is higher and more “welcomed” than in other lifecycles
- The continuous participation of stakeholders is higher than in other lifecycles

• CYCLE DE VIE PROJET PREDICTIF VS AGILE : A MAITRISER POUR L'EXAMEN...

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AGILE LIFECYCLES : ITERATION OR FLOW BASED



- Product is divided into small partial working parts / **scope is estimated**
- Value is created and provided to the customer earlier than other lifecycles
- Customer satisfaction & involvement is the highest
- Feedbacks is continuously allowed and improve continuously the product
- The product is delivered faster
- The requirements are mostly unclear (highly dynamic), uncertainty & risks are very high
- Number of changes is the highest & changes are parts of the project
- Stakeholders engagement & participation is the highest
- **Iteration based** => All iterations are similar (same time)
- **Flow based** => Iterations are different in term of time (variable time accordingly to functionalities to develop)

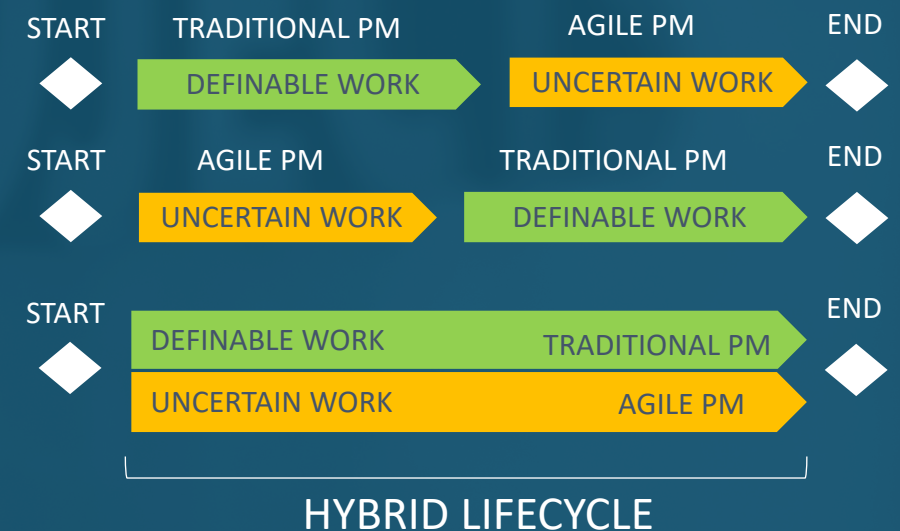
- **CYCLE DE VIE PROJET PREDICTIF VS AGILE : A MAITRISER POUR L'EXAMEN...**

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HYBRID LIFECYCLES

- 3 attributes determine the suitable lifecycle : project / organization / team
- Lifecycles can be mixed (hybrid lifecycle) to consider uncertainty variability
- A project can be certain and uncertain depending on phases
- For certain & uncertain projects hybrid management is the best solution
- Most common hybrid lifecycle are :
 - *Predictive followed by agile*
 - *Agile followed by predictive*
 - *Combined predictive & agile*
 - *Predictive with some agile components*
 - *Agile with some predictive components*



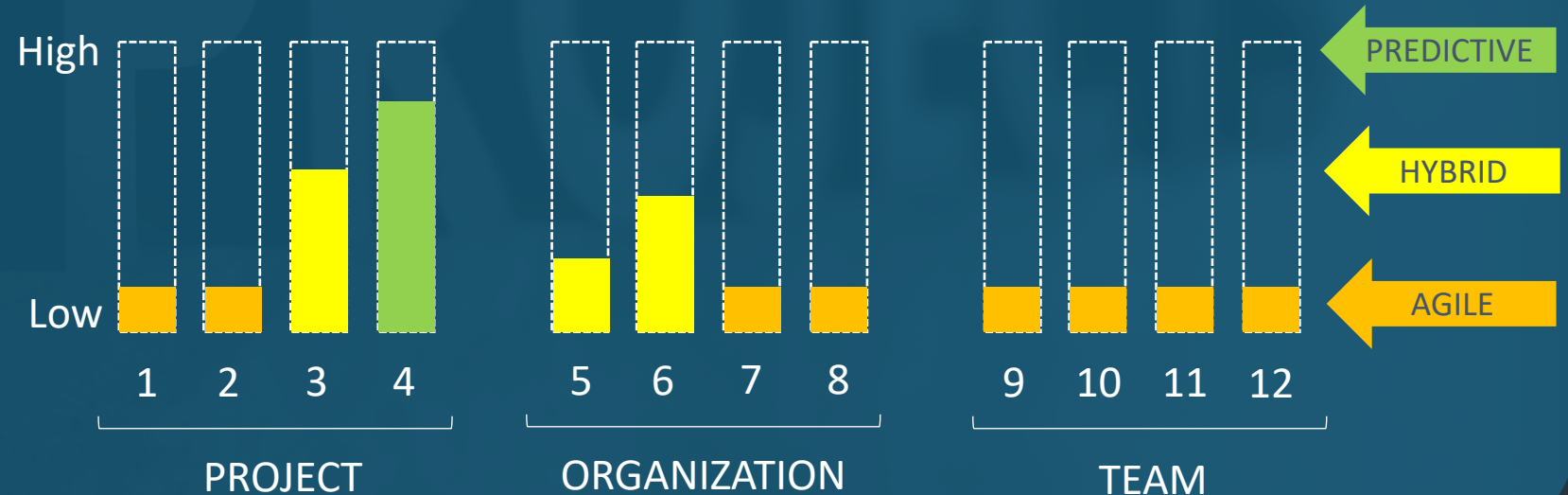
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SELECTING THE RIGHT LYFECYCLE => SUITABILITY FILTER

- 1 => Certainty level
- 2 => Sequential work
- 3 => Documentation needs
- 4 => Verification needs
- 5 => Resistance to agile
- 6 => Lack of agile team mindset
- 7 => Lack of local decision making
- 8 => Doubts on uncertain environment
- 9 => Team size
- 10 => Skills suitability
- 11 => Experienced suitability
- 12 => Introverted team working

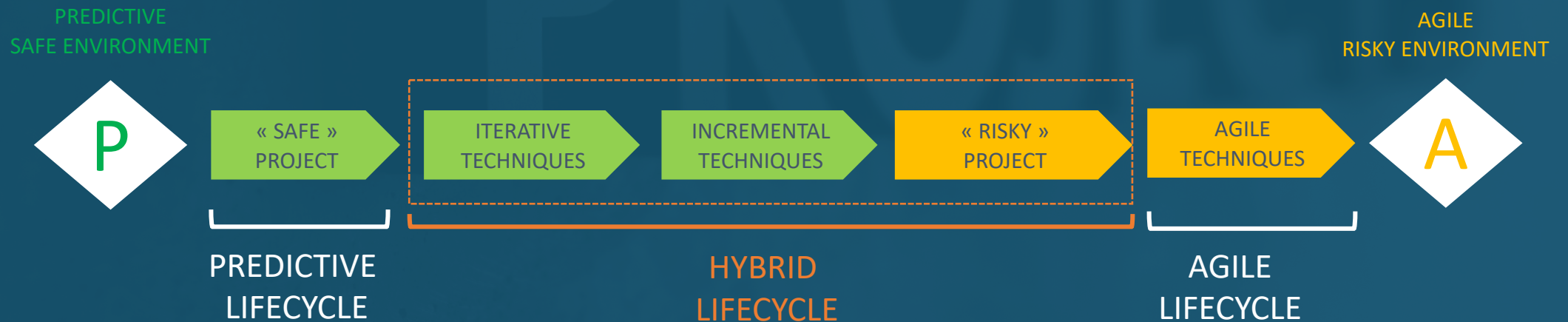


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DESIGNING HYBRID LYFECYCLE & MOVING FROM PREDICTIVE TO AGILE



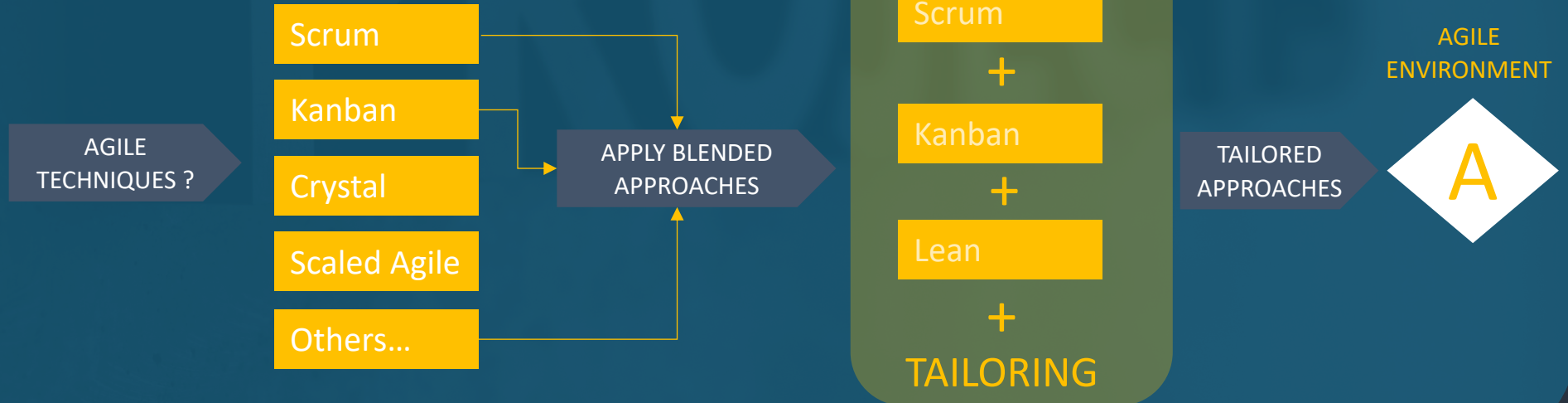
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SELECTING THE RIGHT AGILE APPROACH

- Experienced level
- Product feature
- Project size
- Project criticality
- Industrial requirements
- Organizational maturity
- ...



Project Management



• FORMEZ-VOUS GRATUITEMENT A LA GESTION DE PROJET !

- #01 INTRODUCTION
- #02 LES PRINCIPES FONDAMENTAUX PM
- #03 LES CONNAISSANCES FONDAMENTALES PM
- #04 LA VALEUR & LES PERFORMANCES PM
- #05 LE REFERENTIEL STANDARD PM
- #06 LE PROCESSUS PROJECT INTEGRATION
- #07 LE PROCESSUS PROJECT SCOPE MANAGEMENT
- #08 LE PROCESSUS PROJECT SCHEDULE MANAGEMENT
- #09 LE PROCESSUS PROJECT COST MANAGEMENT
- #10 LE PROCESSUS PROJECT QUALITY MANAGEMENT
- #11 LE PROCESSUS PROJECT RISK MANAGEMENT
- #12 LE PROCESSUS PROJECT STAKEHOLDER MANAGEMENT
- #13 LE PROCESSUS PROJECT RESOURCE MANAGEMENT
- #14 LE PROCESSUS PROJECT COMMUNICATION MANAGEMENT
- #15 LE PROCESSUS PROJECT PROCUREMENT MANAGEMENT
- #16 LE DOMAINE DE LA PERFORMANCE PROJET
- #17 LE PROCESSUS D'ADAPTATION – PROJECT TAILORING
- #18 LES MODÈLES, METHODES & ARTEFACT PROJECT MANAGEMENT
- #19 PREPARATION A L'EXAMEN PMP®





Se connecter

Formez-vous Gratuitement à la Gestion de Projet

Mes formations certifiantes **CPM®** & **PMP®** sont accessibles **en illimité** et **sans engagement**.

FORMATION GRATUITE CPM® 20h

FORMATION GRATUITE PMP® 35h



Offrez-vous +20 ans d'Expérience

Afin de compléter votre formation offerte, je vous Coach **Individuellement**, à votre rythme et exclusivement **selon vos besoins**.

Au travers du coaching, je partage avec vous **+ de 20 ans** d'expérience en **Gestion de Projet & Programme** Satellites & Lanceurs Spatiaux.

Sébastien Coffiney
Airbus Transformation Program Leader
Executive MBA SJTU Shanghai
HEC Paris

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Principes Fondamentaux

PROJECTS