Unveiling
PRINCE2® 7
Managing successful projects

INTRODUCTION
PRINCE2 was first launched in 1996, and has had six editions, the last update being in 2017. PRINCE2 7 seeks to respond to a number of changes that have taken place in our world and in the discipline of project management since then.

What's New?

Integration of People | People are central to successful projects and now they are integrated into the PRINCE2 method.

Project performance | Sustainability has been added as a seventh aspect of project performance to reflect modern organisational needs.

Digital and data | To meet the evolving needs of project management professionals the addition of a digital and data management approach.

What's Improved?

Improved flexibility | Rules have been reduced and chapters streamlined while maintaining core elements of PRINCE2. Showcasing the true value of the method to all projects across all sectors.

PRINCE2 for all | Simplifications in language and content throughout the official book to widen the addressable market.

Fully tailorable enabling agility | Tailoring is addressed throughout the whole method demonstrated using scenarios. Allowing PMs to move quickly and easily in response to change or challenge.

Evolving to changes in the PM space | Meeting new needs and requirments for ever changing proffession.

PeopleCert

WHY MAKE CHANGES? – BACKGROUND TO THE PRINCE2 7

The digital revolution, the speed of change, the rise of Agile ways of working, and the increased volatility and uncertainty of all aspects of life mean that project management must evolve to meet these demands.

When updating guidance there can be a tendency to simply add new material to the existing content, resulting in more rather than better guidance. Instead, the decision was taken to go back to basics and challenge every aspect of PRINCE2 to ensure that its inclusion was required and contributed to the guidance being fit for purpose now and for some years to come.

Furthermore, it was clear from the research carried out by Axelos that there was a clear requirement to add new content to the method, and so this had to be done in a way that would protect the integrity and usefulness of the guidance.

The research and consultation undertaken gave a clear message: that the core PRINCE2 method was still valid and relevant. However, there was clear evidence that PRINCE2 7 could be improved to better express this core method. So, the task was to transform the way that PRINCE2 is explained, while retaining all that was good and also adding relevant new content. This is so that it can contribute to the way in which organizations invest in response to their changing circumstances and enable them to successfully manage their investments in projects.

WHAT HAS NOT CHANGED – HIGH LEVEL VIEW

The essence of what a project is remains the same – it is temporary, it is product-focused, and there should always be an ongoing business justification.

The overall structure of PRINCE2 is clearly recognisable, as the new PRINCE2 7 has principles, practices (what were previously called themes) and a set of processes that make up the lifecycle of a project

> *"Overall, it reads well and is explanatory, yet practical and succinct."*

in the way that the previous version also did. However, within and alongside those principles, practices and processes there has been a number of changes, additions and deletions. This document aims to explain what has changed.

Diagrams have been updated, and four project scenarios added to illustrate how PRINCE2 can be used in practice for different types of projects.

BROAD DESIGN PRINCIPLES

PRINCE2 7 has been designed with these broad principles in mind:

- To ensure that PRINCE2 remains adaptable and flexible and can be used in a wide range of organizations and environments. To do this PRINCE2 must provide a 'common universallanguage' so that there is a common understanding of why a project is being undertaken, what it is trying to achieve, and what it is aiming to deliver.
- To provide guidance that retains and strengthens all the aspects of PRINCE2 that remain valid, while adding new complementary content in a way that maintains and builds on the integrity of the integrated framework.
- To not 'replicate' guidance that is provided in other methods such as Managing Successful Programmes (MSP) and Management of Risk (M_o_R 4), but instead to offer additional value to anyone involved in a project.
- To emphasise how PRINCE2 is designed to be applied and tailored appropriately according to the project environment and the project requirements.
- To enable project teams to recognise the many ways that outputs can be delivered, including iterative (Agile), linear and hybrid approaches

HOW THE MAIN ELEMENTS OF PRINCE2 ARE ADDRESSED IN PRINCE2 7
The core concepts of the previous edition still form the overall structure of the guidance, as follows:

- Principles – PRINCE2 remains a principle-centred method and the previous seven principles still apply, albeit with some changes to the way they are described and minor changes to the titles.
- Themes – the seven themes from the previous edition are still addressed and are renamed **Practices**. There are some changes to these chapters to improve the consistency of how they are explained, together with improved cross-referencing to other parts of the method.
- Processes – PRINCE2 has a tried and tested process model, and this remains. As before, it consists of the seven processes that support the three layers of management in a PRINCE2 project. The description of each process and its cross reference to the rest of the method has also been improved.
- Appendices – have been simplified and reduced in number so as not to distract the reader from the main aspects of the PRINCE2 method.

*"Like the renaming of themes to **Practices**. Feels easier to understand"*

However, the way that these main elements are addressed has changed, and an explanation of how and why this has happened is included below. New material has also been added, in particular:

- The introduction of a new chapter to highlight the importance of 'people' in successfulprojects.
- The addition of a seventh variable/performance target – sustainability.
- Information on the importance of managing project data.

THE KEY CHANGES BY CHAPTER
Many changes have been made to make the language clearer and more helpful to the reader. That is to say, simple and uncomplicated, NOT simplistic or 'dumbed down'!

CHAPTER	CHANGES
1 Introduction	The two opening chapters in the previous edition have been amalgamated into one chapter to give a strong focus to the start of the manual, and set the scene for a real understanding of project management using PRINCE2. By limiting this chapter to: • Introduction • Purpose • Structure: the five integrated elements of people, principles, practice, processes, and project context • What is a project/project management • Project context: introducing how PRINCE2 can be applied and tailored • Features and benefits of PRINCE2 • The scenarios there is a clear story to lead people into the rest of the method.

CHAPTER	CHANGES
2 Principles	The well-established principles of PRINCE2 have been maintained from the previous edition's set, with some minor, but important, changes to the titles. The description of each principle has been developed to include examples of each principle being applied.

The principles are described as "the guiding obligations", in order to ensure effective application and tailoring of PRINCE2. The importance of the principles is stressed, so they have been overhauled to ensure that they are valid in today's environment. The principles all express what it means to be leading a project using PRINCE2 and reinforce the most critical areas for project success. |
| 3 People | The new people chapter is the largest single addition to PRINCE2. The core message of the chapter is that "people are central to the method". Successful projects need people, and the chapter explores three people-focused activities:
· Leading successful changes
· Leading successful teams
· Communication

The chapter explains how people factors permeate the seven PRINCE2 principles, as well as showing how people factors are important in the practices and processes of PRINCE2. |
| 4 Introduction to practices | As well as a general introduction to the seven practices, this short chapter explains that there is guidance in each practice chapter on how to apply and tailor PRINCE2. In this way, tailoring is addressed throughout the whole method, rather than in a single chapter. Each practice chapter then follows a common format to enable easier referencing of material. The format is:
· Purpose
· Key relationships with principles
· Guidance for effective use
· Techniques (one main PRINCE2 technique for each practice, plus other supporting techniques
· Applying the practice
· Management products to support the practice
· Focus of key roles for the practice |
| 5 Business Case | Key change here is the introduction of the sustainability management approach to support the new performance target of sustainability. |
| 6 Organizing | The slight change to the title of this practice reflects the increasing general use of the word 'organizing'.

There are some links with the people chapter, and the introduction of the technique for organizational design and development. |
| 7 Plans | All the tried and tested plans elements of PRINCE2 are still here – stages, product-based planning, levels of plan – with the planning procedure having a few changes in detail. |

CHAPTER	CHANGES
8 Quality	A product register has been included in this chapter, as a way of identifying all the products to be delivered.
9 Risk	This practice reflects the latest edition of 'Management of Risk (M_o_R 4)'. It is consistent with M_o_R 4 (but does not duplicate it) and also with previous editions of PRINCE2.
10 Issues	A renamed practice, that reflects the use of the word 'issue' within PRINCE2 (any relevant event is an issue, which can then be further described as a request for change, an off-specification, and so on).
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11 Progress	The progress practice contains the expected content – management levels, tolerances, types of control, reporting and escalating – and it goes on to explain the exception procedure in more detail than previous editions.
12 Introduction to processes	The PRINCE2 process model and the 'PRINCE2 journey' are explained in this introduction, plus an explanation of the standard format of each of the seven process chapters: · Purpose · Objective · Context · Activities · Responsibilities · Application of the practices within that process
13 to 19 All processes	· All process chapters retain the same names and relationships between them · Some slight changes to the activity names within the processes · Improved diagrams with better use of colour, and clearer identification of the 'triggers' between each process · Descriptions of the activities and their associated actions are more focused
Appendix A	PRINCE2 management products are documented in this appendix, but now with more guidance on how they could be tailored. The management products are also referenced throughout all the practice chapters and the people chapter. The project log has been introduced as a flexible way of capturing all logs and registers in one place if required, as is the practice in many projects.
Appendix B	Role descriptions of the key PRINCE2 project roles and their associated responsibilities are clearer.
Glossary	Key words and terms