

Frequently asked questions about PROPS

1. What is a model?

- A model is a common framework for the whole company/organization aligned with standards such as PMBOK, ISO10006, ISO9000, etc. The model should be applicable to and cover all types of projects in the organization.
- Based on the model you develop methodologies (also known as applications).
- PROPS is a general model based on and covering all important standards.

2. What is a methodology?

- A methodology (or application) is the specific implementation of the model in a company or part of the company for a specific type of projects, for example R&D projects or customer projects. Then all the operative processes are mapped together with the management processes.
- Methodologies based on the PROPS Model are called PROPS Applications.
- Examples of applications: The same company can for example have three applications; one for development projects, one for customer turn-key projects and one for improvement projects.

3. Why do you need a model to run projects?

Using a model to handle projects gives a number of benefits to companies:

- It saves time as there is no need to re-invent the wheel each time a new project is started, no new concepts; processes, tasks or activities have to be explained. The project manager can spend her energies going right to the point and not figuring out how to organize her job since all this is already done, only the specific to the project has to be filled-in.
- It is easier for people who enter the company or who join the project management function if there is a well-documented model. The time to reach full productivity will be reduced significantly, and the number of errors will also be reduced.
- Communication will improve since a model provides consistency throughout the organization in terms of terminology, identification of phases within the project, document formats, status, progress and financial reporting. This will also improve external communications and interfaces such those with suppliers and customers
- Having a model gives a good base for improvement. The only way to improve something is by working with it, and experimenting in which situations it was useful and in which it can be improved. Then changes have to be documented and tested in the next occasion.

4. What are the main advantages with a company common project model?

- A company being managed by projects needs a common project culture, in order to improve cross unit cooperation and cross unit projects. Projects will be much easier

to run if people use the same methods, the same terminology, the same types of documents, the same way of planning and follow-up, the same tools etc.

- Unifying a company with a common overall project model, which is turned into specific methodologies for the different types of projects (e.g. internal, customer and R&D projects), makes the company much more flexible.
- The company will for example be easier to adapt and suffer less from changes, new requirements, new products and services and reorganizations. It will finally also be easier to move people from one unit to another when that is needed since they will recognize the way of working.

5. What value does PROPS bring to a company?

- **PROPS creates a Common Project Culture**
- The screening and decision model in PROPS facilitate the selection of what projects to run and which projects that should not be run or terminated, thus ensuring that only the projects that are in line with the company's strategic goals are executed.
- Thanks to a common way of planning, controlling and documenting the projects it is easier to get an overview of the project portfolio, to reuse best practices, to start up new projects and to work with continuous improvements.
- PROPS is a general model for project management in a multi-project organization, covering both single projects and multi-projects.
- To use a standard model as a base, like PROPS, instead of developing a proper model from zero is more cost efficient, and you will also be able to use best practices from other companies, since PROPS is continuously being improved.
- A study shows that **you can save in the range of 9 and 22% of the value created in a company by projects, if overall improvements are made** regarding how projects are managed. The introduction of a project model should be the base, the first and most important improvement to make, in order to achieve this benefit.

6. Which are the main advantages with PROPS?

- PROPS has got a total view, thanks to its 4 perspectives. That is very important when it comes to ensure success in ALL projects. Project success does not only depend on the single project and the individual project manager. It depends on the whole organization.
- PROPS is very well presented, pedagogic and easy to implement, thanks to its Online (for Intranet) version, easily read documents, well-proven templates, clear role descriptions, usage of the 4 colors with special meaning and the connected training courses (which is unique in the market).
- PROPS is a very good implementation of the standard PMBOK from PMI. The PMBOK is a theoretical book, basically just listing a number of requirements that you should consider as a project manager. PROPS implements all these requirements in a very efficient way in order to help a company to ensure that the project managers also work in the same way. PROPS is WHAT and HOW. PMBOK is only WHAT.
- PROPS is very cost efficient to implement, since it is already developed. You only need to add on specific adaptations. Other models need to develop much more or everything from zero.
- PROPS is a general model that can easily be adapted to a company's specific situation and needs

7. References?

- PROPS is a proven model that has been used and continuously improved for more than 15 years.
- PROPS is used by more than 50 major companies and organizations (and a number of small ones) in over 150 countries, despite the fact that PROPS has only officially been in the market for a couple of years. Many companies change to PROPS when they see it.
- PROPS is recognized by several independent consulting firms as a World Class project management model. The same thing goes for PMI.
- PROPS has been used in big projects (around three million man hours and in parallel in some thirty countries), as well as in much smaller projects (7-10 persons during three weeks working in a customer tender). PROPS can be easily adapted by deciding on the depth of the implementation, but also by choosing which parts will be used. With PROPS it is very easy to have a phased implementation approach.

8. Is PROPS only for big/major companies and big projects?

- PROPS is a model prepared for ALL types of organizations and projects, big and small. It has also been proven to work well in any sector.
- It is more important to look into the number of projects the company or the organization run every year. The more projects, the more needs to unify the way of working, and also improve all over when it comes to project portfolio management, re-use of earlier experiences, continuous improvements etc.
- PROPS is a very good base in these cases, since it has a multi-project approach and coverage.

9. How do you implement PROPS? We do not want another methodology that no one is using.

- PROPS has a well-proven implementation process, that has been used in many companies, and it includes various parts such as an analysis phase, training, workshops, adaptations, internal marketing, the intranet installation, piloting, mentoring and coaching. The implementation process has been proven very successful in many companies, also thanks to the actual presentation of PROPS. It is a very pedagogical model, which is very easy to understand thanks to its clear roles, usage of colors and easy read documentation.
- The training courses has been prepared to cover the needs from all project management stakeholders; project managers, line managers, sponsors, project office managers, project members etc.

10. Does PROPS include tools?

- No, PROPS is a methodology that works well with any tool for project planning, resource management, follow-up, requirement management, configuration management and/or document management. PROPS is tool independent, but can easily be adapted if a tool so requires.

- But you should also consider adapting the tool to your model and methodologies. They should all “go hand in hand”.

11. Do you store the documents in PROPS?

- No, PROPS is not a document database, but works well with any available document database.

12. Does PROPS have templates?

- Yes, PROPS has a number of standard templates. Specific, adapted and additional templates can easily be added to the standard ones.
- Then there is also a big bank of non-standard templates covering all the different areas of project management and management of projects that can be adapted and introduced into a company’s model and methodologies.

13. Would it be possible to get PROPS in another language? (PROPS is today available in English, Spanish and Swedish)

- Yes, PROPS could be translated into more languages if required.

14. Are there many companies using PROPS today?

- Yes, PROPS is used by more than 40 companies and organizations spread out in more than 150 countries. PROPS has therefore been proven to work very well in all types of cultures, countries, companies and organizations.

15. How do PROPS compare to other models and methodologies?

- PROPS compares extremely well with any existing model or methodology. It is the most wide spread model and it is also the model with the widest scope thanks to its 4 perspectives. PROPS is thus not only considering the individual project, but also a multi-project organization. PROPS is also more pedagogical than most (all?) other models.

16. For how long has PROPS been around?

- The first version of PROPS, R1, was released in 1989, and has since then been continuously improved. The latest major release was R3, which was released in 1999. R4 will be released with short (end of 2004). Minor updates are continuously being introduced in between the major releases. PROPS is thus a well-proven model.

17. Who develops PROPS?

- The Swedish telecom giant Ericsson started to develop PROPS in the 80's and is still the owner of the model. But since 2002 the Swedish consultancy firm Semcon is maintaining, improving and commercializing PROPS. PROPS is now being improved thanks to input from all it's users. Greenlight PM represents Semcon in Spain and Portugal.

18. Why does PROPS have 4 perspectives?

- In order to succeed not only in some individual projects but to ensure success in ALL projects, it has been proven that you need to take a full grip of the overall and total situation in an organization. That is why PROPS consider the 4 perspectives; the individual project, the business perspective, the organizational perspective and the human perspective.

19. Is PROPS related to PMI and PMBOK?

- Yes, PROPS R3 was updated to become compatible with the 9 knowledge areas of the PMBOK. PROPS does cover all of them and do actually cover an even wider scope, including also the APMBOK and a so-called 10th knowledge area, Value management. Value Management is unique to PROPS and it covers the income to a project. In many companies the projects are given the responsibility to also manage the cash flow it generates. In PMBOK as well as in most other models projects are only considered to handle costs. PROPS is a very pedagogical and efficient implementation of the PMBOK.

20. Would PROPS help me to escalate in the CMM-ladder (*)?

- Yes, with PROPS implemented you will cover basically everything on level 2 and 3, and major parts in level 4 and 5. This has been proven in a number of companies.

(*) CMM = Capability Maturity Model, used for assessing the maturity in Software development.

21. Is PROPS compatible to standards?

- Yes, PROPS is compatible with for example PMBOK (incl. 3rd edition), APMBOK, ISO9000, ISO10006 (Project Management), ISO10007 (Configuration Management) and Métrica V3.

22. Any other advantages with PROPS compared to other models/methodologies?

- PROPS is very cost efficient to implement, since it is already developed. You only need to add on specific adaptations. Others do need to develop much more or everything from zero.
- PROPS has got a series of training courses connected to facilitate the implementation. This is unique in the market.

23. Why should I change to another model? I already have one and even if it is not perfect at least some things are working very well.

- PROPS can easily be adapted, so current processes; routines and templates that are working well should be maintained and integrated into PROPS. The xml/html based PROPS Online platform makes this possible.
- Also; PROPS consists of three “sub-processes”; The Project Steering Process, The Project Management process and the Operative Process. The last one should

basically always be adapted to the specific needs of the company and the specific types of projects.

24. What do you actually buy when you buy PROPS?

- Well, you can implement PROPS using the very easily read books, the PROPS documentation. Then you can also install the intranet version of PROPS called PROPS Online. PROPS Online is also available via Internet for those companies that prefer to not have it in their internal network.
- So you buy these books and/or PROPS Online. Then you should also consider buying training courses, consulting hours for analysis, adaptations, mentoring and coaching and finally you should also consider internal marketing material.

25. Finally, what does the word PROPS actually mean?

- PROPS is for short for the Swedish words, “PROjektet för PRojekt STyrning” (“The project to develop a project steering model”), which was the name for the project that developed the first version of PROPS within Ericsson in the late 80’s.
- The abbreviation PROPS did however become so famous so the outcome from the project was finally named in the same way.