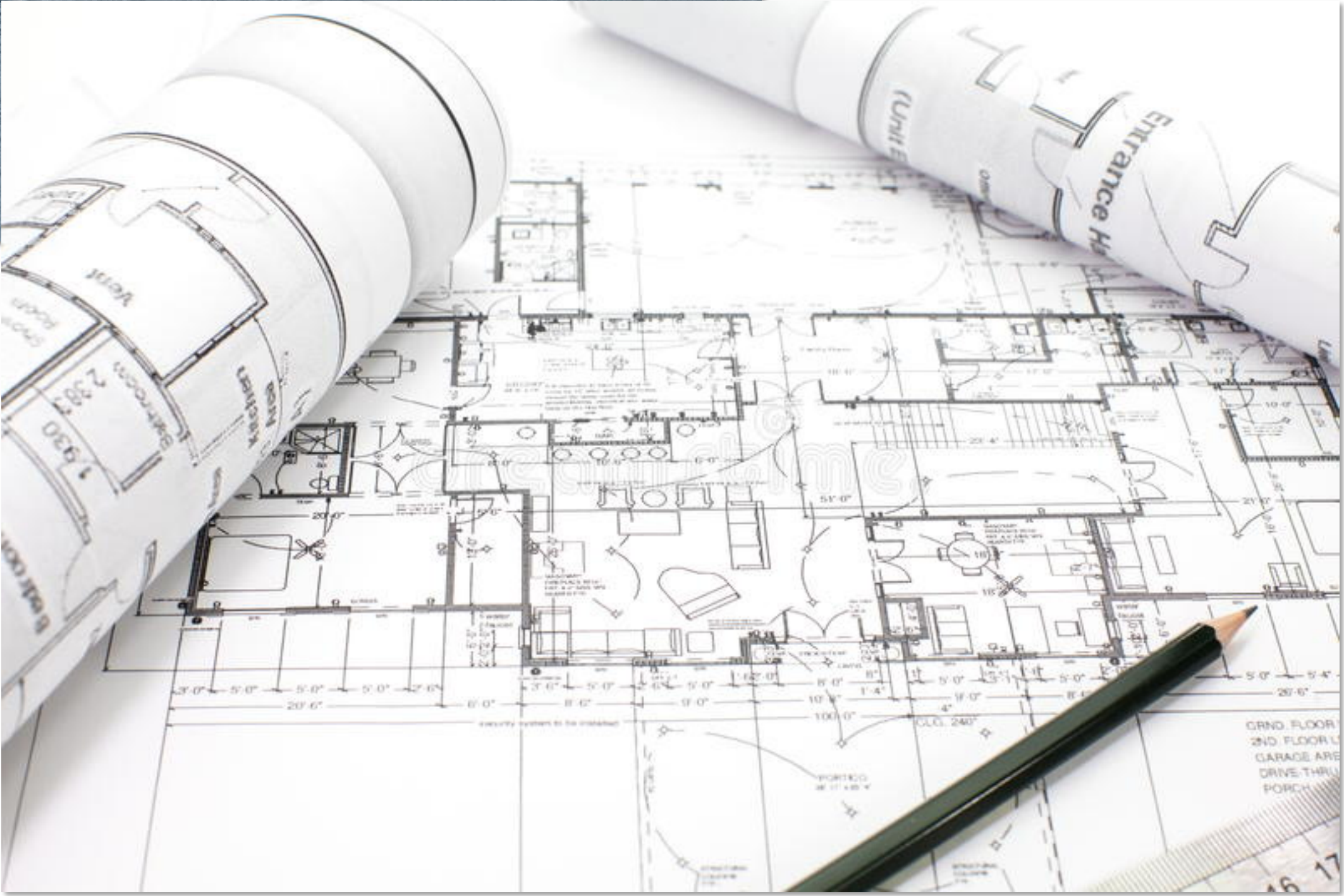




# Il linguaggio del progetto

*per una grammatica dell'innovazione*

*Stefano Setti*



01

In principio  
era la parola



# PROJECT

**progetto** formato sotto la influenza del fr. projet, ant. project: dal lat. PRO-JECTUS azione di gettare avanti da PRO-ICERE porre e propr. gettare avanti, composto di PRO avanti e JACERE gettare (v. Gettare e cfr. Congettura).

Ciò che si ha intenzione di fare in avvenire; Proposta d'un negozio; Il primo disegno, l'abbozzo di una cosa.

# Attenzione ai verbi !



## iācio

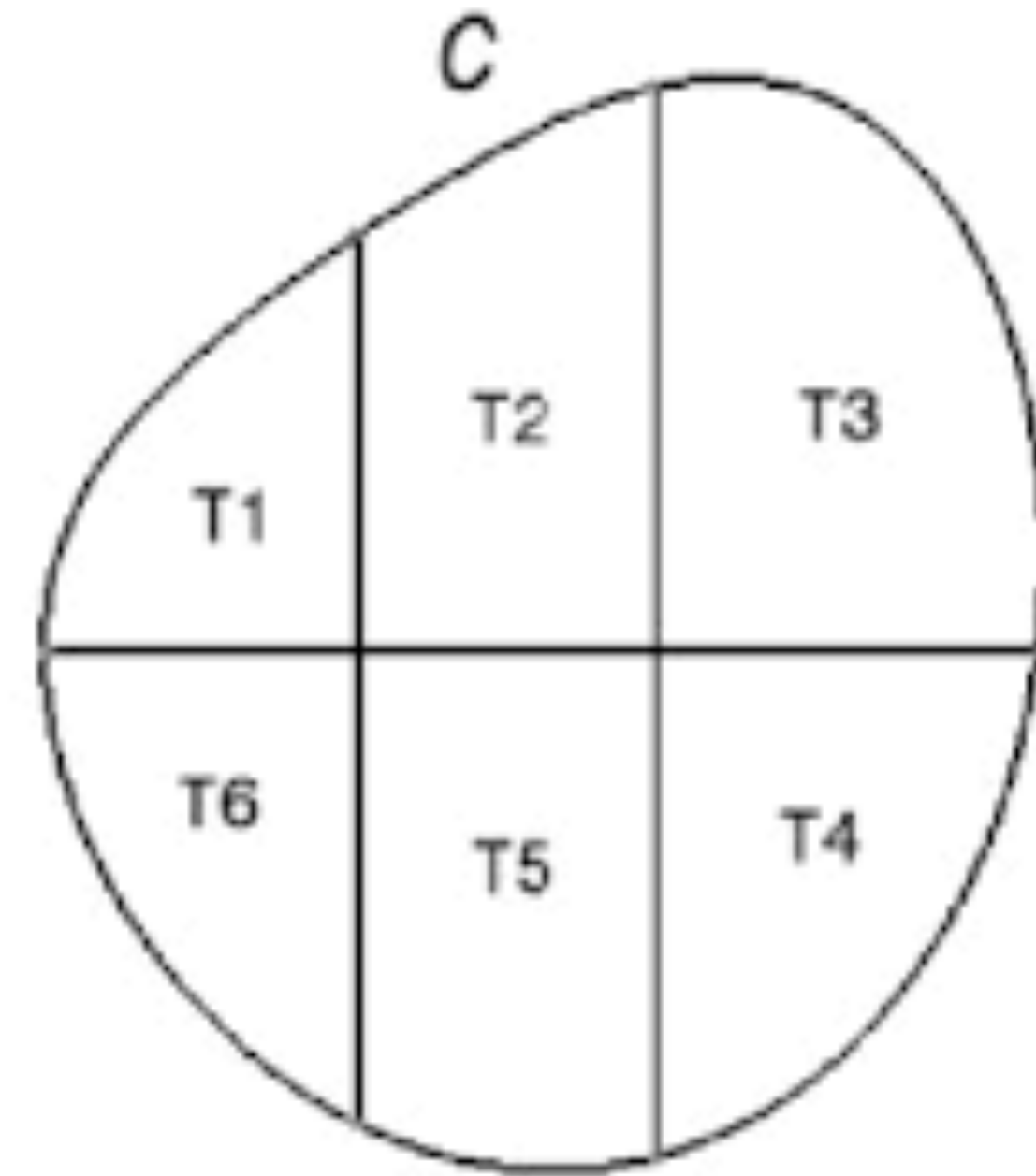
[iācio], iācis, ieci, iactum, iācere  
verbo transitivo III coniugazione in -io



## iācĕo

[iācĕo], iāces, iacui, iācere  
verbo intransitivo II coniugazione

# Geometrie

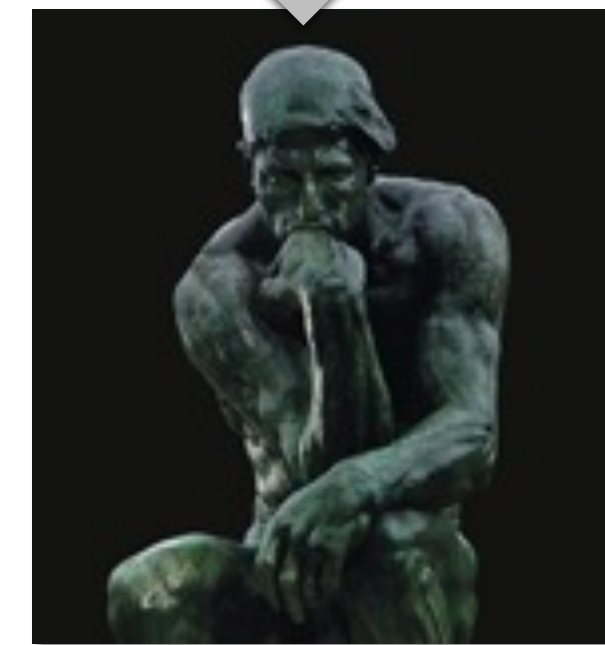


# Rivoluzione PM



- Team building
- Conflict resolution
- Communication
- Soft Skills
- Risks

VOI SIETE QUI



PROJECT TIME COST  
MANAGEMENT

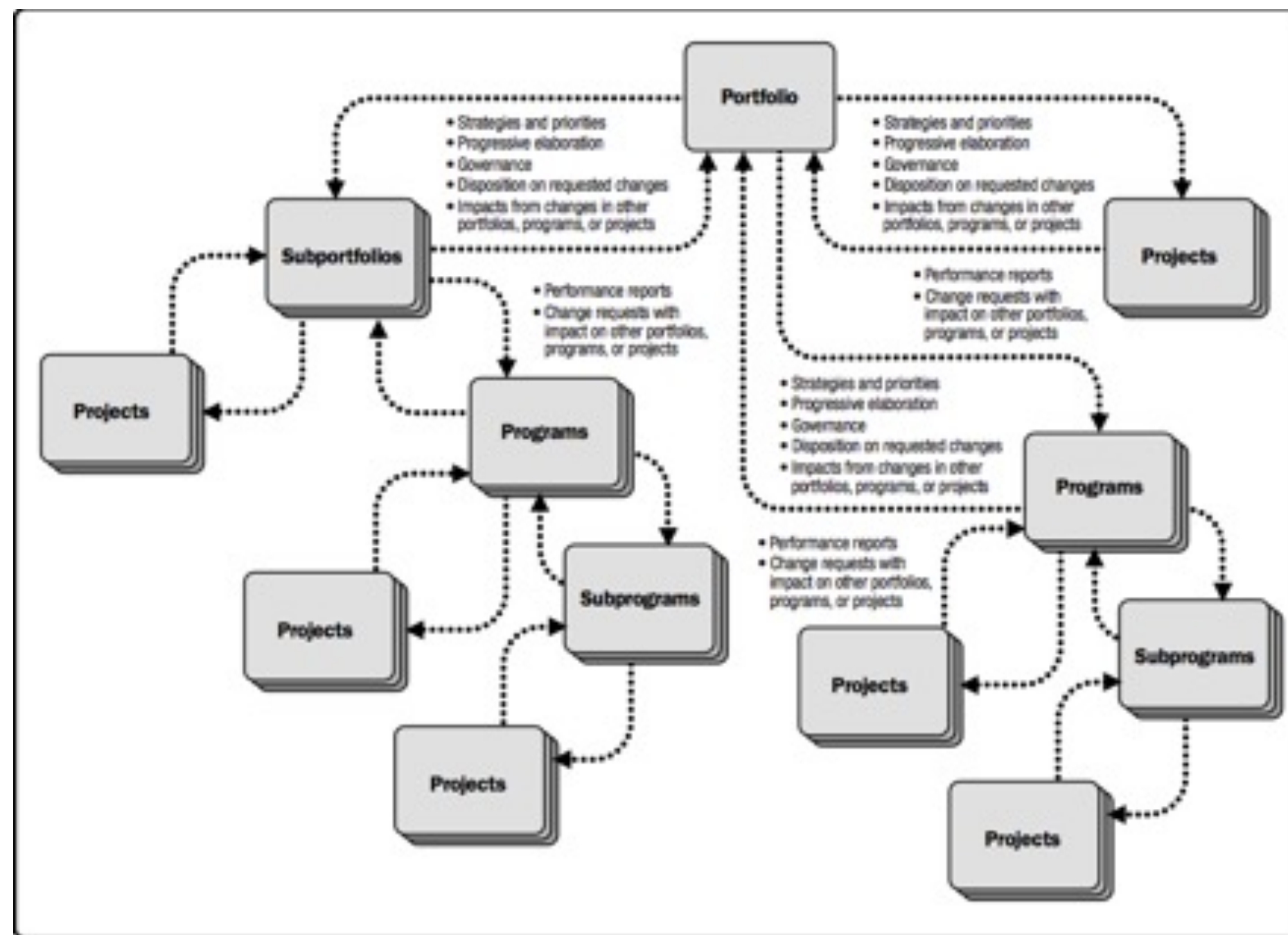


- Engineering approach
- Resource allocation
- Scheduling
- Optimization & control



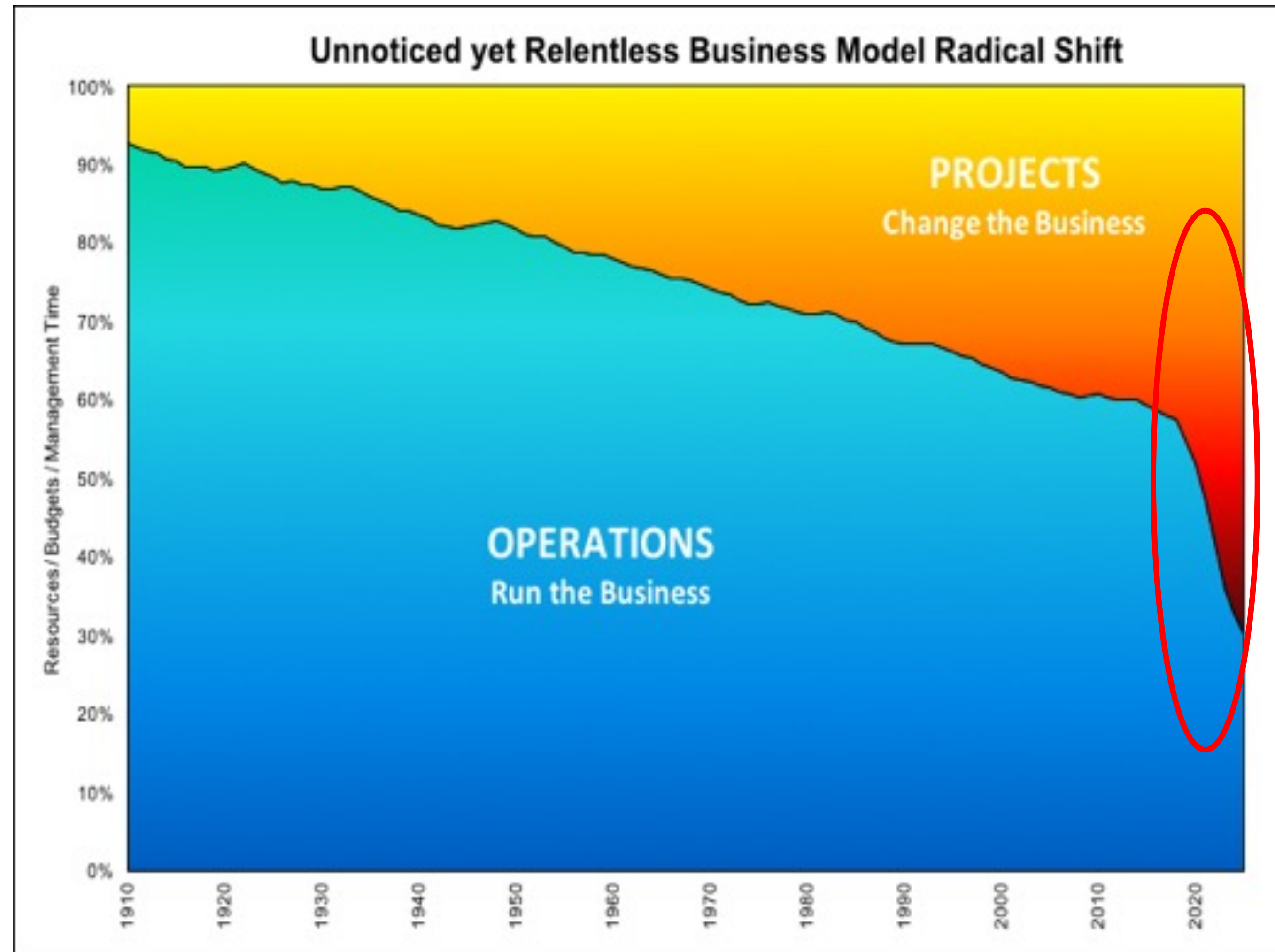
- A comprehensive, philosophical, humanistic approach
- [Organizationally] Agile
- Respectful of complexity
- Emerging

# Il Project Management e le organizzazioni





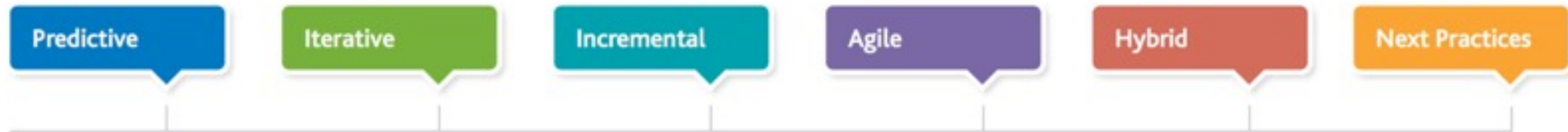
Una rivoluzione  
lenta  
(e non  
reversibile)



Source: Research done on UK's GDP Evolution on economic history

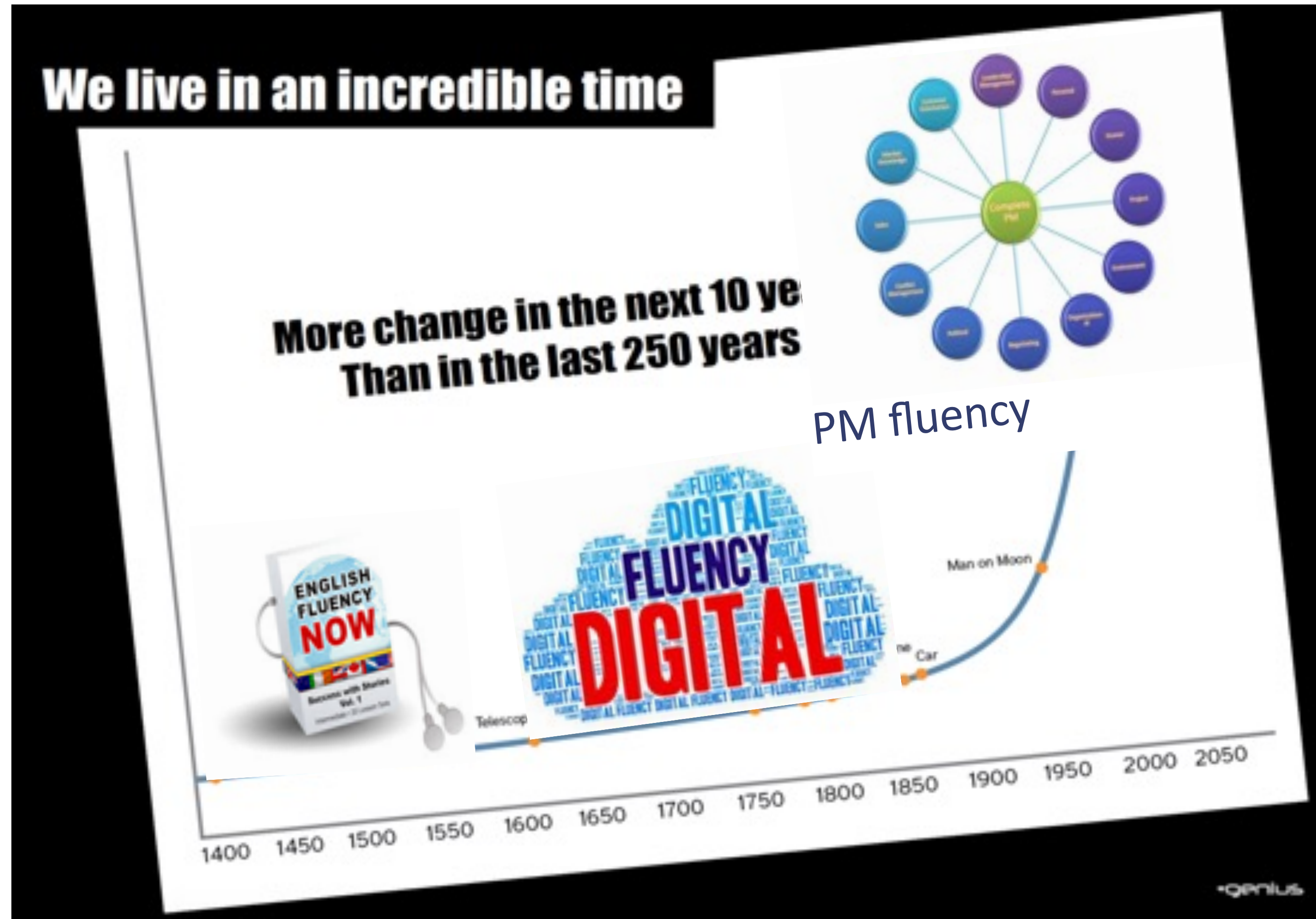
# Insights

**Insight 1:** The future of value delivery is a spectrum of approaches—predictive, iterative, incremental, agile, hybrid, and whatever will come next to change how we work.



**Insight 2:** Project professionals will broaden their skills and learn in new ways.

# PM fluent



An abstract graphic on the left side of the slide, consisting of several overlapping, semi-transparent geometric shapes in shades of grey and green, forming a triangular shape pointing to the right.

02

L'idea di successo



# Lo sgabello del successo

- Idea
- Desiderio, Value, Benefit
- Vision

**Change  
Management**

**Business  
Analysis**

- Comprensione bisogni
- Soluzione
- Soddisfazione del cliente

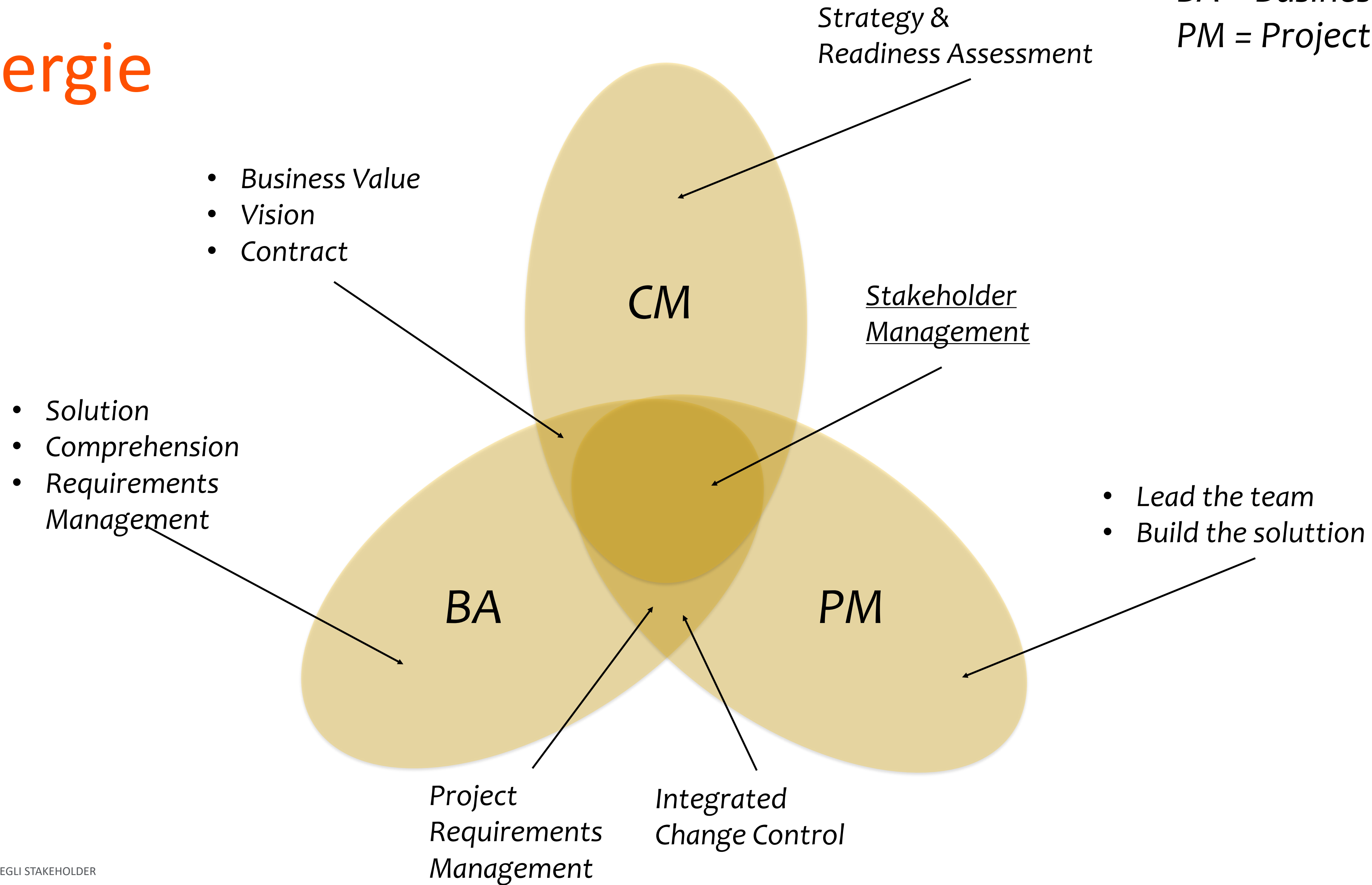


**Project  
Management**

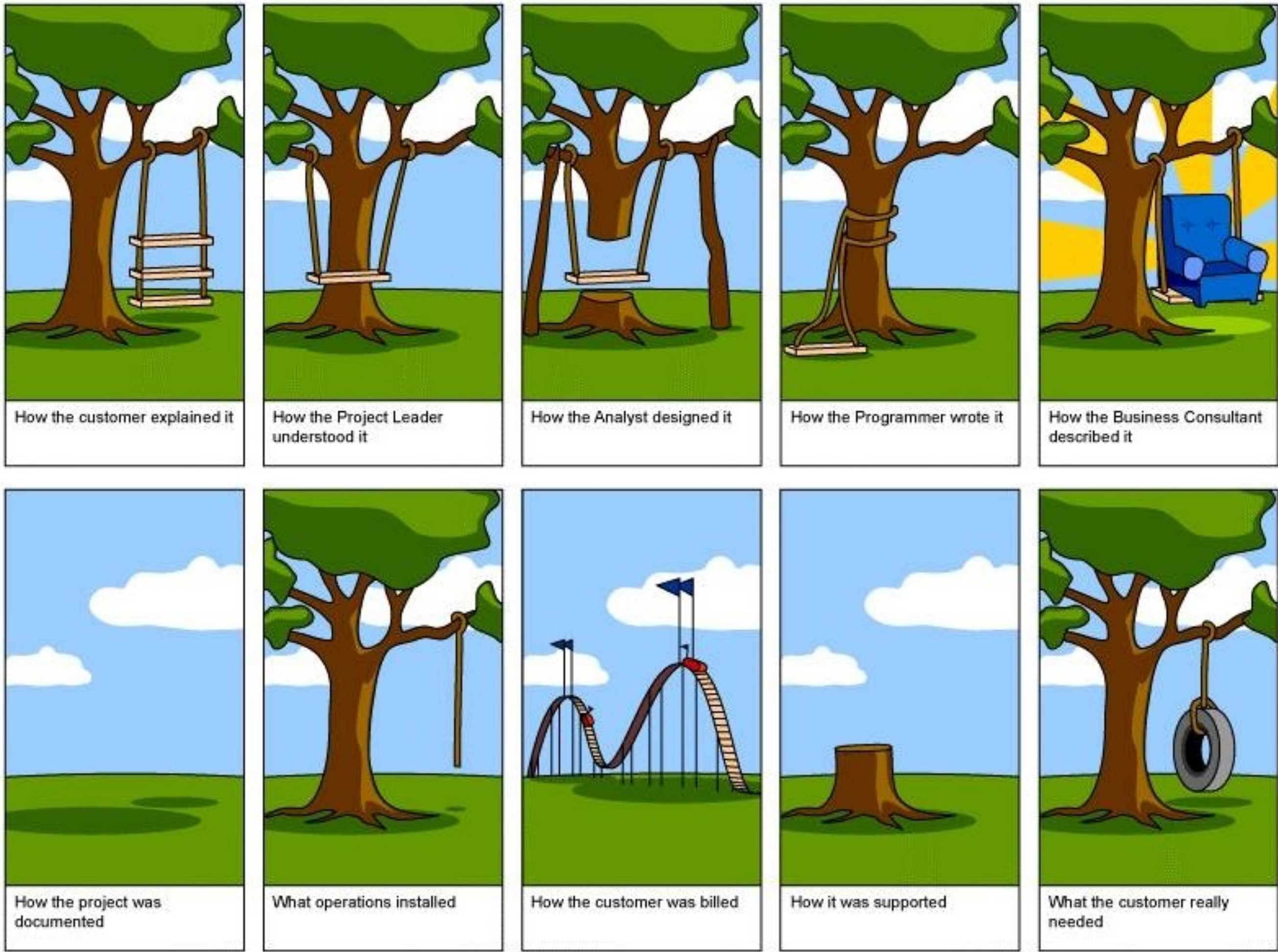
- Building
- Delivery
- Things done

# Sinergie

CM = Change Manager  
BA = Business Analyst  
PM = Project Manager



# Comprensione e comunicazione



# 03

L'approccio  
(*vale tutto ...*  
*... basta che funzioni*)





# Tipi di approcci al progetto

**Predictive** life cycle: the project scope, time, and cost are determined in the early phases of the life cycle. Any changes to the scope are carefully managed. (Also defined as *waterfall*)

**Iterative** life cycle: the project scope is generally determined early in the project life cycle, but time and cost estimates are routinely modified as the project team's understanding of the product increases. Functionalities are successively added to the of the product.

**Incremental** life cycle: the deliverable is produced through a series of iterations that successively add functionality within a predetermined time frame. The product will be complete only after the final iteration.

**Adaptive** life cycles: are agile (iterative, or incremental) The detailed scope is defined and approved before the start of an iteration (agile or change-driven life cycles).

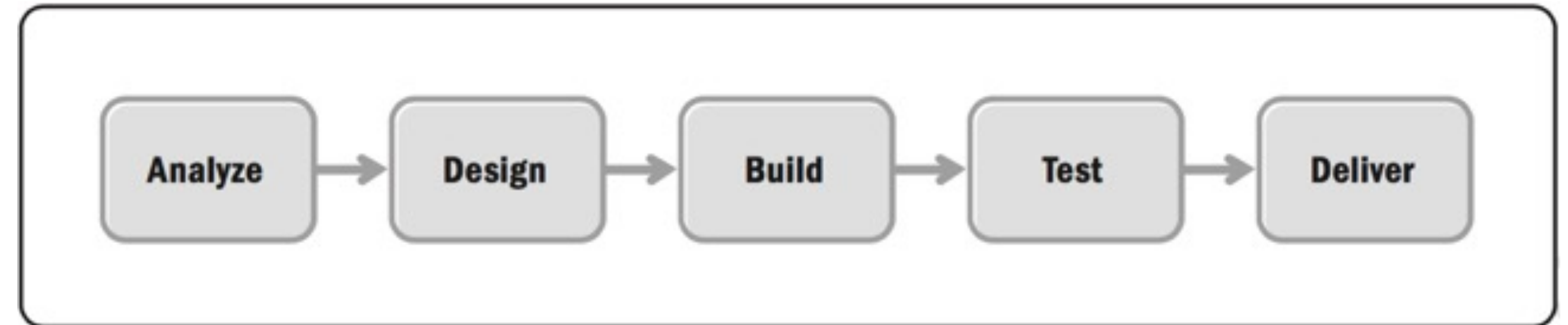
A **hybrid** life cycle is a combination of a predictive and an adaptive life cycle.

# Predictive (*waterfall*)

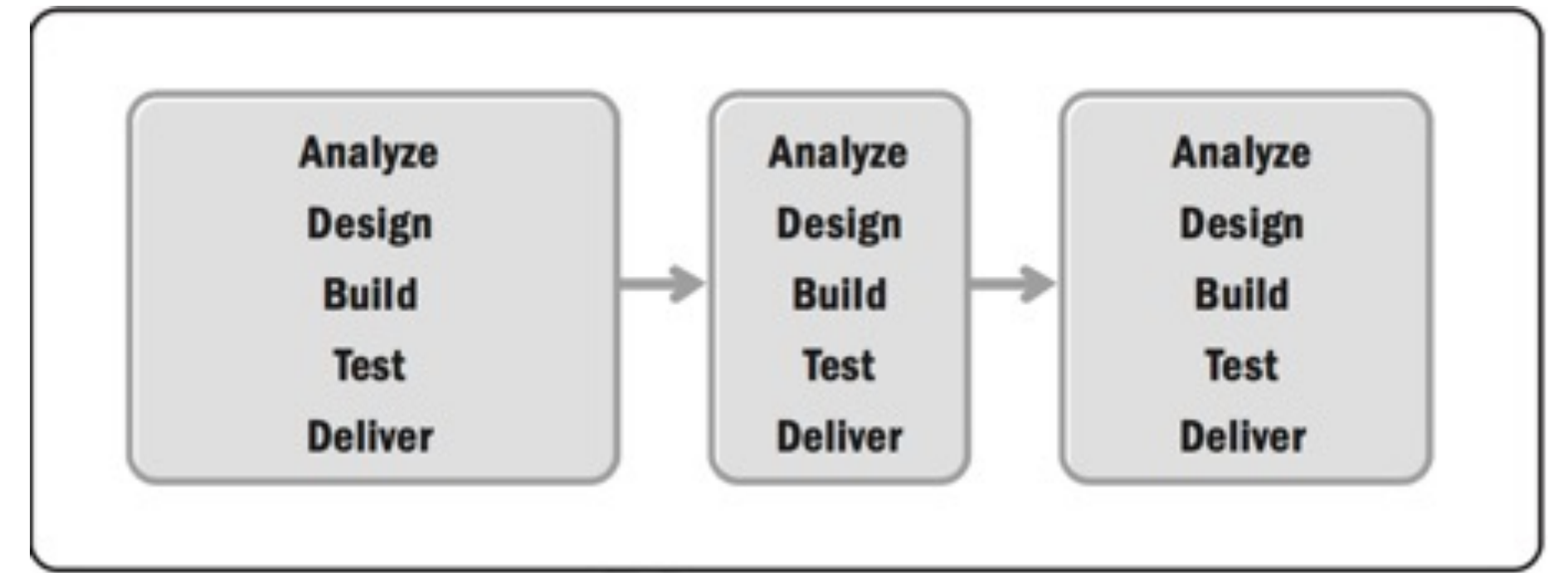
**Predictive** life cycle: the project scope, time, and cost are **determined in the early phases** of the life cycle.

Any **changes** to the scope are **carefully managed**.

(Also defined as *waterfall*)

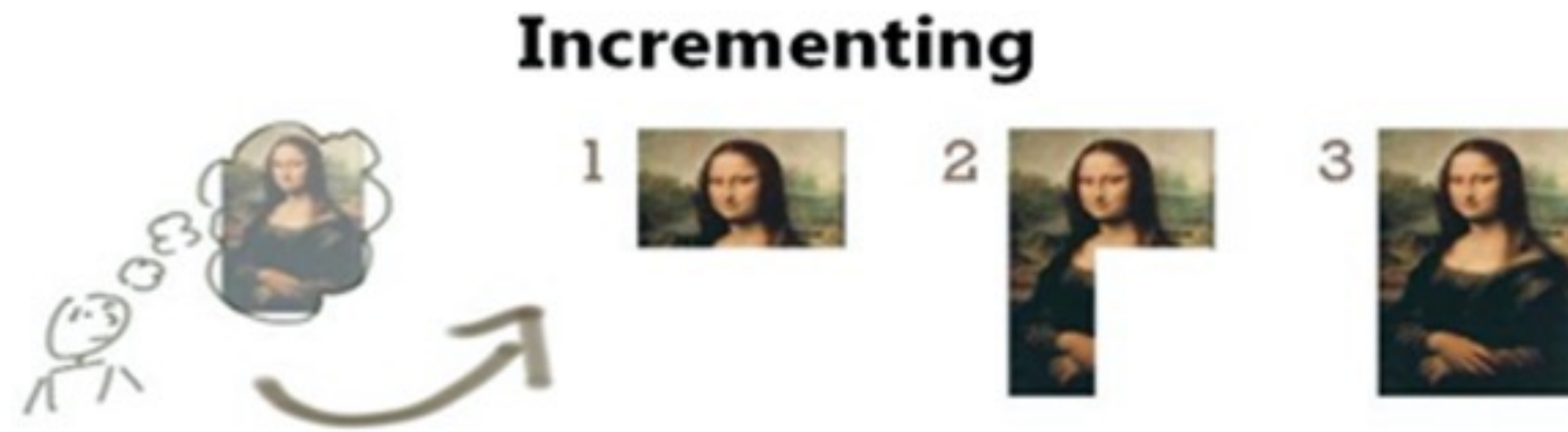


# Incremental

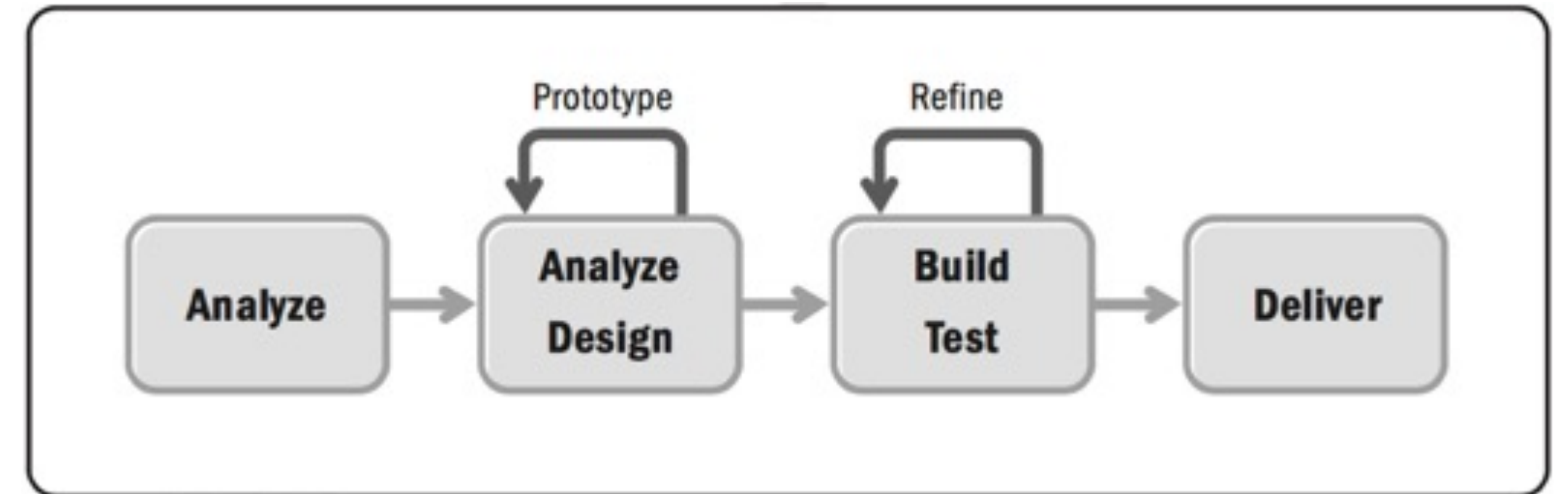


**Incremental** life cycle: the product is produced through a **series of increment** that successively add functionality within a **predetermined time frame**.

The product will be complete only **after the final increment**.



# Iterative

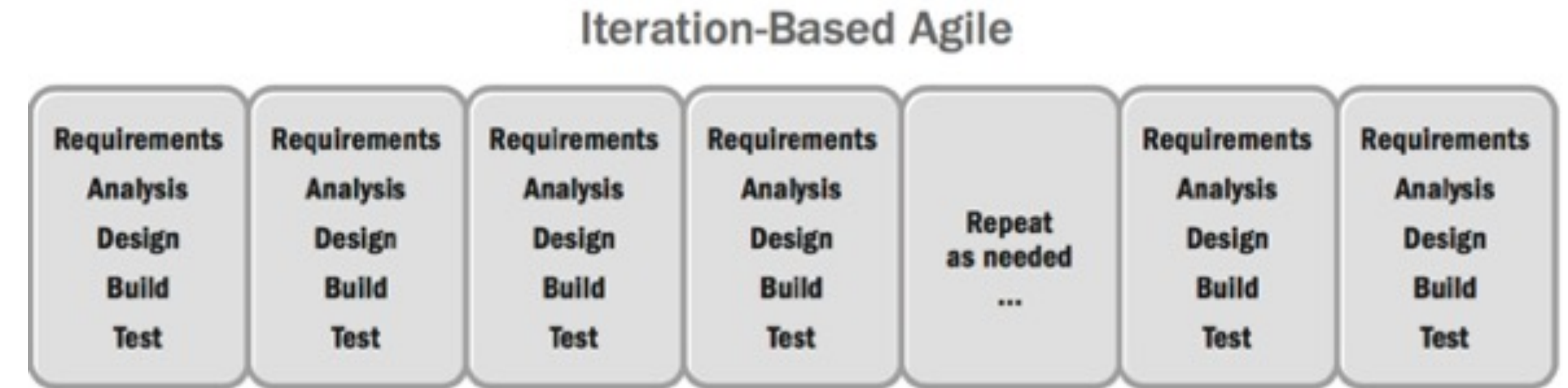


**Iterative** life cycle: the project scope is **generally determined** early in the project life cycle, but time and cost estimates are routinely modified as the project team's understanding of the **product increases**.

Functionalities are successively added to the product **iteratively**.

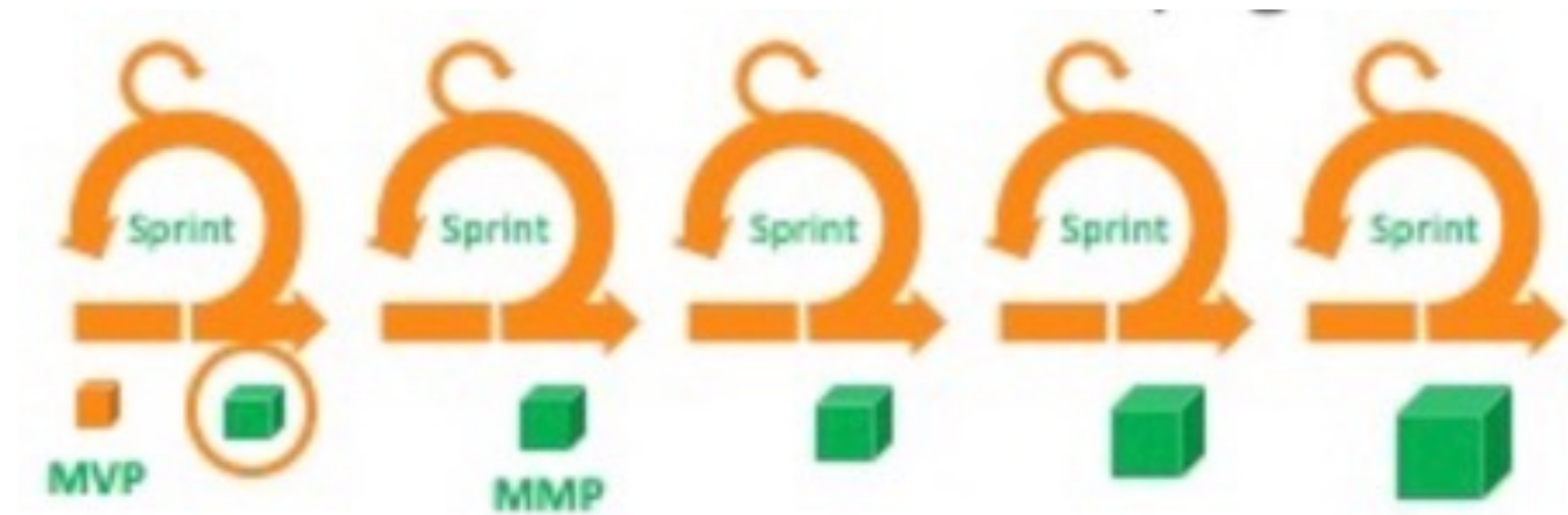


# Adaptive (agile)



**Adaptive** life cycles: are agile (iterative, or incremental).

The detailed scope is defined and approved before the start of an iteration (agile or change-driven life cycles).

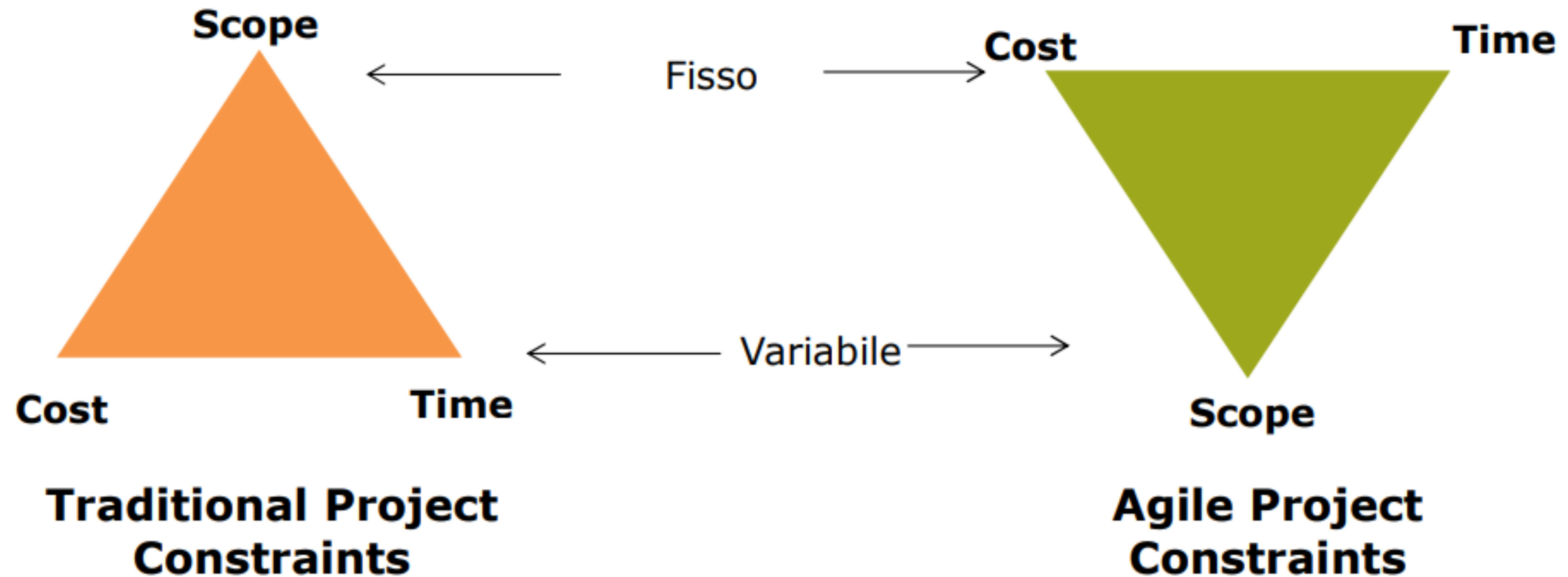


# Hybrid

A **hybrid** life cycle is a combination of a predictive and an adaptive life cycle.



# Approccio Agile – Inverted Triangle Model

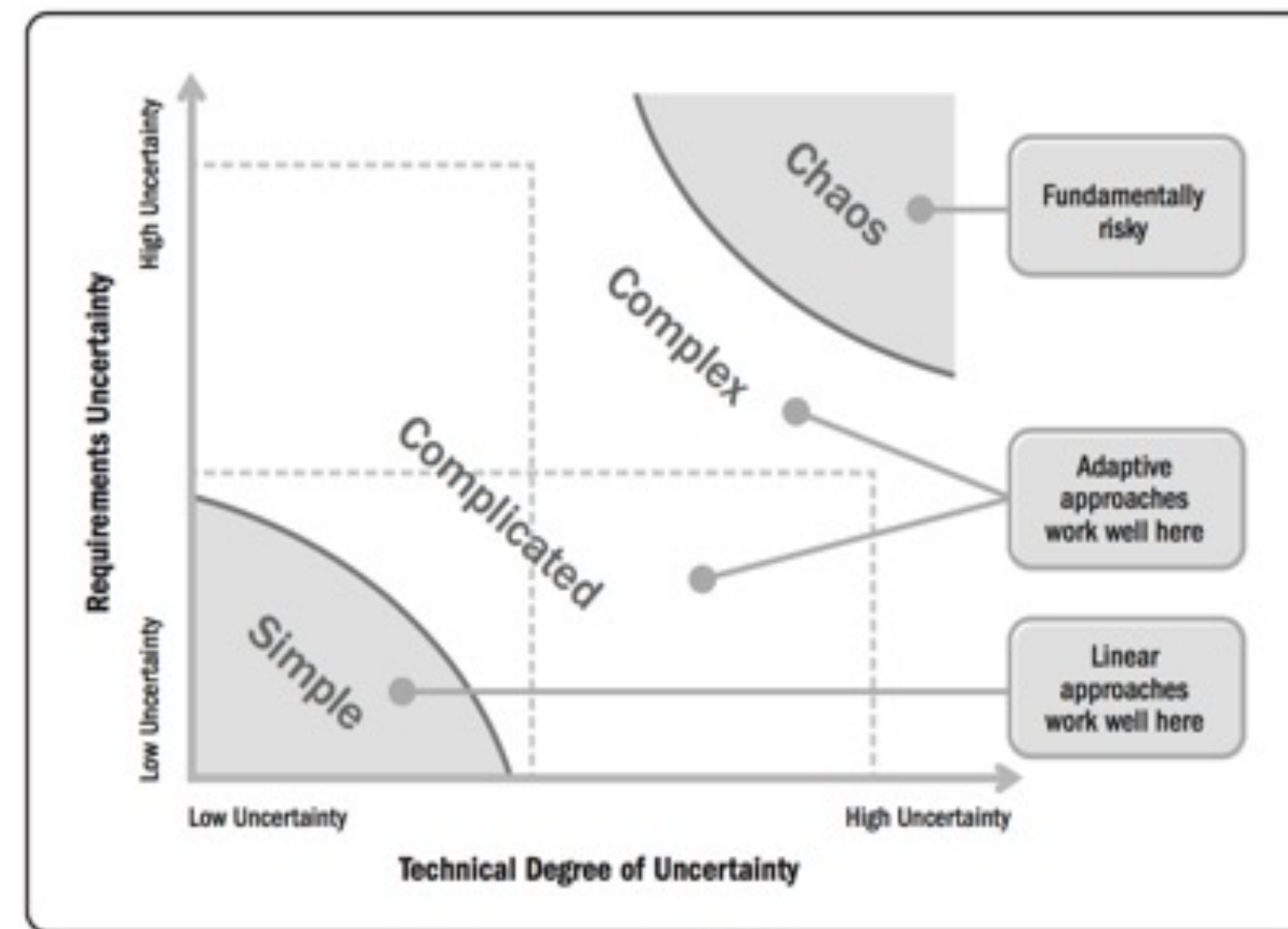


# L'incertezza chiama l'Agile

«Ma nell'incertezza c'è libertà»  
G. Zagrebelsky, Qohelet

High-uncertainty work

Well definable work



Source: «PMI - Agile Practice Guide»

	Complicato	Complesso
Etimologia	<i>cum plicum</i>	<i>cum plexum</i>
Approccio	<i>analitico</i>	<i>sistemico</i>
Soluzione	<i>decomporre</i>	<i>considerare l'intero</i>
Esempio	<i>meccanismo (motore)</i>	<i>organismo (società)</i>

Da S. Setti, Il linguaggio del progetto



# Agile Manifesto

È sviluppato nel 2001 da un gruppo di 17 esperti. Nasce nel mondo software e guida a considerare i progetti da una prospettiva di valore. Non è un insieme di regole con indicazioni prescrittive.

OVER

... non significa  
«al posto di»,  
ma «è più  
importante di»

**AGILE**

Manifesto for Agile Software Dev.

- INDIVIDUALS AND INTERACTIONS **OVER** PROCESSES AND TOOLS
- WORKING SOFTWARE **OVER** COMPREHENSIVE DOCUMENTATION
- CUSTOMER COLLABORATION **OVER** CONTRACT NEGOTIATION
- RESPONDING TO CHANGE **OVER** FOLLOWING A PLAN



# 04

Tutto per  
gli stakeholder



# Stakeholder

*gravitazione complessa*

Come definiti nel PMBOK® Guide, sono:

**« qualsiasi persona, gruppo o organizzazione che possa avere impatto o essere impattato, o percepirsi come impattato da una decisione, attività o risultato di progetto: clienti, utilizzatori di prodotti/servizi, sponsor, business, leader di progetto, team di sviluppo, fornitori, etc»**



# Impatto positivo/negativo



*M.C. Escher*

# Stakeholder Stewardship

*la nuova evoluzione della leadership*

Gli approcci agili non considerano gli stakeholder come qualcosa da "gestire" in senso tradizionale ("diciamo cosa si deve fare e controlliamo la loro attività")

Un termine più appropriato per questo tipo di relazione è la **stakeholder stewardship**, che significa "la gestione attenta e responsabile di qualcosa affidato alle proprie cure"



# Coming soon ...

*la nuova evoluzione della leadership*



**Il Comitato Standards Interchapter presenta:**

***I PRINCIPI DELLA PMBOK GUIDE ED. 7TH***

***LA STEWARDSHIP COME CODICE DI COMPORTAMENTO  
DEL PROFESSIONISTA DI PROJECT MANAGEMENT***



05

Dinamiche  
di team

**Group studies make  
me understand**



**Why Batman prefers  
to work alone**

Chi siamo, conta!





# Chi siamo, conta!



**Talento**  
(aptitude, gift)

hardware



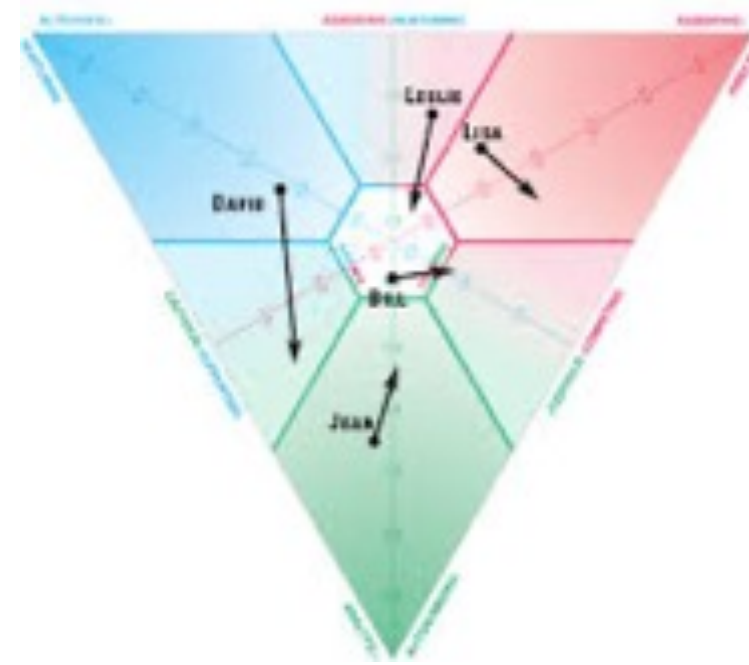
**Competenza**  
(skill, capacity)

software



EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
People with dominant Executing themes know how to make things happen.	People with dominant Influencing themes know how to talk things up, and make sure the team is heard.	People with dominant Relationship-Building themes have the ability to build strong relationships that not only bring team members together and make the team greater than the sum of its parts.	People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Mentor Self-Assurance Significance Win	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator	Analytical Context Futuristic Ideation Legal Reflection Learner Strategic

Clifton's Strengths Finder



SDI - Strengths Deployment Inventory



Choose Your Type

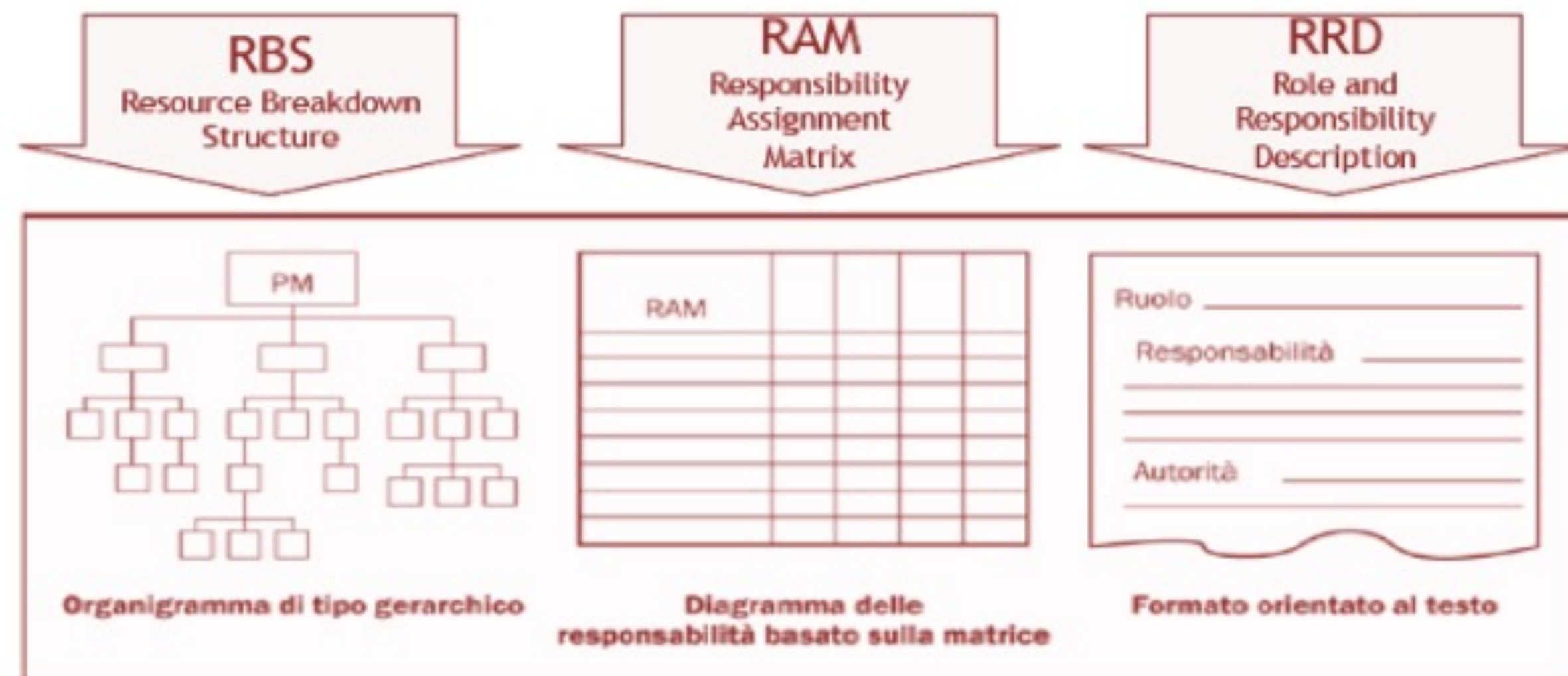
ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Choose Your Type



THE Myers & Briggs

# Assegnare i ruoli



## RACI Definitions

**R**

- **Who is Responsible**
- The person who is assigned to do the work

**A**

- **Who is Accountable**
- The person who makes the final decision and has the ultimate ownership

**C**

- **Who is Consulted**
- The person who must be consulted before a decision or action is taken

**I**

- **Who is Informed**
- The person who must be informed that a decision or action has been taken

# Chi fa che cosa su quale tema

**Example RACI Chart**

Project Deliverable (or Activity)	Project Manager	Strategist	Designer	Front End Developer	Back End Developer
Design site map	<b>C</b>	<b>R</b>	<b>A</b>	<b>I</b>	<b>I</b>
Design wireframes	<b>C</b>	<b>A</b>	<b>R</b>	<b>I</b>	<b>I</b>
Create style guide	<b>A</b>	<b>C</b>	<b>R</b>	<b>C</b>	<b>I</b>
Code templates	<b>A</b>	<b>I</b>	<b>C</b>	<b>R</b>	<b>C</b>

**Responsible**  
The team member who does the work to complete the task

← *who does*

**Accountable**  
The person who delegates work and provides final review on a task or deliverable before it's deemed complete

← *who assigns  
verify  
respond*

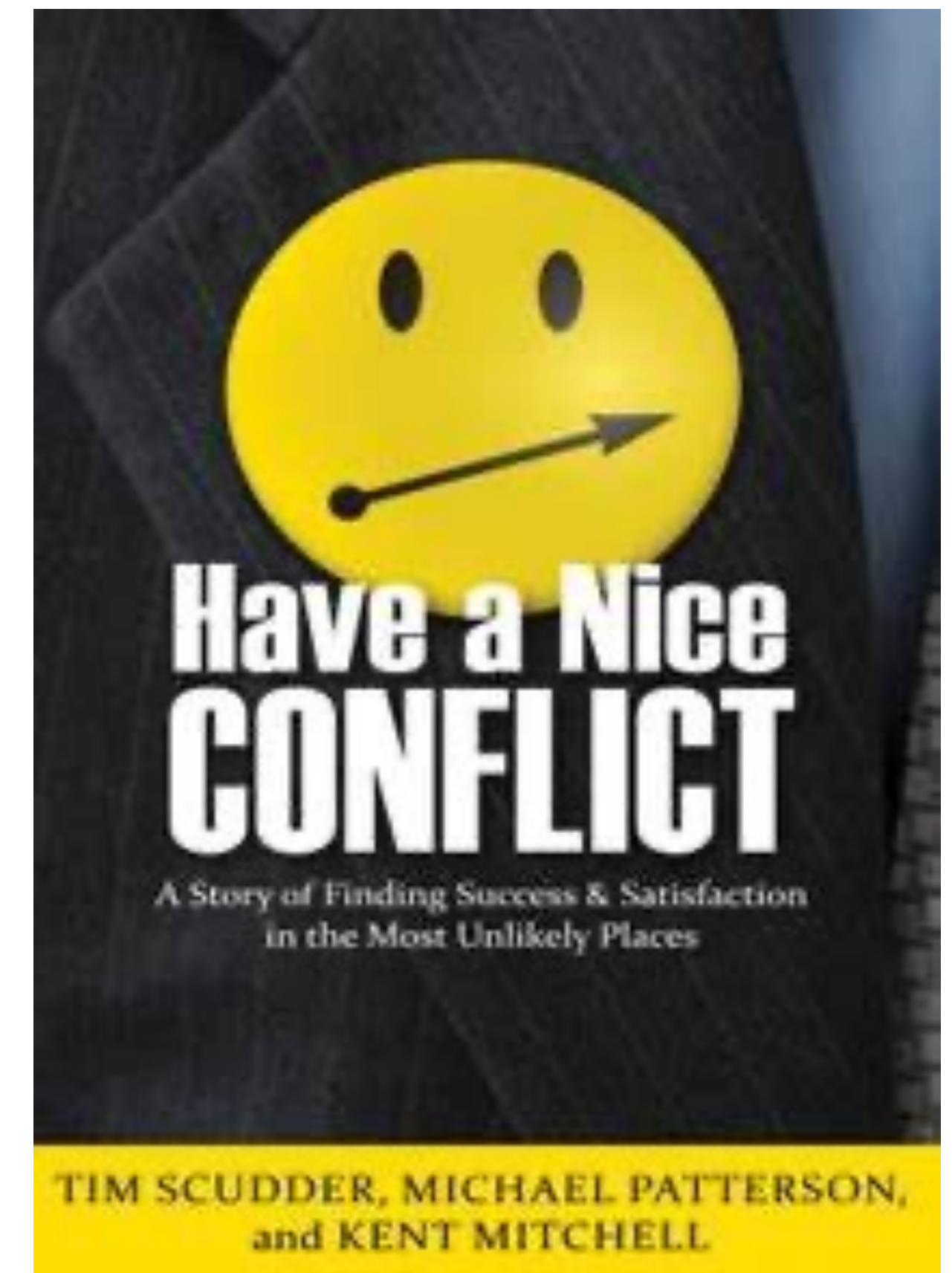
**Consulted**  
People who provide input on a deliverable based on the impact on their work or their domain of expertise

**Informed**  
People who need to be kept in the loop on project progress

# Conflitti? Sì, grazie!

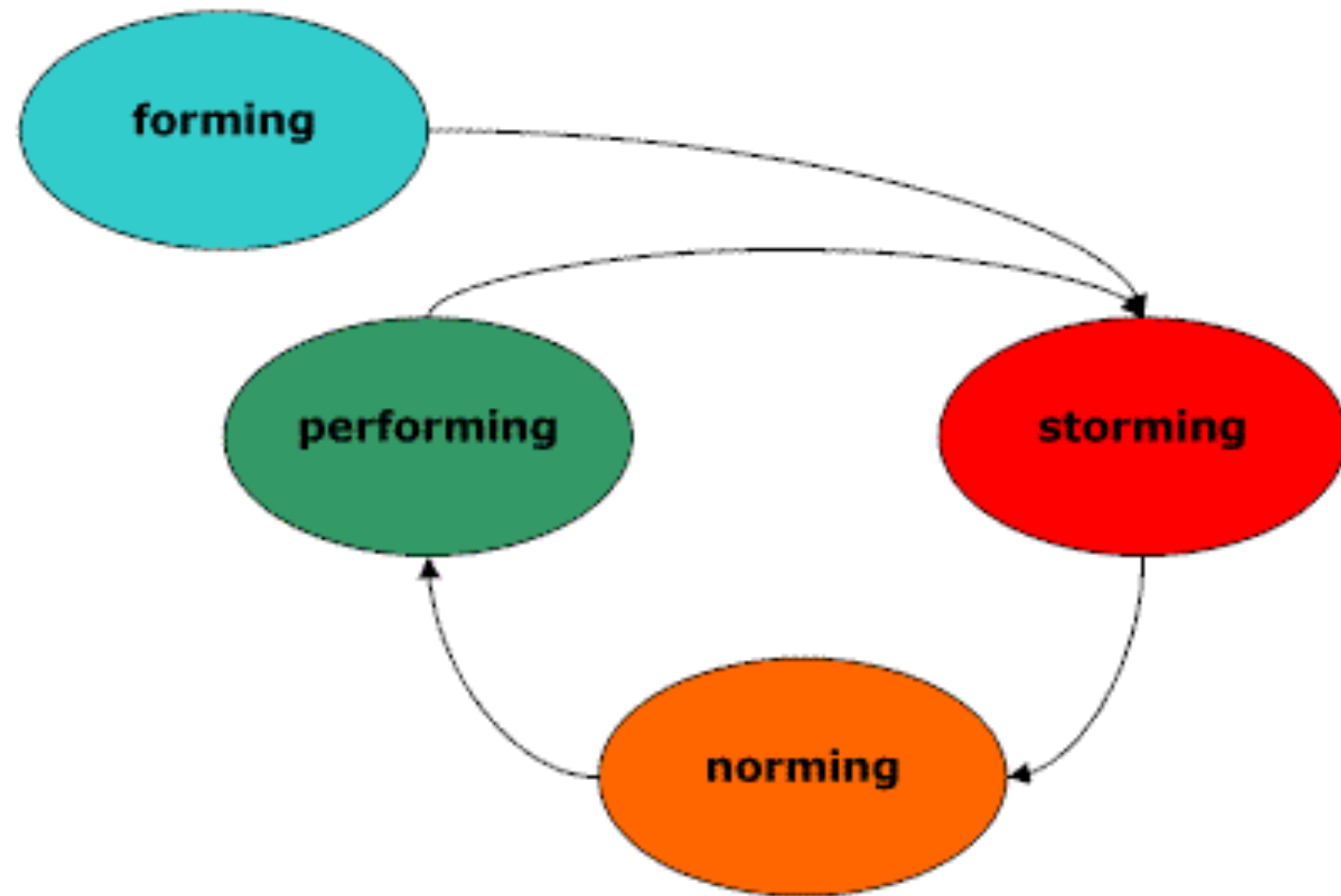
Conflict management must be activated as soon as possible;  
conflict resolution methods:

- **Withdraw/Avoid:** abandon the field
- **Smooth/Accomodate:** search for the common elements, not insisting on a personal position in the name of the group harmony
- **Compromise/Reconcile:** search for an intermediate point of balance
- **Force/Direct:** competing, force one's own position against the other's one (*win-lose* logic)
- **Collaborate/Problem Solve:** perspectives integration, search for a common consensus and commitment, problem resolution in a **win-win** logic



# Team Life Cycle

Tuckman's Cycle



## Life cycle of the Team

Teams usually go through a predictable cycle of development. Understanding the different behaviors that might crop up at each stage is key to nurturing a high-performance team.

### FORM

Teams begin life like first-time swimmers-scared yet excited. As members move from individual status to member status, the Project Leader's **formal and informal authority** is also tested.

### NORM

Members cast away differences and start to accept the team's **ground rules**. Friction is dramatically reduced as **collaborative behaviour** replaces competitive behaviour.



### STORM

Always the toughest stage to pass, members begin to cope with the **complexity** of their tasks. Individual employees learn to tap on collaborative knowledge, rather than on **personal opinions**.

### PERFORM

Relationships and expectations become **stable**, and the team starts identifying and solving problems, as well as **developing solutions** and implementing them.

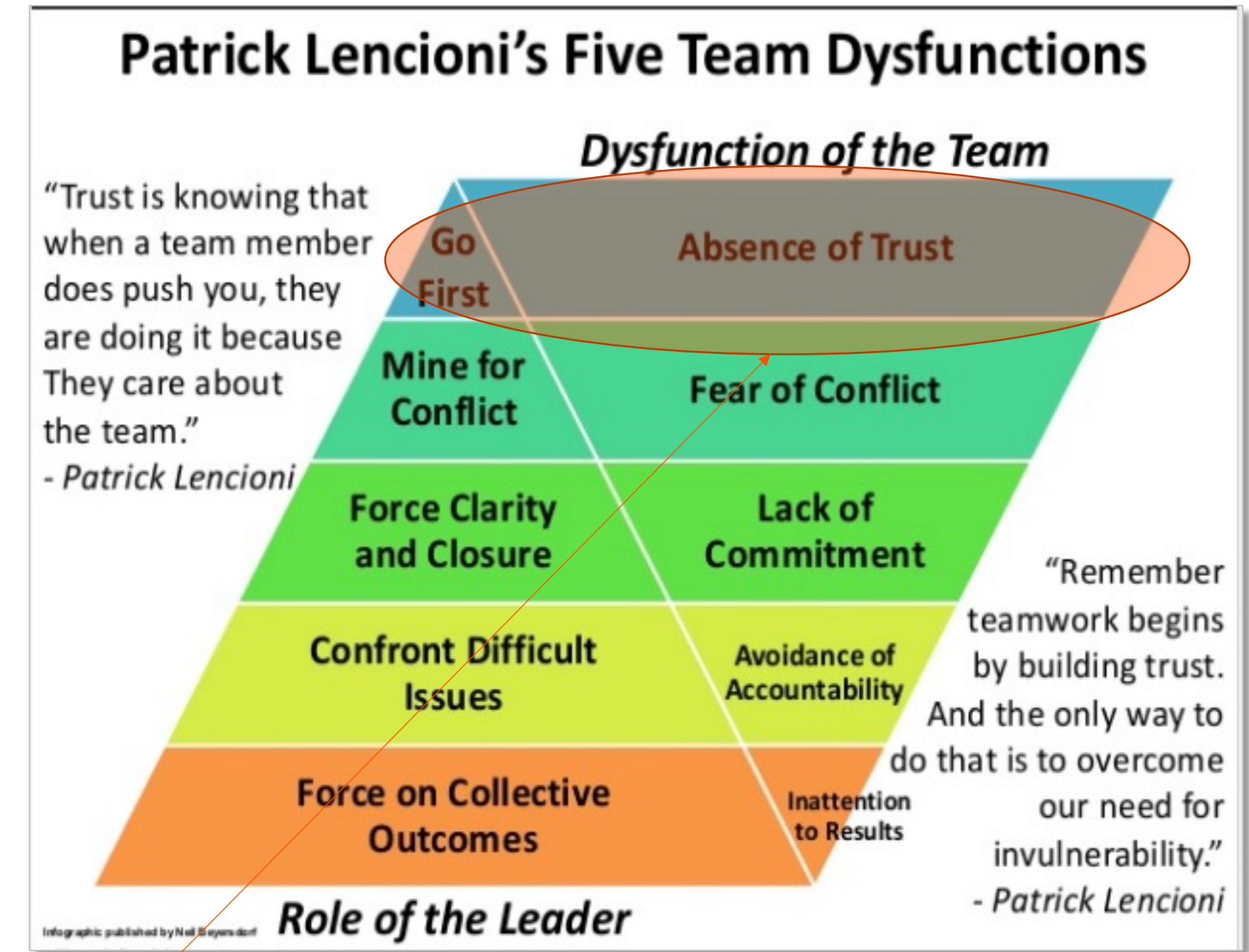
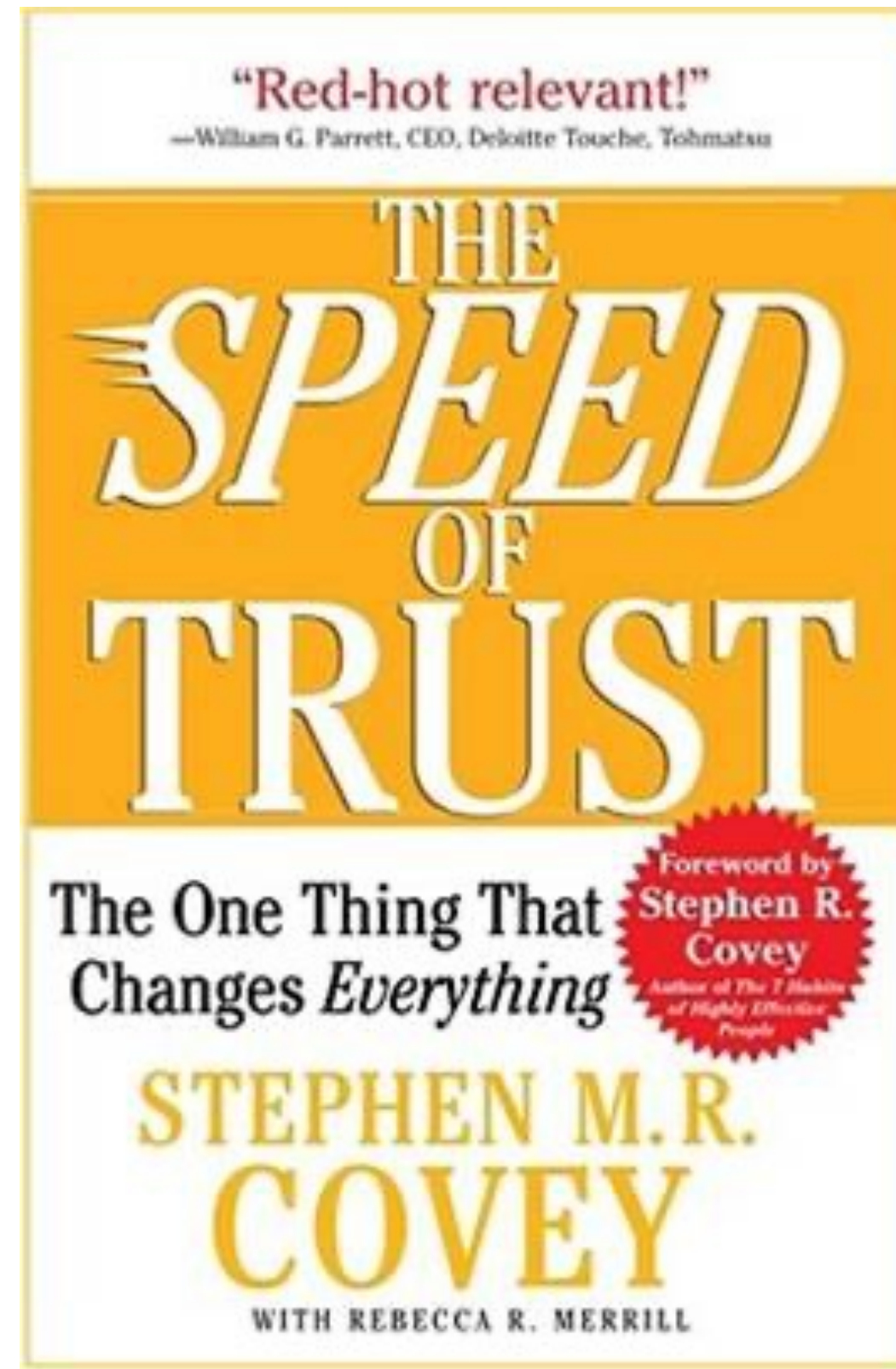
### TRANSFORM

Members have internalised best practices of **team excellence**, and retain the momentum to **continuously improve** the organisation through collaborative work.

Created by Amir Hamid

Adapted from the Team Handbook, by Peter R Scholtes, Brian L. Joiner and Barbara J Streibel

# La fiducia nel team è la base di tutto



06

Le particelle  
ELEMENTARI



# Disclaimer

Le slide che seguono sono tratte da una presentazione dell'idea di progetto offerta a un numeroso gruppo di **bambini** dai 5 ai 12 anni, nell'ambito dell'iniziativa UniJunior dell'**Università di Parma**, tenutasi a Novembre 2022.

L'idea è quella di illustrare come **i concetti base del progetto**, qui sintetizzati in **7 passi** illustrati da **7 metafore**, rappresentino delle competenze fondamentali per il lavoro in team, l'innovazione e la co-creazione, utili per tutte le età e per tutte le iniziative.

L'idea originale è di **Walter Ginevri** (PMI fellow, PMI-NIC past president) e **Mariù Moresco**, che hanno dato origine a un **kit per il project management per le scuole elementari**, poi tradotto in 20 lingue, applicato in alcune città italiane con un programma detto **Progetti in Erba**, acquisito dalla **PMI Educational Foundation**, che ne detiene i diritti.

*Il messaggio che vorremmo trasmettere è che il mondo sarebbe migliore se tutti possedessimo questo alfabeto base del **progetto**, un galateo comune, etico e virtuoso di collaborazione.*



# 1. Carta d'identità del progetto

*IL NOME*

*LOGO*

*GLI OBIETTIVI*

*LA SQUADRA*

*LE REGOLE*



PROVINCIA di Novara CIRCONDARIO di Vercelli

Comune di Moncenisello

**Certificato di Nascita**

N. 1

Si sottoriscrive certifica che dai registri per gli Atti di Nascita al N. 1  
partecipanti dell'anno 1909 residenti presso questo Comune, risulta che  
Enrica Teresa Margherita  
figlia di Giovanni  
e della fr. Giuffè Maria  
è nata in Moncenisello add. 11 giugno  
1909 alle ore 10 e 10/100

Rilasciato il presente Certificato di Nascita in carta libera per  
uso emigratorio

Moncenisello il 4 giugno 1920

L'Ufficiale dello Stato Civile Selegato  
Selegato

## 2. Brainstorming

Fai in modo  
che **TUTTI** dicano  
qualcosa!

L'insegnante stabilisce le **REGOLE**

Si fissa il cartellone al muro  
con i gommini

**OGNI IDEA  
UN POST-IT**

Liberi di essere  
**CREATIVI!**

Tutte le idee  
sono **BUONE!**  
**NON** si critica

**NON** c'è un **ORDINE**  
per attaccare i **POST-IT**



### 3. Mappa mentale

Dalla discussione nascono  
NUOVE idee!

E' meglio ricopiare le idee  
su dei nuovi Post-it per non  
disfare il primo cartellone



Da UNA idea del brainstorming possono  
nascerne DUE su rami diversi della mappa



# Albert Einstein

Anyone who has **never** made a **mistake** has **never** tried anything new.

If at first, the **idea** is **not absurd**, then there is no hope for it.

**Imagination** is more important than knowledge. For knowledge is **limited** to all we now know and understand, while imagination **embraces the entire world**, and all there ever will be to know and understand.

How could I simplify this?  
Everything should be made **as simple as possible**, but not one bit simpler.



What if I could do this?

What if I succeeded?

It is **better to believe** than to disbelieve; in so doing you bring everything to the **realm of possibility**.



If you can't **explain it simply**, you don't understand it well enough.

Simplicity  
Vague  
Contemptive

Einstein

Take Risks



Feedback for Ask

The **secret to creativity** is knowing how to hide your sources.

Creative



What if...?

What are the possibilities?



**Insanity** is doing the same thing, over and over again, but **expecting different results**.

Imaginative

Flexible

Approach

Persistent

What's not working here?

How else could I approach this?



**Great spirits** have always encountered **violent opposition** from mediocre minds.

Resist

Fight

Don't

Quit

In the **middle of difficulty** lies **opportunity**.



One **cannot** alter a condition with the **same mindset** that created it in the first place.

Einstein

Always

Curious

Questioning

Learning

Thinking

Inquisitive

**Curiosity** has its own reason for existing. One cannot help but be in awe when he contemplates the mysteries of eternity, of life, of the marvelous structure of reality. It is enough if one tries merely to comprehend a little of this mystery every day. **Never lose a holy curiosity.**



How can I use this?

What have I learned?

How have I grown?

**Learn** from yesterday, **live** for today, **hope** for tomorrow. The important thing is **not to stop questioning**.



You have to **learn the rules of the game**. And then you have to **play better than anyone else**.

**IQmatrix.com**

Einstein

Humble

Dedicated

Passionate

Resourceful

**Know where** to find the information and **how to use it** - that's the **secret of success**.



Box

Outside

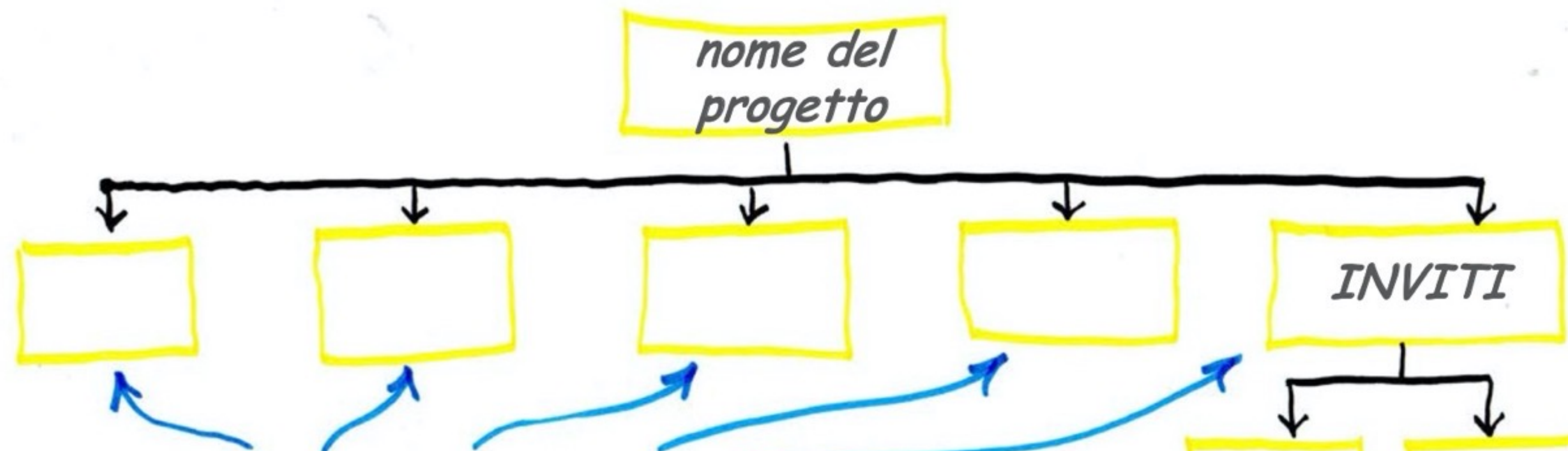
Differently

Think

What resources must I acquire?

How best to use them?

## 4. Albero delle attività



Le COSE da FARE nascono dal ramo "Cosa?" della MAPPA MENTALE e sono dei NOMI

Esprimere un'azione tramite un VERBO

ATTIVITA'

NOME DURATA

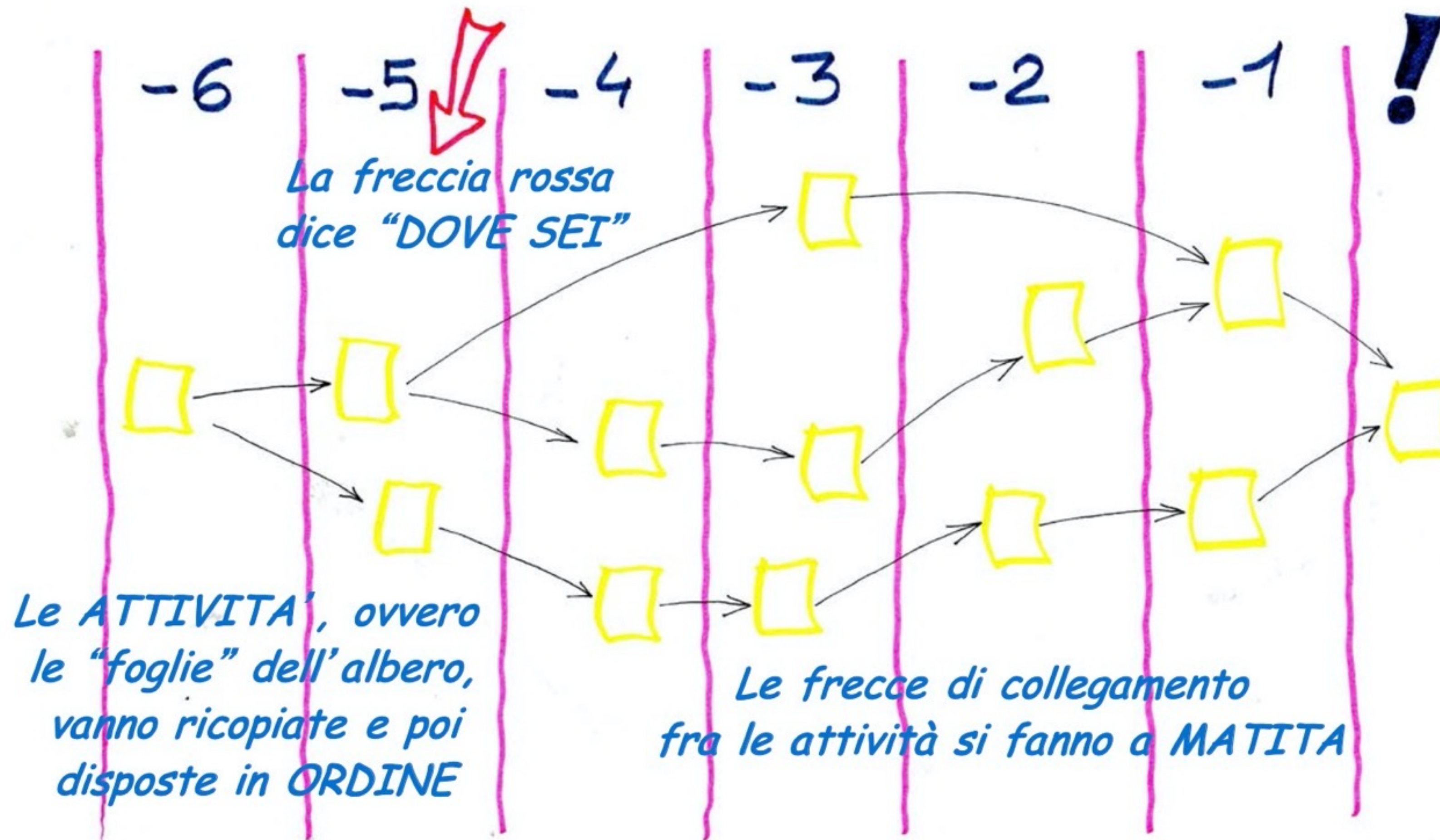
Chi (facoltativo)

Tempo (facoltativo)





## 5. Calendario di progetto



# Gennaio 2023

	L	M	M	G	V	S	D
52							1
1	2	3	4	5	6	7	8
2	9	10	11	12	13	14	15
3	16	17	18	19	20	21	22
4	23	24	25	26	27	28	29
5	30	31					Calendari.it

## 6. Semafori di progetto



Durante la settimana si controlla lo STATO di AVANZAMENTO del progetto

Il team di progetto, assieme all'insegnante, decide il COLORE da mettere (rosso, giallo, verde)



## 7. Lezioni apprese





# GRAZIE!!

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- Web | [www.blupeak.it](http://www.blupeak.it)
- Email | [stefano.setti@blupeak.it](mailto:stefano.setti@blupeak.it)



<https://www.linkedin.com/in/stefano-setti-2715931>

