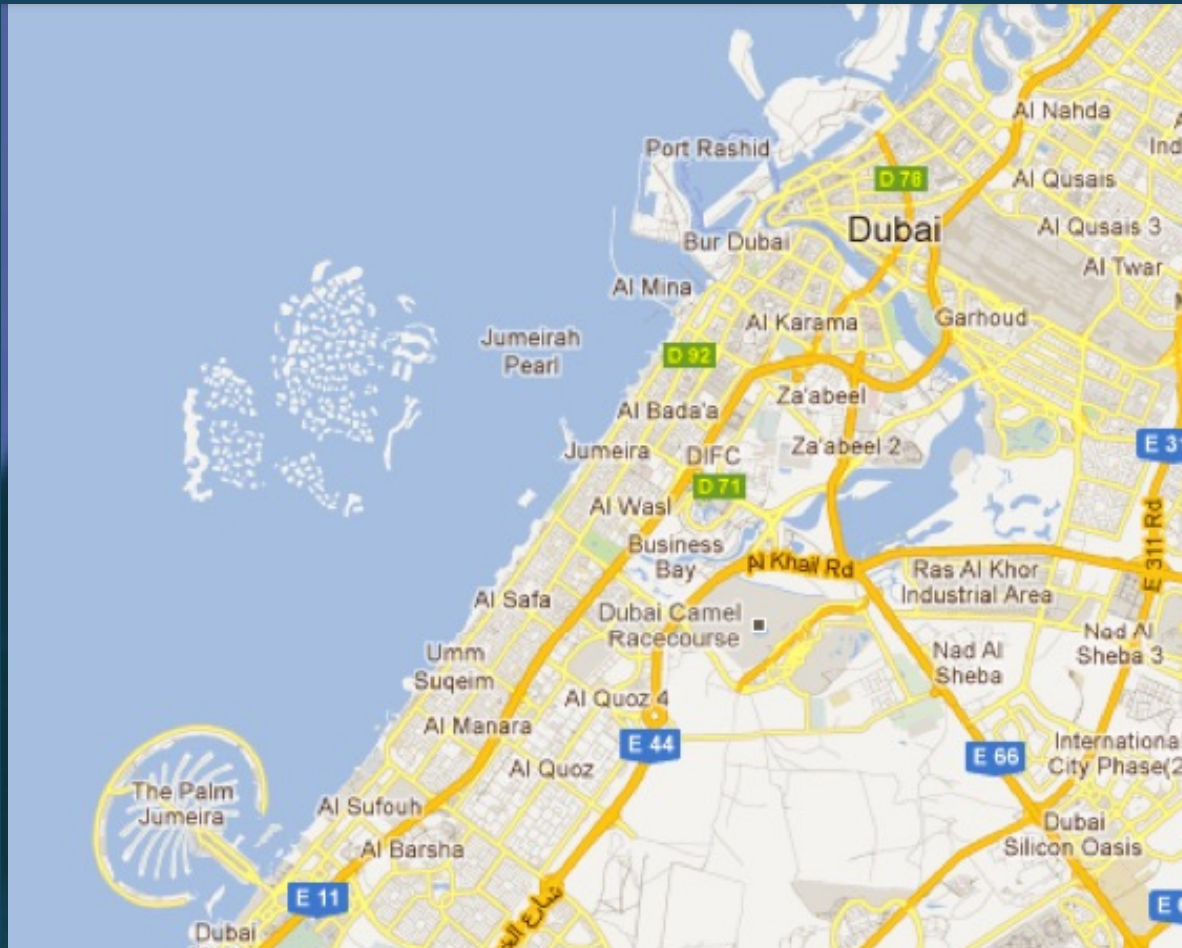


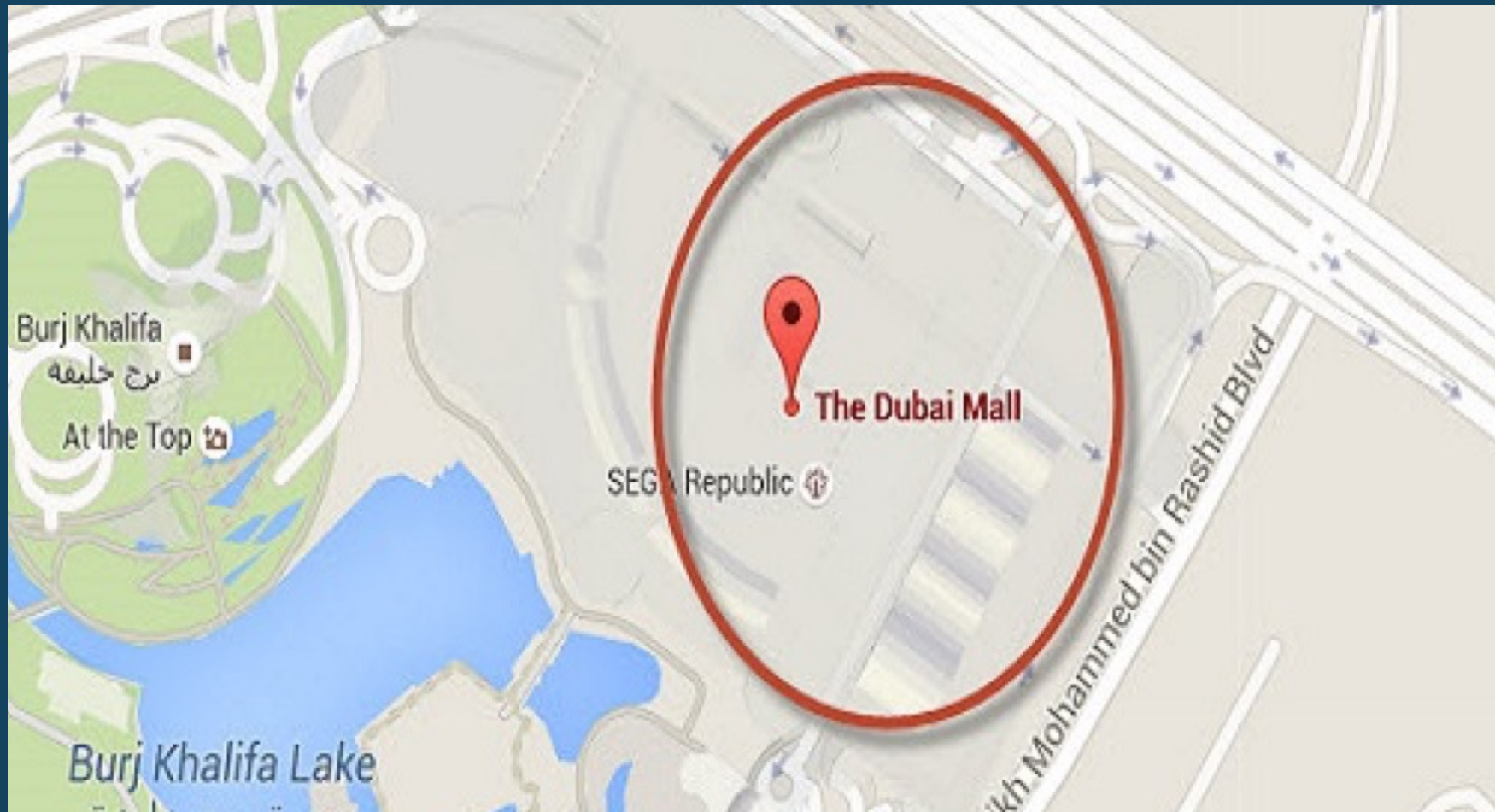
The World of Project Management



Agenda

- ❖ Traditional (cartographic) maps
- ❖ Project management maps
- ❖ Challenges faced by map-makers in both fields
- ❖ What can project managers learn from cartographers?





These Maps Are ...

Correct *yet* Incomplete

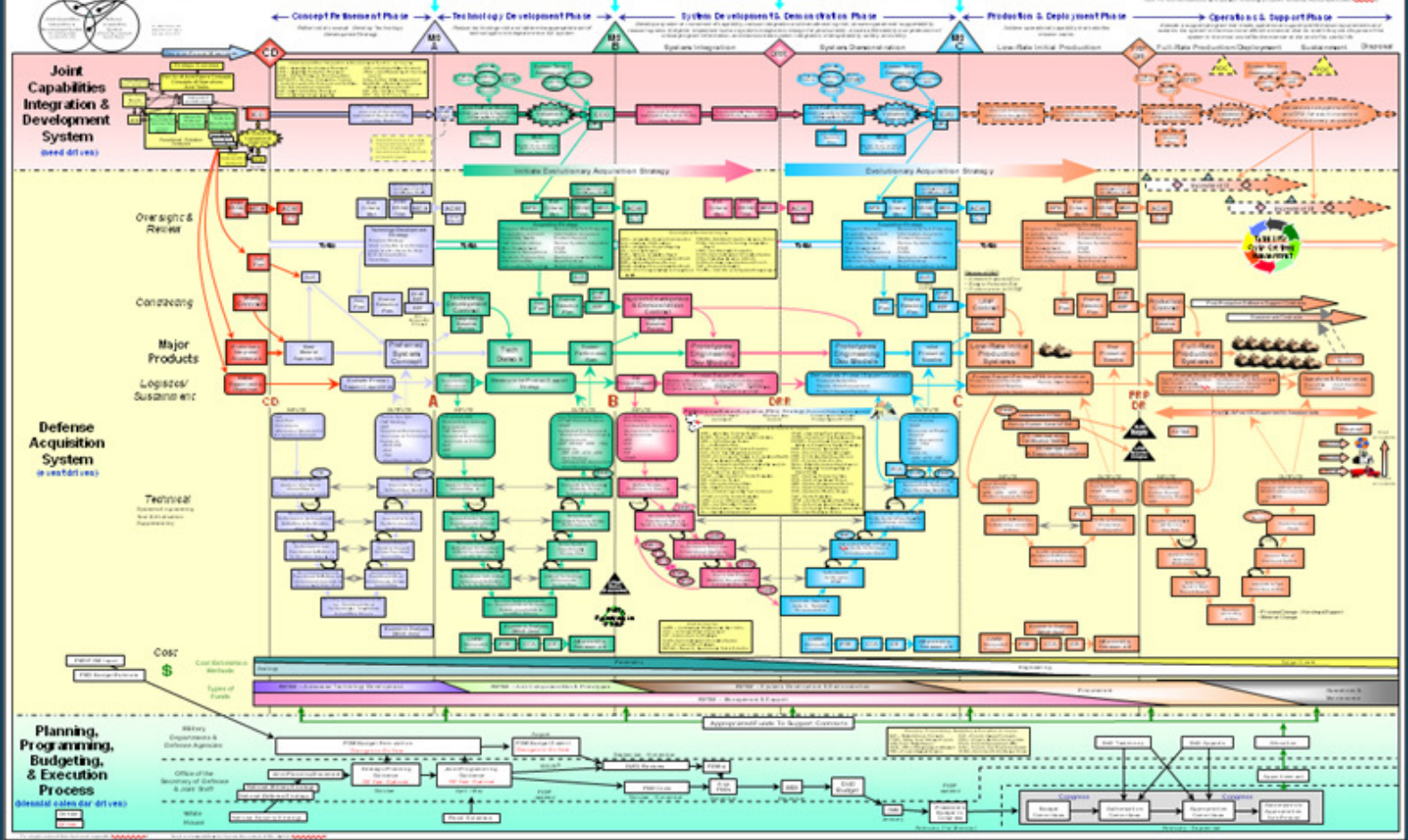
Specialized *yet* Widely useful

Compatible *yet* Different

Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework



The Mission Decision Authority may authorize entry into the acquisition process at any point, consistent with phase-specific entrance criteria and statutory requirements.



Problem

Identified through strategic planning

Project

Response to problem

Result

“Thing” created by the project

Outcome

Strategic value delivered by “thing”

These Maps Are ...

Correct *yet* Incomplete

Specialized *yet* Widely useful

Compatible *yet* Different

PM Maps Include:

❖ Standards:

- ▶ AACEI Recommended Practices
- ▶ GAPPS Frameworks
- ▶ IPMA Baselines
- ▶ ISO 21500 series
- ▶ PMI PMBoK Guide
- ▶ PRINCE2

❖ Approaches:

- ▶ Agile
- ▶ Design-Build
- ▶ Lean
- ▶ Phase gate
- ▶ RUP
- ▶ Scrum

Why Are Maps Important?

Maps **define** Practices

Practices **drive** Success

Challenge for Mappers

How to present *what* to make
the map useful to its audience?

Some Key Choices

- ❖ Naming conventions
- ❖ Symbolism
- ❖ Topology
- ❖ Dimensionality



Naming in Cartography



எத்தியோப்பியா

Эфиопия

Εθιοπία

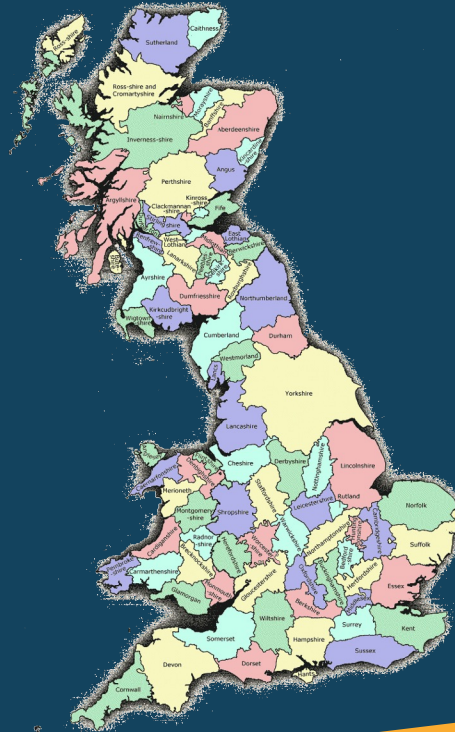
Ethiopia

Naming in Cartography



Australia
Australie
Австралия
ავსტრალია

... continued



Naming in PM

- ❖ Project definition document
- ❖ Project scope statement
- ❖ Project brief
- ❖ Project charter
- ❖ Project canvas



More PM Naming

Product

Deliver-
able

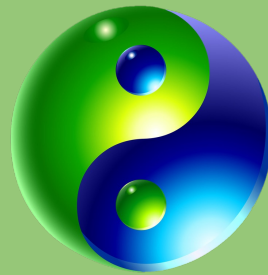
Output

Service

Objective

Result

Scope



Symbolism in Cartography

- ❖ An arrow points north
- ❖ A numbered line shows scale



Symbolism in PM



... continued

Schedule *Constraints*

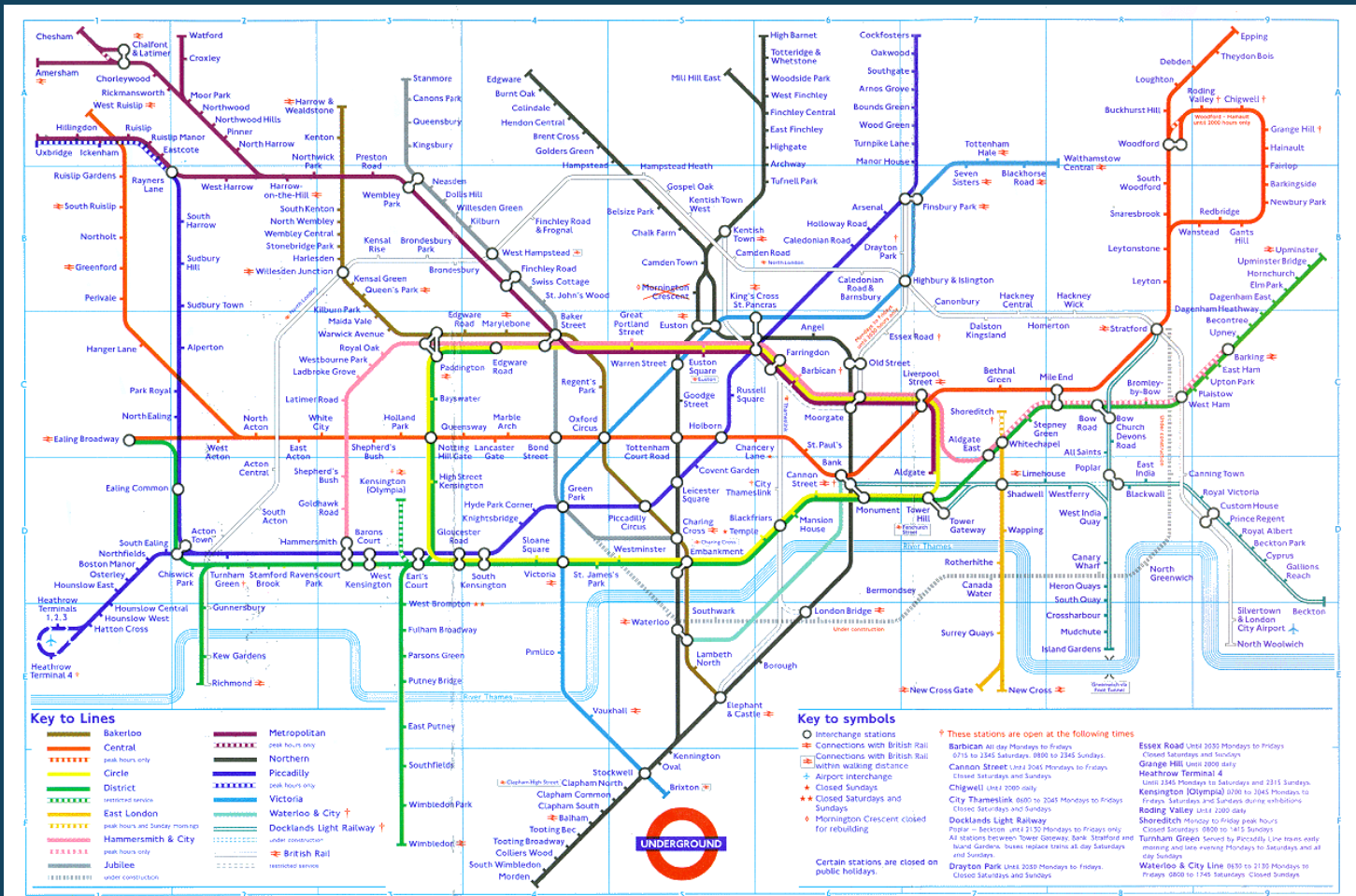
Cost
Constraints

Scope
Constraints



Topology in Cartography

A topological map ignores **scale** and **detail** in the interest of clarity.



Key to Lines

- Bakerloo
- Central
- peak hours only
- Circle
- District
- restricted service
- East London
- peak hours and Sunday morning
- Hammersmith & City
- peak hours only
- Jubilee
- under construction
- Metropolitan
- peak hours only
- Northern
- Piccadilly
- peak hours only
- Victoria
- Waterloo & City †
- Docklands Light Railway †
- under construction
- British Rail
- restricted service

Key to symbols

- Interchange stations
- Connections with British Rail
- Connections with British Rail within walking distance
- Airport interchange
- Closed Sundays
- Closed Saturdays and Sundays
- Mornington Crescent closed for rebuilding
- Certain stations are closed on public holidays
- † These stations are open at the following times

Barbican All day Mondays to Fridays
0915 to 2345 Saturdays, 0900 to 2345 Sundays

Canon Street Line 2040 Mondays to Fridays
Closed Saturdays and Sundays

Chigwell Line 2000 only

City Thameslink 0800 to 2045 Mondays to Fridays
Closed Saturdays and Sundays

Docklands Light Railway
Pipar - Beckton Line 2130 Mondays to Fridays only
All stations between Tower Gateway, Bank, Stamford and Island Gardens. Buses replace trains at day Saturdays and Sundays

Waterloo & City 0930 to 2130 Mondays to Fridays
0800 to 1745 Saturdays. Closed Sundays

*All project management maps
are topological maps ...
most omit a lot.*

Common Omissions

- ❖ Project life-cycles
- ❖ Public vs. private sector differences
- ❖ Health, Safety, and Environment (HSE)
- ❖ Data security
- ❖ Management complexity

... continued

Management Complexity

| | | Low | High |
|------------|------|------------------|-------------|
| Competence | High | Very good chance | Good chance |
| | Low | Some chance | No chance |

Dimensionality

Since the Earth is spherical, a flat representation cannot show:

- ▶ Both shapes and areas correctly
- ▶ Accurate distances



... continued



Dimensionality: PM

| IPMA Individual Competence Baseline | PRINCE2 | P2M | ISO 21502 |
|--|----------------|------------|------------------|
| Practice competences | Detailed | Detailed | Detailed |
| Personal competences | Minimal | Minimal | Minimal |
| Perspective competences | Limited | Detailed | Minimal |



Closing Thoughts

More Information ...

- ❖ www.GreenProjectManagement.org (complexity tool)*
- ❖ www.globalpmstandards.org (GAPPS)*
- ❖ www.ipma.ch (Individual Competence Baseline)*
- ❖ www.iso.org/ (ISO 21500)
- ❖ en.wikipedia.org/wiki/PRINCE2*
- ❖ www.pmi.org (PMBok Guide)

*Free

*Map developers need to
acknowledge the **choices**
they make.*





*Users need to recognize
the **limits** of their
preferred maps.*

