Project Management Institute.

Changes from the *PMBOK® Guide* – Sixth Edition to the Seventh Edition

	PMBOK® Guide – Sixth Edition	*PMBOK® Guide* – Seventh Edition
Overall Approach	• Prescriptive, not descriptive • Emphasis on how, not what or why	• Principles to guide mindset, actions, and behaviors, reflected in bodies of knowledge for project delivery, agile, lean, customer-centered design, etc.
Basis for Design	• Specific processes convert inputs to outputs using tools and techniques • Process focused and orientation more compliance driven	• Domains of interacting, interdependent areas of activity with performance outcomes as well as an overview of commonly used tools, techniques, artifacts, and frameworks • Focus on project outcomes in addition to deliverables
Project Environment	• Project environment—internal and external	• Project environment—internal and external
Project Application	• Most projects, most of the time	• Any project
Target Audience	• Primarily project managers	• Anyone involved in the project with a specific focus on team members and team roles, including the project lead, sponsor, and product owner
Degree of Change	• Incremental revision based on previous editions	• Principle based to reflect the full value delivery landscape
Tailoring Guidance	• References to tailoring, but no specific guidance	• Specific tailoring guidance provided

PMBOK® Guide – Seventh Edition On Demand Webinars

Practitioners are faced with the need to adapt quickly due to technology enhancements and the need for organizations to respond to rapid market changes. The *PMBOK® Guide* is evolving to support the project practitioner in meeting these challenges. Below are link to past on demand events to learn more.

Standards Transformation and the PMBOK® Guide: Evolution and Revolution
At the conclusion of this session, participants will be able to: Understand concepts associated with a principle-based and systemic view of project delivery; understand the project delivery landscape and associated delivery approaches; and how these concepts are being incorporated in the *PMBOK® Guide*-Seventh Edition.

Getting Under the Hood of the PMBOK® Guide – Seventh Edition
We're making changes to both the Standard for Project Management and A Guide to the Project Management Body of Knowledge (*PMBOK® Guide*) to reflect the range of different project approaches and your need for flexibility. We've heard questions about how the 12 principles evolved for the Standard for Project Management and how we developed the Guide to the Project Management Body of Knowledge. We're here to answer them.

Getting Under the Hood of the PMBOK® Guide – Seventh Edition Part 2: Understanding Changes to the Guide
Join us for Part 2 of the "Getting Under the Hood" series to see how pending revisions to A Guide to the Project Management Body of Knowledge are more inclusive and easier for you to use.

Getting Under the Hood of the PMBOK® Guide – Seventh Edition Part 3: More about Models, Methods and Artifacts
Our "Getting Under the Hood" series continues with a webinar that will go deeper into the Models, Methods and Artifacts section of the PMBOK® Guide – Seventh Edition, as well as introduce the PMIstandards+™ digital content platform.

Getting Under the Hood of the PMBOK® Guide – Seventh Edition Part 4: Tailoring to the Needs of the Project
Our "Getting Under the Hood" series continues with a webinar that will go deeper into tailoring section of the *PMBOK® Guide* - Seventh Edition. Join us to explore considerations for tailoring to better suit the deliverables, organization and project needs. While the tailoring of an approach to a project was covered in various parts of the previous edition of the PMBOK® Guide, it is now more fully developed in the guide portion of the seventh edition. In this session, you will be introduced to a tailoring framework that you can adapt to evaluate what and when to tailor.

Getting Under the Hood of the PMBOK® Guide – Seventh Edition Part 5: A System for Value Delivery
Our "Getting Under the Hood" series continues with a webinar that explores how projects operate within a larger system for value delivery. Value often has different meanings dependent on the mission and vision of a given organization. The unique characteristics of projects determine the best approach for carrying out the work of the project. The *PMBOK® Guide* – Seventh Edition recognizes the presence of these interdependent and interrelated systems and provides project teams with the needed flexibility to conduct the work of the project in a way that enables the desired outcomes from the project.

PMBOK® Guide – Seventh Edition On Demand Webinars

Getting Under the Hood of the PMBOK® Guide – Seventh Edition Part 6: Putting it All Together

Our "Getting Under the Hood" series continues with a webinar that will explore how the standard and the guide content work together. Over the past five webinars, we've walked through the different sections in development, previewed the new PMIstandards+™ and covered value delivery. In this session we are going to talk about how it all fits together in practice. Join Development Team members Cyndi Dionisio, Betsy Kaufmann and Nick Clemens as they talk about how you can use information from the draft standard and guide to drive value from your projects and for your organization.

Getting Under the Hood of the PMBOK® Guide – Seventh Edition Part 7: Forging Our Path Forward

Our "Getting Under the Hood" series continues with a webinar that will explore how different organizational stakeholders will benefit from the forthcoming *PMBOK® Guide* –Seventh Edition. Specifically, we will address the value it will provide to organizations in their journeys towards organizational agility and as they navigate through complexity and uncertainty. Join us to learn how various organizational stakeholders can contribute to the value stream of the organization.

Getting Under the Hood of the PMBOK® Guide - Seventh Edition Part 8: Using Critical Thinking to Avoid Flawed Decisions

The world is changing rapidly – driven by global economic, political, demographic and technological trends. Adapting to change requires a constant assessment and adaptation through critical thinking and decision making. As project practitioners make decisions on their projects, they need to be aware of inherent biases and fallacies that can lead to less-the-optimal decisions. Among these, to name a few, are framing effect, anchoring bias, and correlation versus causation confusion. This session explores examples of these decision fallacies and more, and shows how the *PMBOK® Guide* – Seventh Edition can be useful in re-thinking the decision-making process.

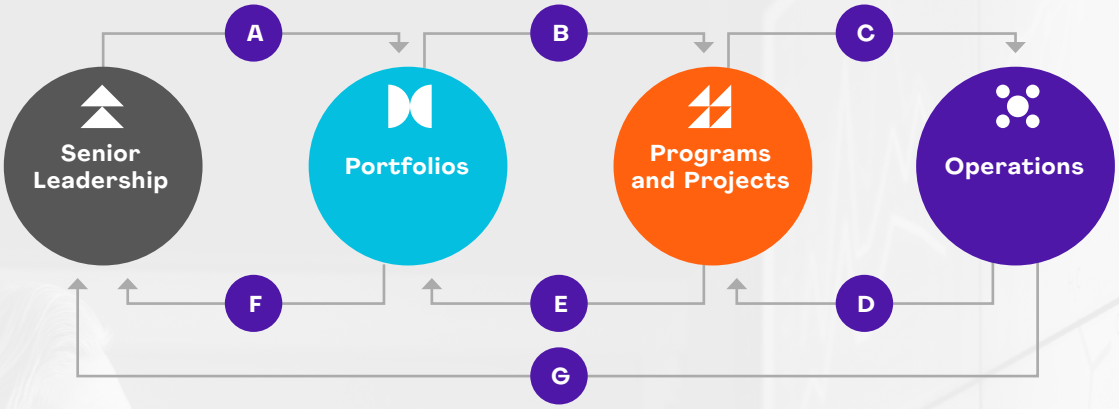
Getting Under the Hood of the PMBOK® Guide – Seventh Edition Part 9: Leaning in to Change

Projects are about producing planned change, but what do you do when unplanned changes threaten the value proposition of the very project itself? There's good news: The draft revision of *The Standard for Project Management* offers concrete guidance for project teams to be adaptable and resilient as one of the key principles of project management. Come explore how the draft standard along with the *PMBOK® Guide* – Seventh Edition help guide project teams with flexibility when project environments are filled with uncertainty and ambiguity.

Getting Under the Hood of the PMBOK® Guide – Seventh Edition Part 10: The Difference between the PMP® and the PMBOK® Guide

The PMP and *PMBOK® Guide* are two distinct PMI offerings with different development life cycles. Understanding the similarities and differences is key to properly preparing for and using each. For example, the *PMBOK® Guide* is a useful resource in preparing to take the PMP exam, but it is not the basis for the exam - much more goes into creating the exam. Join us to better understand how the PMP exam is developed and updated, as well as how the forthcoming *PMBOK® Guide* – Seventh Edition was developed so you can realize value from both.

Information Flow in the Creation of Value



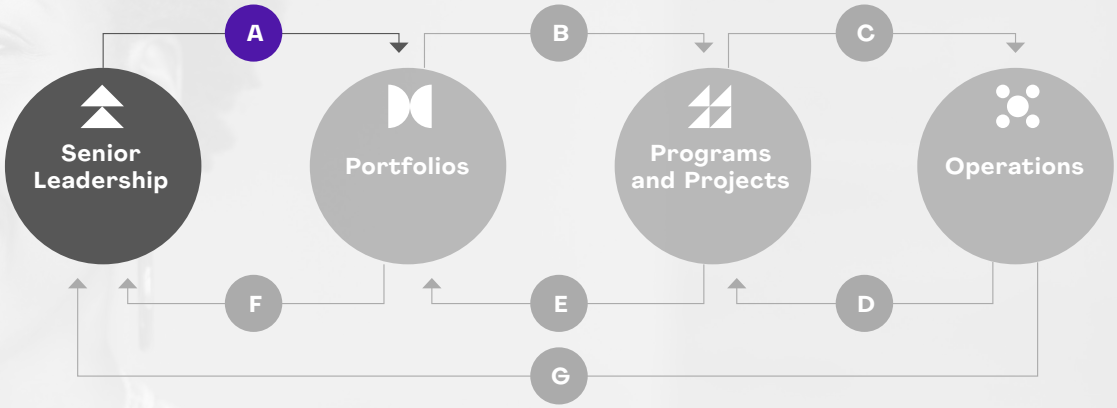
In the Value Delivery System, each function plays a specific role when it comes to communication and information flows both down and up the chain.

To help bring the concept to life, we created the following storyboard featuring hypothetical company WidgeCo.

Click on any circle to begin the story and follow it through the Value Delivery System information flow.

NEXT →

Information Flow in the Creation of Value



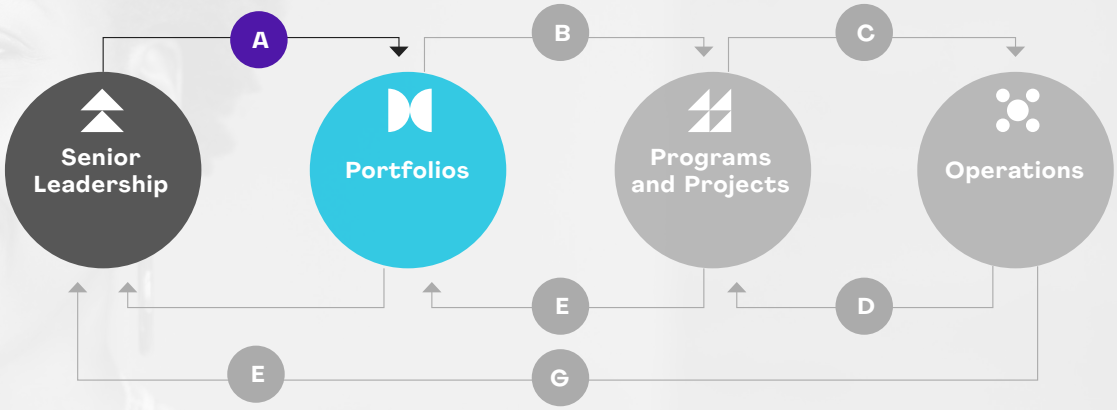
Senior Leadership WidgeCo's CEO and Board of Directors set the strategy for the next three years.

A CLICK FOR MORE

NEXT →

As presented in the forthcoming *The Standard for Project Management*.

Information Flow in the Creation of Value

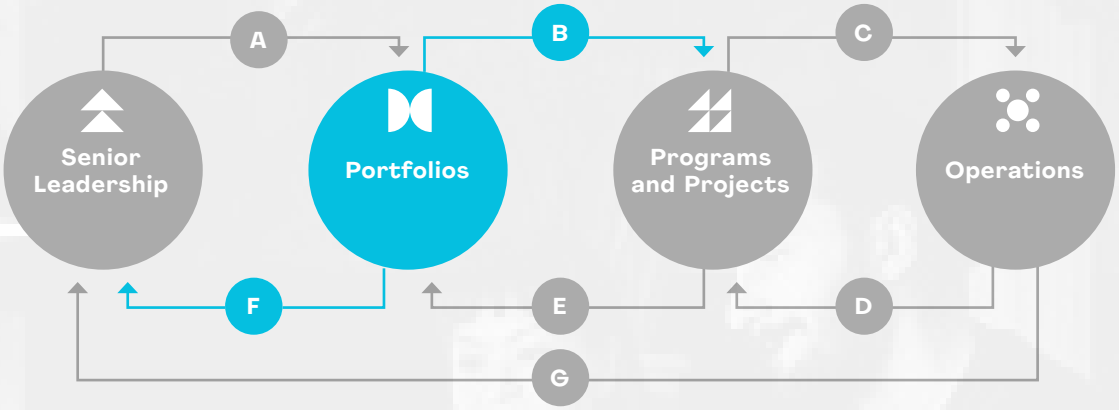


A

Following the Board meeting, the WidgeCo CEO meets with its first line directors to present the three-year strategy. Central to the strategy is creation of new widget products for a very specific and yet untapped target customer.

NEXT →

Information Flow in the Creation of Value



Portfolios WidgeCo's first line directors – including the Marketing Director, Operations Director, Delivery Director – work with senior Product Managers, Portfolio Managers, Program Managers, and external Marketing Consultants to define a portfolio of three digital products and one web service to realize the company's strategic objectives.

They use a Kanban portfolio method to prioritize the products' features aligning them with the target customer as defined by the corporate strategy.

They estimate ROI (Return On Investment) and NPV (Net Present Value) for each product and ultimately decide to focus on the products with higher NPV value for the next three years.

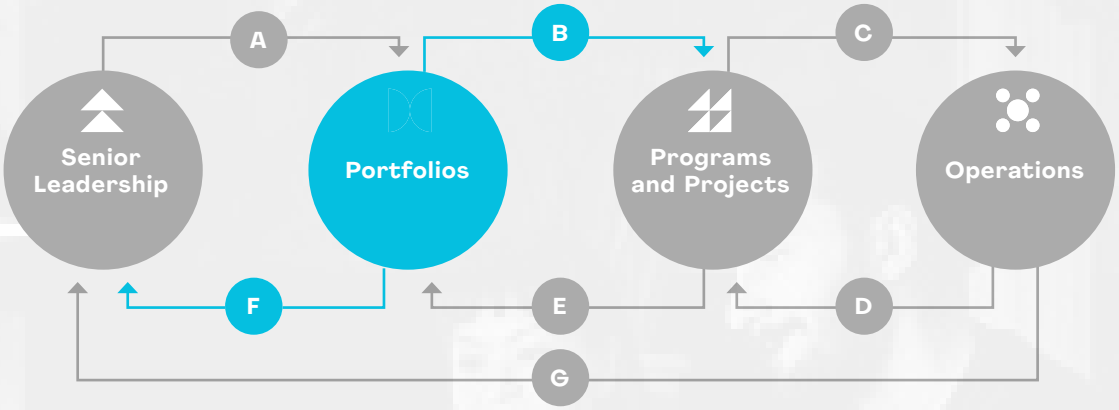
As part of the work, they also forecast the future cashflow for WidgeCo over the next three years in an effort to mitigate the risk of financial shortfalls as part of the product development process.

Information about the selected widget products, their high level scopes, benefits/outcomes in terms of planned ROI, and risks are described inside a "Vision with Product Roadmap" document.

B F CLICK FOR MORE

NEXT →

Information Flow in the Creation of Value



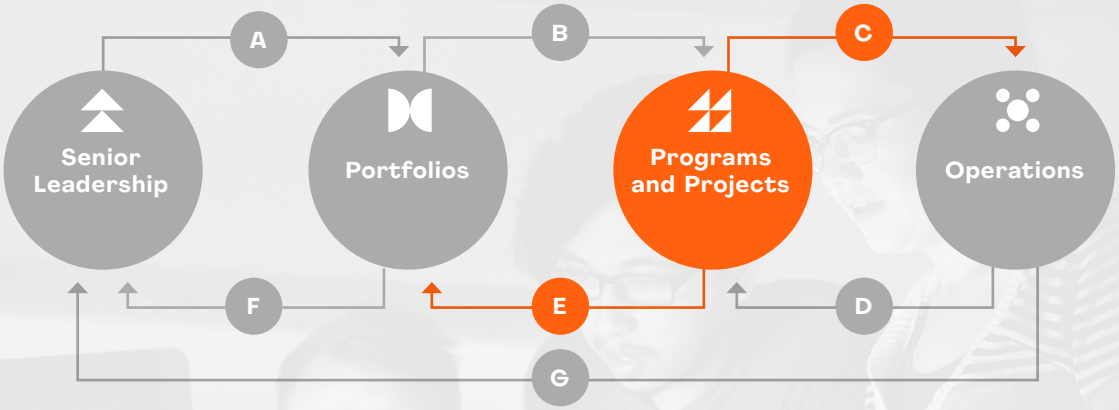
B The "Vision with Product Roadmap" is shared with Project Managers asked to commit to the realization of the products.

F The "Vision with Product Roadmap" is also shared back with the CEO.

NEXT →

As presented in the forthcoming *The Standard for Project Management*.

Information Flow in the Creation of Value



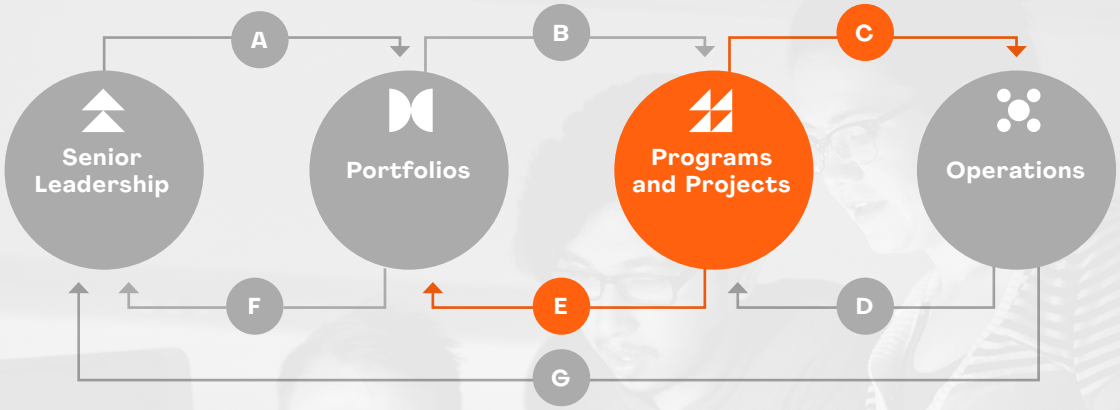
Programs and Projects One program is initiated. It is composed of three projects focused on realizing the digital products and one standalone project to realize the web service.

Project teams start to realize the selected products in an incremental and iterative way.

C E CLICK FOR MORE

NEXT →

Information Flow in the Creation of Value



C

Each month, Project Teams release select information to Operations for production and testing. For example, documents about how to deploy the systems, how to exercise them and Users Manuals are delivered to Operations to inform/train the internal WidgeCo team and position them to support the ultimate end-customers as defined in the original strategy.

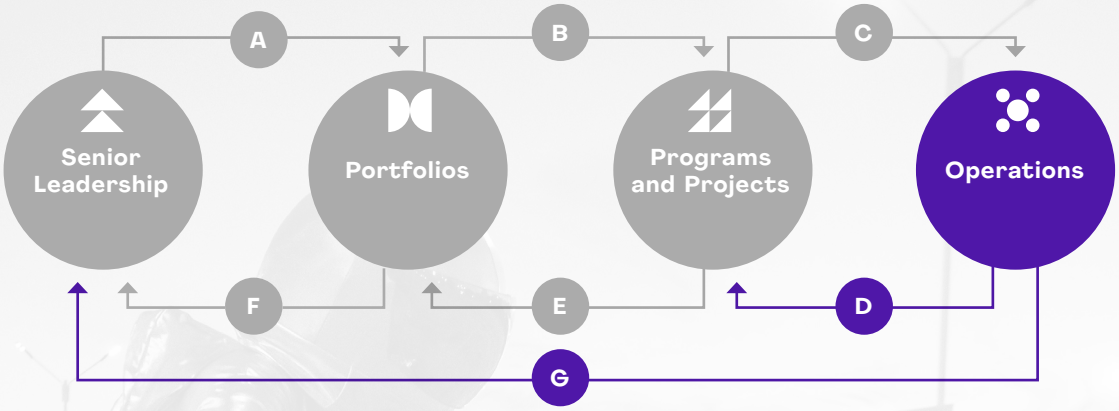
E

Program Manager and Project Managers also share the "Value Performance report" with the portfolio team via a dedicated internal Document Management system.

NEXT →

As presented in the forthcoming *The Standard for Project Management*.

Information Flow in the Creation of Value

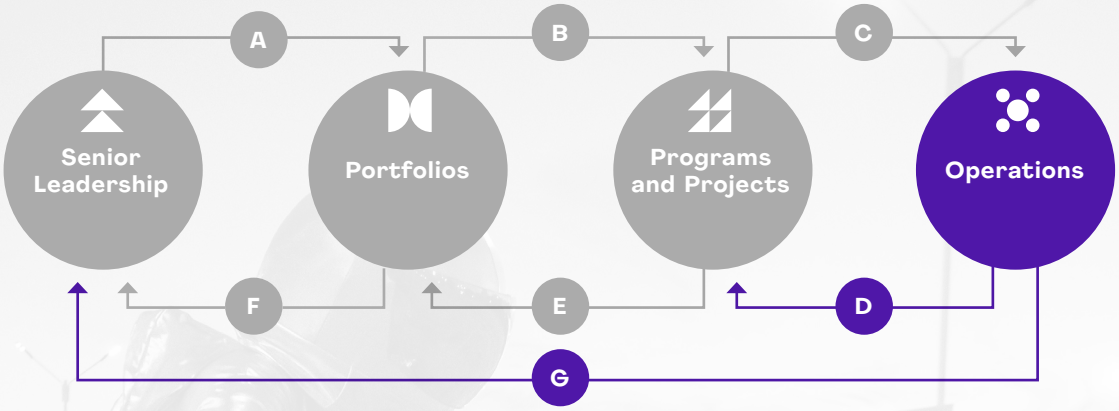


Operations The WidgeCo operations team develops and deploys the new widget products.

D G CLICK FOR MORE

NEXT →

Information Flow in the Creation of Value



D

As part of the regular sharing of information, the WidgeCo Operation Manager, as well as senior operations engineers, meet with program and project teams to share the feedback from the users of the widget digital and web products.

During these meetings, the combined team analyzes the Business Value the products are realizing in terms of Income and Costs to verify the compliance with the NPV, ROI and Cash Flow planned in “Strategy” and “Vision with Product Roadmap.”

Operation Managers also share the change requests coming from the users to prioritize their implementation inside the next releases of the products.

G

At the end of each meeting Operation Managers also send a “Value Delivered Report,” including all the gathered information about users’ satisfaction and outcome realized, to the CEO.

As presented in the forthcoming *The Standard for Project Management*.

12 Principles of Project Management

Project Management Institute.

12 Principles of Project Management

Stewards act responsibly to carry out activities with integrity, care, and trustworthiness while maintaining compliance with internal and external guidelines. They demonstrate a broad commitment to financial, social, and environmental impacts of the projects they support.

- Stewardship encompasses responsibilities within and external to the organization.
- Stewardship includes:
  - Integrity,
  - Care,
  - Trustworthiness, and
  - Compliance
- A holistic view of stewardship considers financial, social, technical, and sustainable environmental awareness.

12 Principles of Project Management

Project teams are made up of individuals who wield diverse skills, knowledge, and experience. Project teams that work collaboratively can accomplish a shared objective more effectively and efficiently than individuals working on their own.

- Projects are delivered by project teams.
- Project teams work within organizational and professional cultures and guidelines, often establishing their own “local” culture.
- A collaborative project team environment facilitates:
  - Alignment with other organizational cultures and guidelines,
  - Individual and team learning and development, and
  - Optimal contributions to deliver desired outcomes.

12 Principles of Project Management

Engage stakeholders proactively and to the degree needed to contribute to project success and customer satisfaction.

- Stakeholders influence projects, performance, and outcomes.
- Project teams serve other stakeholders by engaging with them.
- Stakeholder engagement proactively advances value delivery.

12 Principles of Project Management

Continually evaluate and adjust project alignment to business objectives and intended benefits and value.

- Value is the ultimate indicator of project success.
- Value can be realized throughout the project, at the end of the project, or after the project is complete.
- Value, and the benefits that contribute to value, can be defined in quantitative and/or qualitative terms.
- A focus on outcomes allows project teams to support the intended benefits that lead to value creation.
- Project teams evaluate progress and adapt to maximize the expect value.

12 Principles of Project Management

Recognize, evaluate, and respond to the dynamic circumstances within and surrounding the project in a holistic way to positively affect project performance.

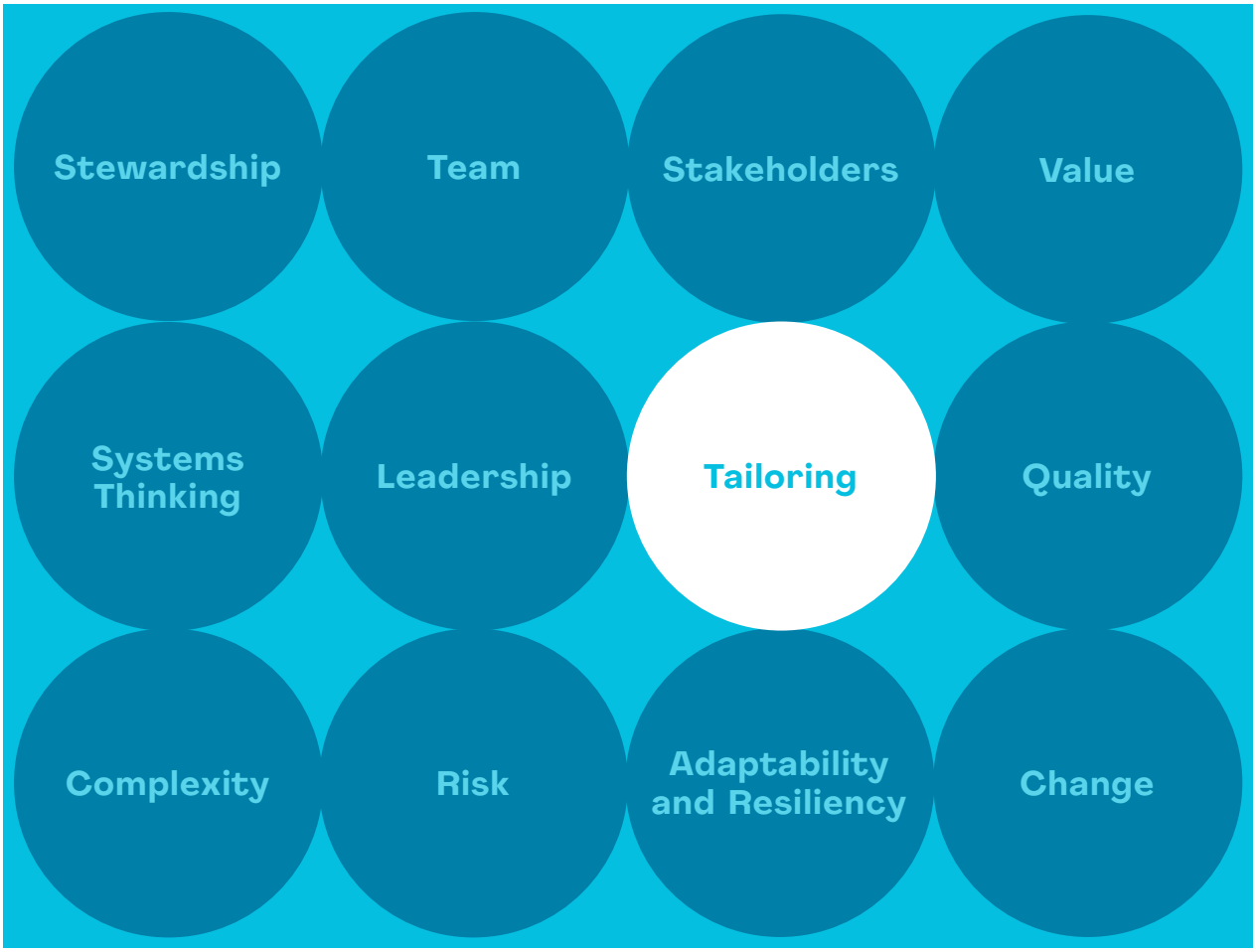
- A project is a system of interdependent and interacting domains of activity.
- Systems thinking entails taking a holistic view of how project parts interact with each other and with external systems.
- Systems are constantly changing, requiring consistent attention to the internal and external conditions.
- Being responsive to system interactions allows project teams to leverage positive outcomes.

12 Principles of Project Management

Demonstrate and adapt leadership behaviors to support individual and team needs.

- Effective leadership promotes project success and contributes to positive project outcomes.
- Any project team member can demonstrate leadership behaviors.
- Leadership is different than authority.
- Effective leaders adapt their style to the situation.
- Effective leaders recognize differences in motivation among project team members.
- Leaders demonstrate desired behavior in areas of honesty, integrity, and ethical conduct.

12 Principles of Project Management



Design the project development approach based on the context of the project, its objectives, stakeholders, governance, and the environment using "just enough" process to achieve the desired outcome while maximizing value, managing cost, and enhancing speed.

- Each project is unique.
- Project success is based on adapting to the unique context of the project to determine the most appropriate methods of producing the desired outcomes.
- Tailoring the approach is iterative, and therefore is a continuous process throughout the project.

12 Principles of Project Management

Maintain a focus on quality that produces deliverables that meet project objectives and align to the needs, uses, and acceptance requirements set forth by relevant stakeholders.

- Project quality entails satisfying stakeholders' expectations and fulfilling project and product requirements.
- Quality focuses on meeting acceptance criteria for deliverables.
- Project quality entails ensuring project processes are appropriate and as effective as possible.

12 Principles of Project Management

Continually evaluate and navigate project complexity so that approaches and plans enable the project team to successfully navigate the project life cycle.

- Complexity is the result of human behavior, system interactions, uncertainty, and ambiguity.
- Complexity can emerge at any point during the project.
- Complexity can be introduced by events or conditions that affect value, scope, communications, stakeholders, risk, and technological innovation.
- Project teams can stay vigilant in identifying elements of complexity and use a variety of methods to reduce the amount or impact of complexity.

12 Principles of Project Management

Continually evaluate exposure to risk, both opportunities and threats, to maximize positive impacts and minimize negative impacts to the project and its outcomes.

- Individual and overall risks can impact projects.
- Risks can be positive (opportunities) or negative (threats).
- Risks are addressed continually throughout the project.
- An organization's risk attitude, appetite, and threshold influence how risk is addressed.
- Risk responses should be:
  - Appropriate for the significance of the risk,
  - Cost effective,
  - Realistic within the project context,
  - Agreed to by relevant stakeholders, and
  - Owned by a responsible person.

12 Principles of Project Management

Build adaptability and resiliency into the organization's and project team's approaches to help the project accommodate change, recover from setbacks, and advance the work of the project.

- Adaptability is the ability to respond to changing conditions.
- Resiliency is the ability to absorb impacts and to recover quickly from a setback or failure.
- A focus on outcomes rather than outputs facilitates adaptability.

12 Principles of Project Management

Prepare those impacted for the adoption and sustainment of new and different behaviors and processes required for the transition from the current state to the intended future state created by the project outcomes.

- A structured approach to change helps individuals, groups, and the organization transition from the current state to a future desired state.
- Change can originate from internal influences or external sources.
- Enabling change can be challenging as not all stakeholders embrace change.
- Attempting too much change in a short time can lead to change fatigue and/or resistance.
- Stakeholder engagement and motivational approaches assist in change adoption.

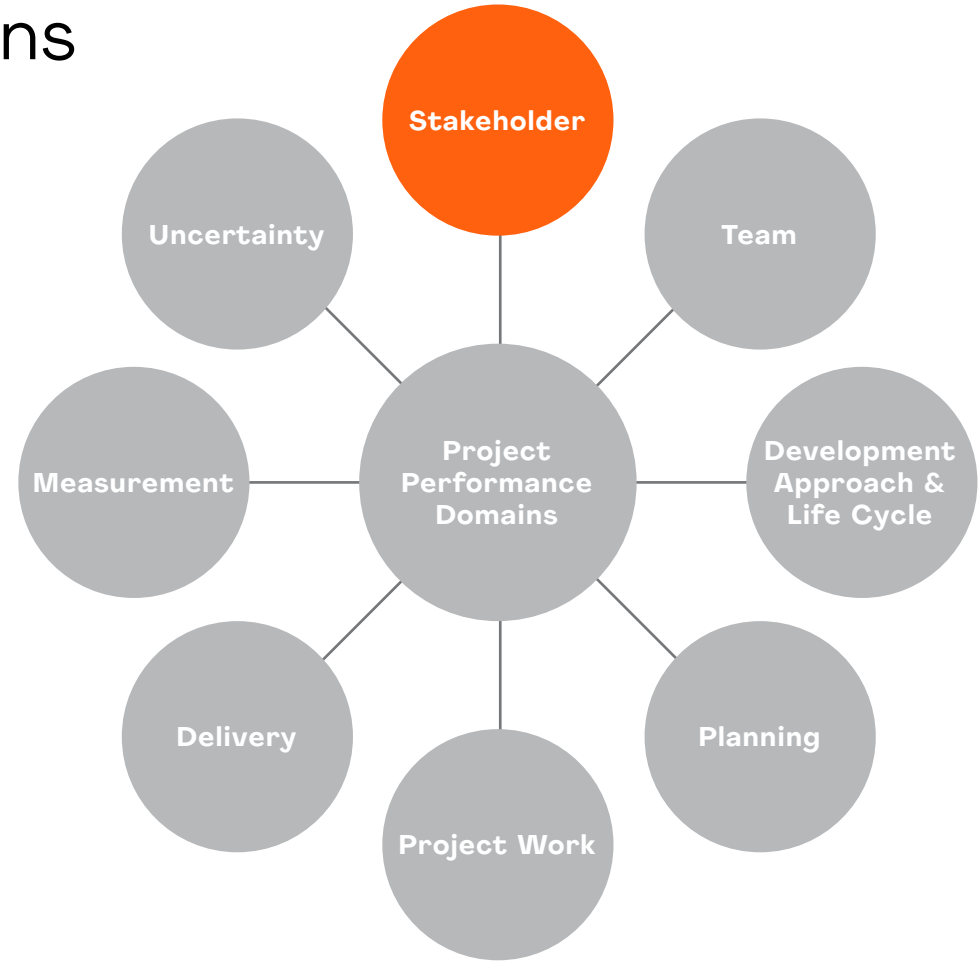
Project Performance Domains

A Project Performance Domain is defined as a group of related activities that are critical for the effective delivery of project outcomes.

To learn about each of the Performance Domains, click it in the graphic wheel above to jump to how PMI defines it.

Project Management Institute.

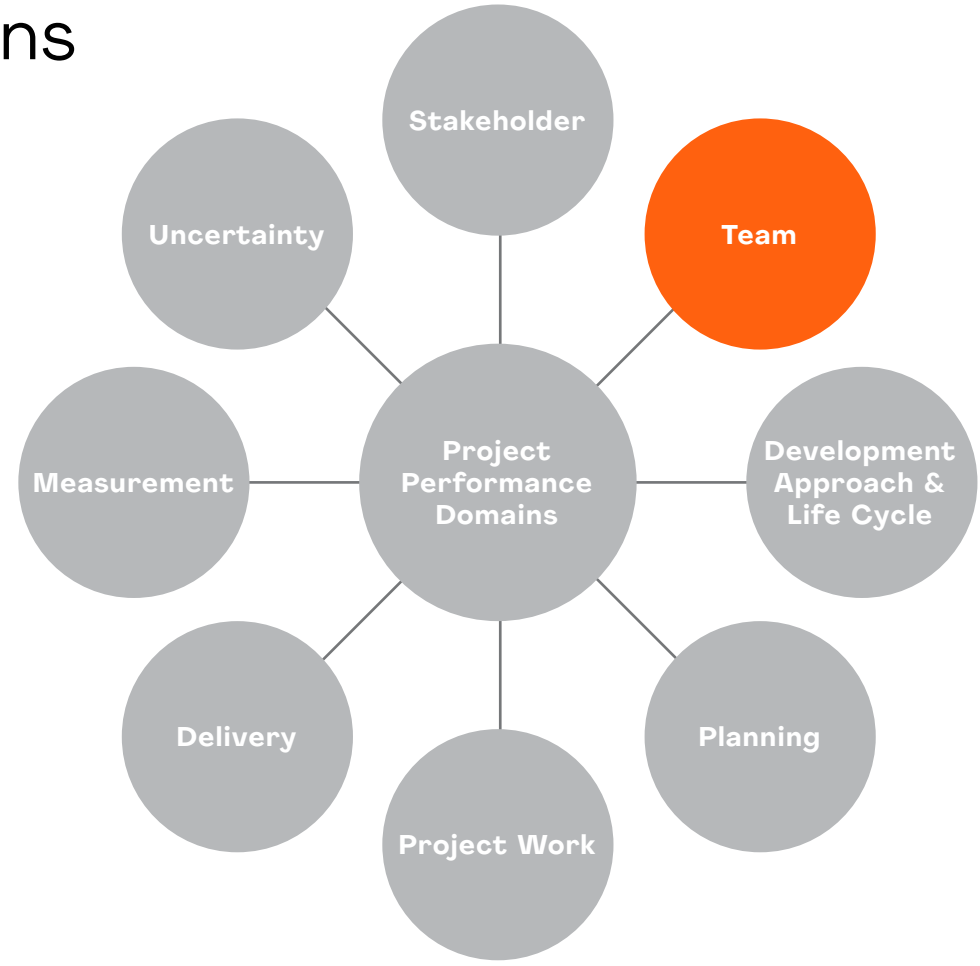
Project Performance Domains



The Stakeholder Performance Domain addresses activities and functions associated with stakeholders.

Effective stakeholder interaction contributes to successful project outcomes. Stakeholder engagement includes implementing strategies and actions to promote productive involvement of stakeholders in project decision making and implementation.

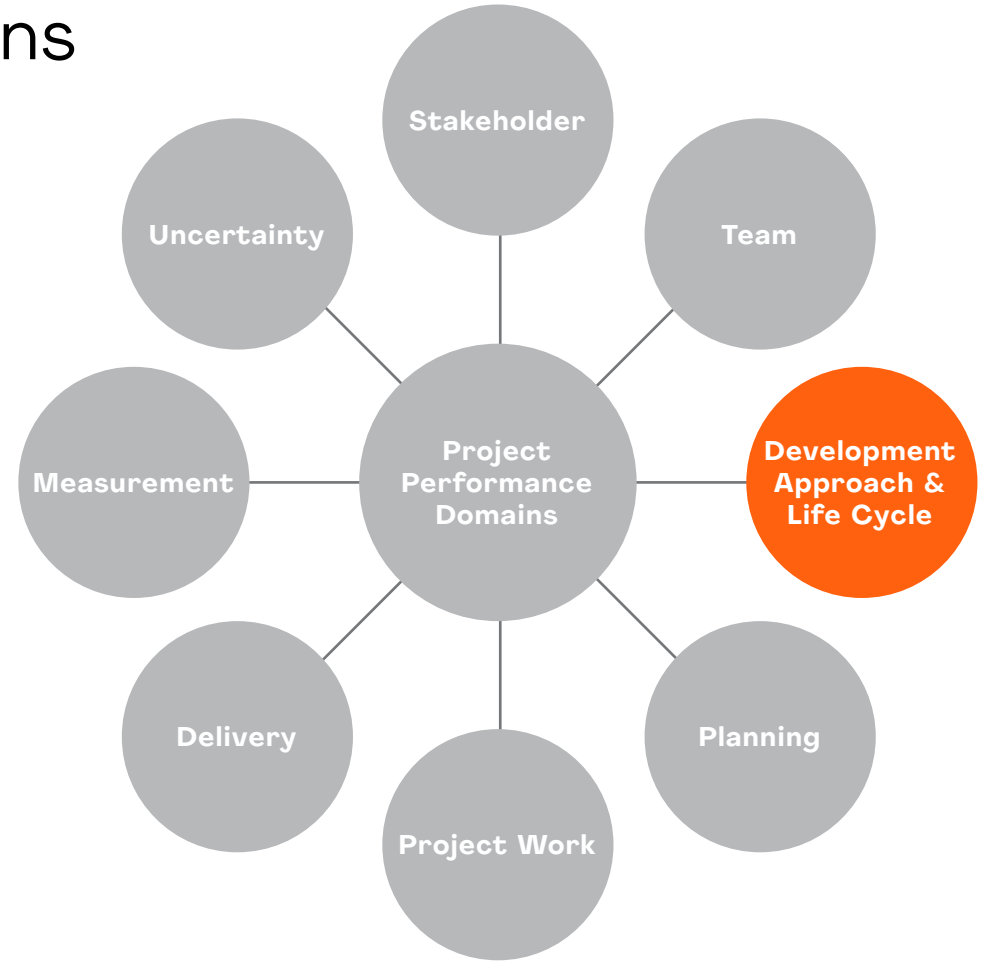
Project Performance Domains



The Team Performance Domain addresses activities and functions associated with the people who are responsible for producing project deliverables that realize business outcomes.

The project team is a set of individuals performing the work of the project to achieve its objectives. An environment can be established to support the team in evolving into a high performance team. This includes fostering team development, encouraging leadership behaviors from all project team members and sharing ownership for the outcomes.

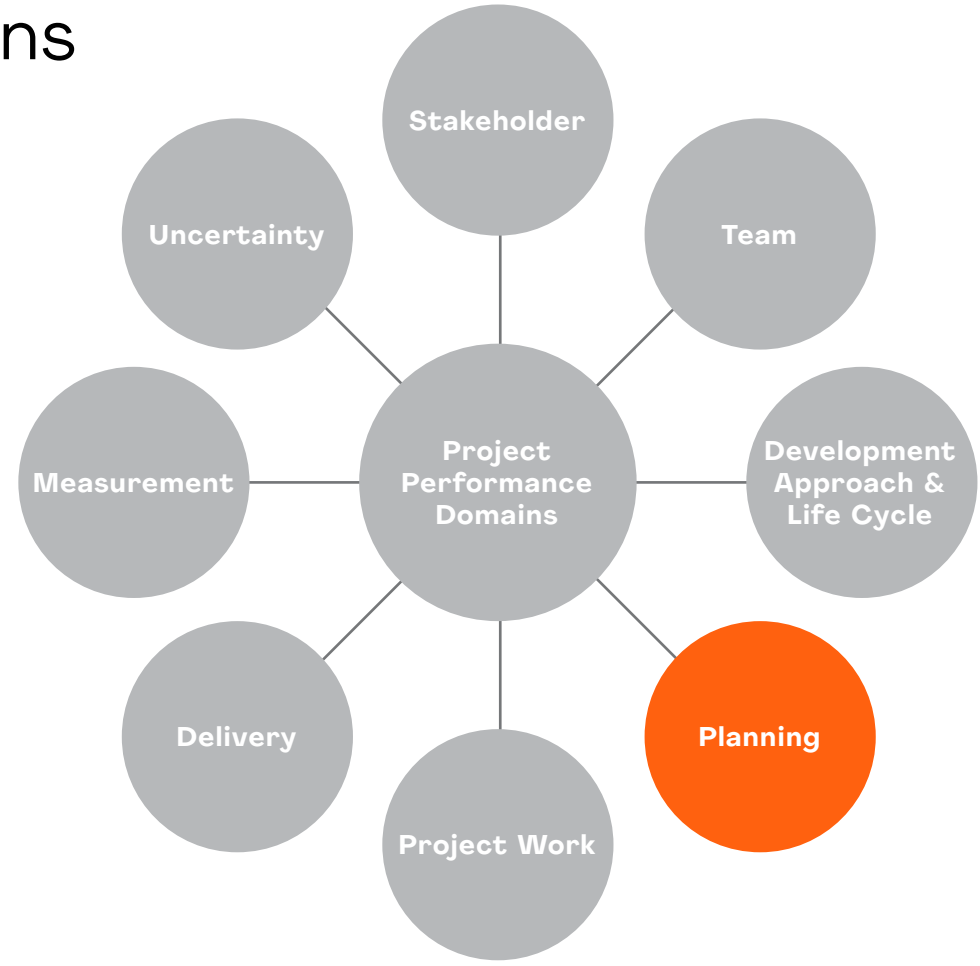
Project Performance Domains



The Development Approach & Life Cycle Performance Domain addresses activities and functions associated with the development approach, cadence and life cycle phases of the project.

The project deliverables determine the most appropriate development approach such as a predictive, adaptive, or hybrid approach. The deliverables and the development approach influence the number and cadence for project deliveries. The development approach and delivery cadence influence the project life cycle and its phases.

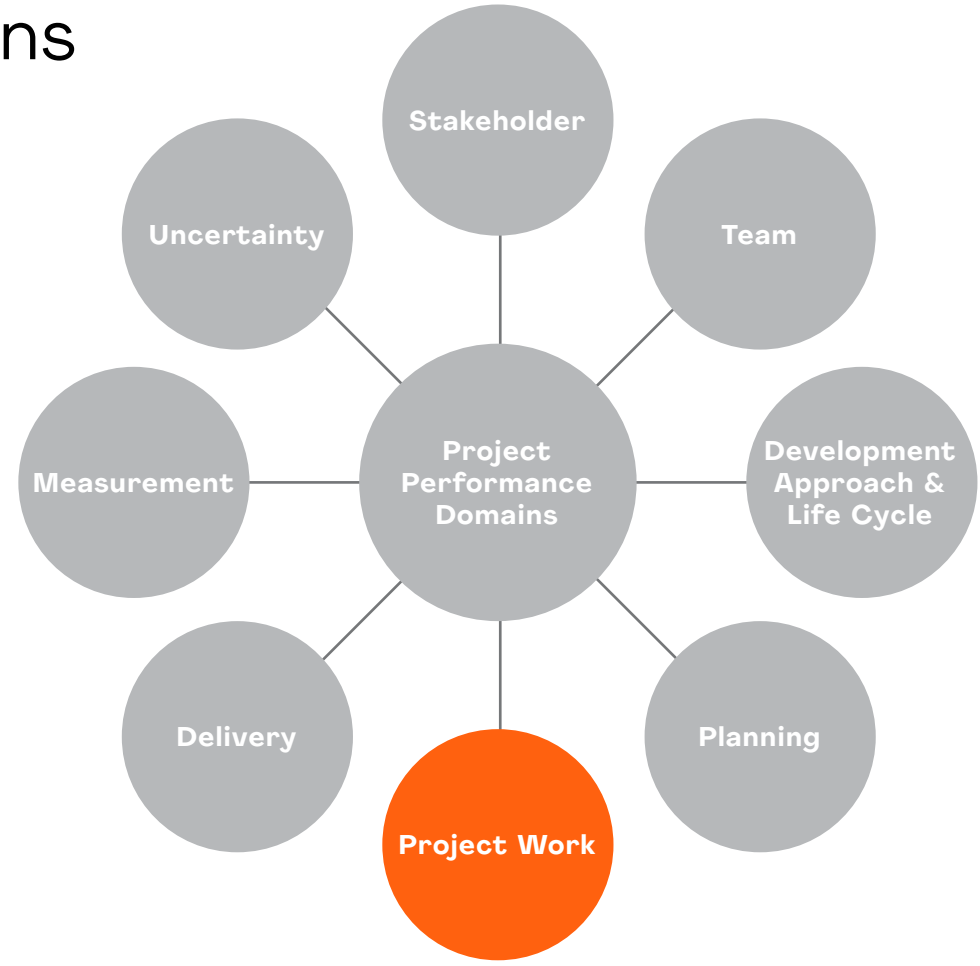
Project Performance Domains



The Planning Performance Domain addresses activities and functions associated with the initial, ongoing, and evolving organization and coordination necessary for delivering project deliverables and outcomes.

Planning organizes, elaborates, and coordinates work throughout the project. Planning takes place up front and throughout the project. The amount, timing, and frequency varies depending on the product, development approach, environment, and stakeholders.

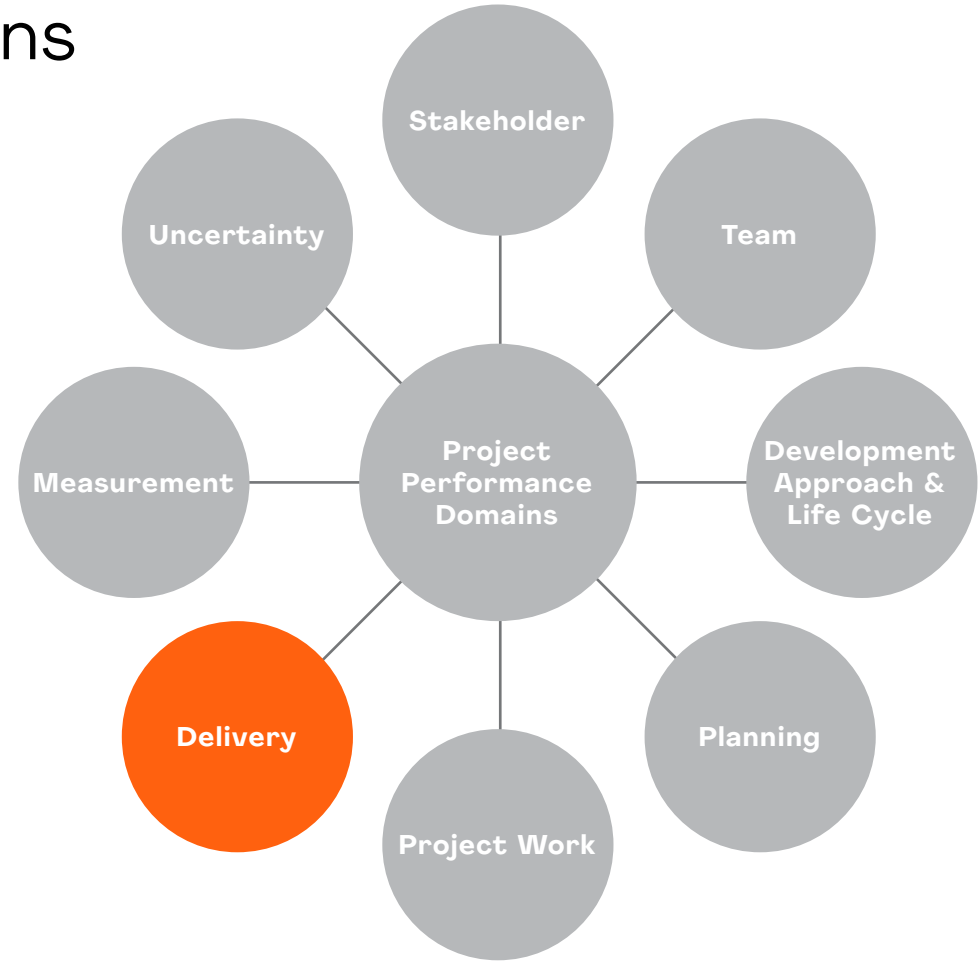
Project Performance Domains



The Project Work Performance Domain addresses activities and functions associated with establishing project processes, managing physical resources, and fostering a learning environment.

Project work is associated with establishing the processes and performing the work to enable the project team to deliver the expected value and outcomes. Project work includes communication, engagement, managing physical resources, procurements and other work to keep project operations running smoothly.

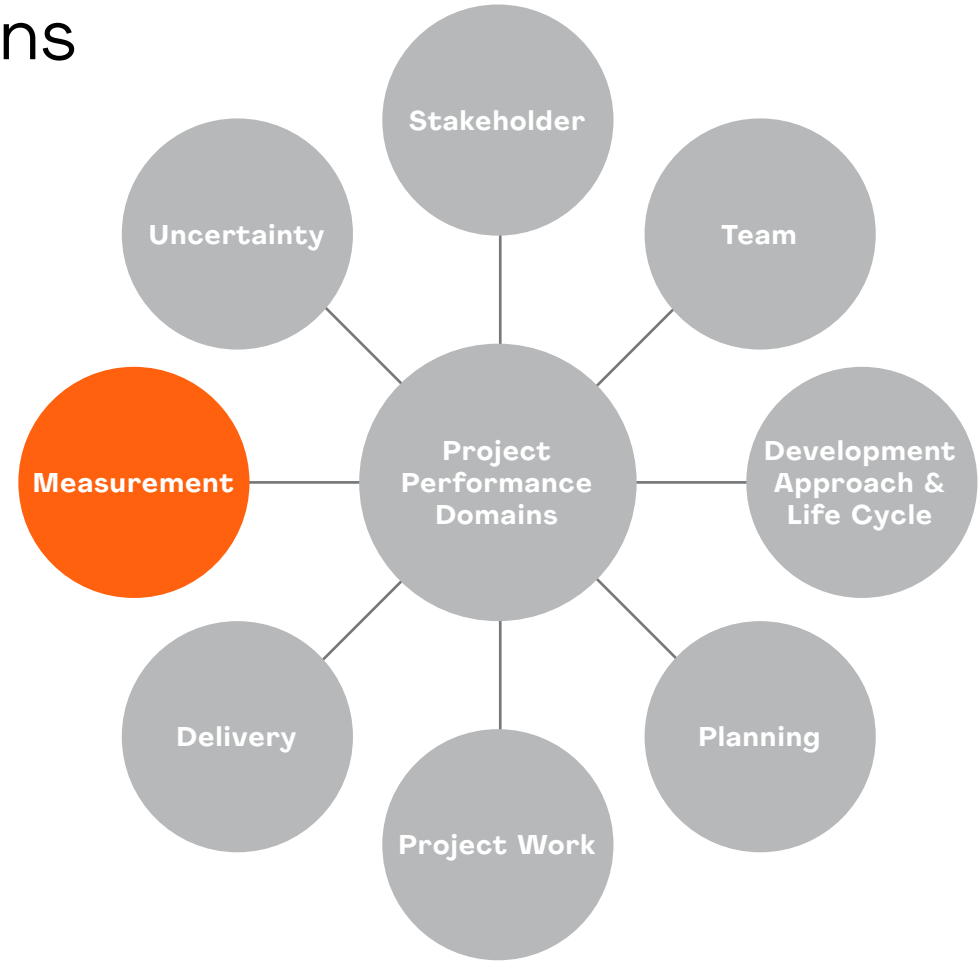
Project Performance Domains



The Delivery Performance Domain addresses activities and functions associated with delivering the scope and quality that the project was undertaken to achieve.

Projects support strategy execution and advancing business objectives. Project delivery focuses on meeting requirements, scope, and quality expectations to deliver the expected outputs that will drive intended outcomes. Projects provide business value by developing new products or services, solving problems, or fixing things that were defective or sub-optimal. Projects may use a delivery approach that supports releasing deliverables throughout the project life cycle, at specific points, or at the end of the project. Business value often continues to be captured long after the project has ended.

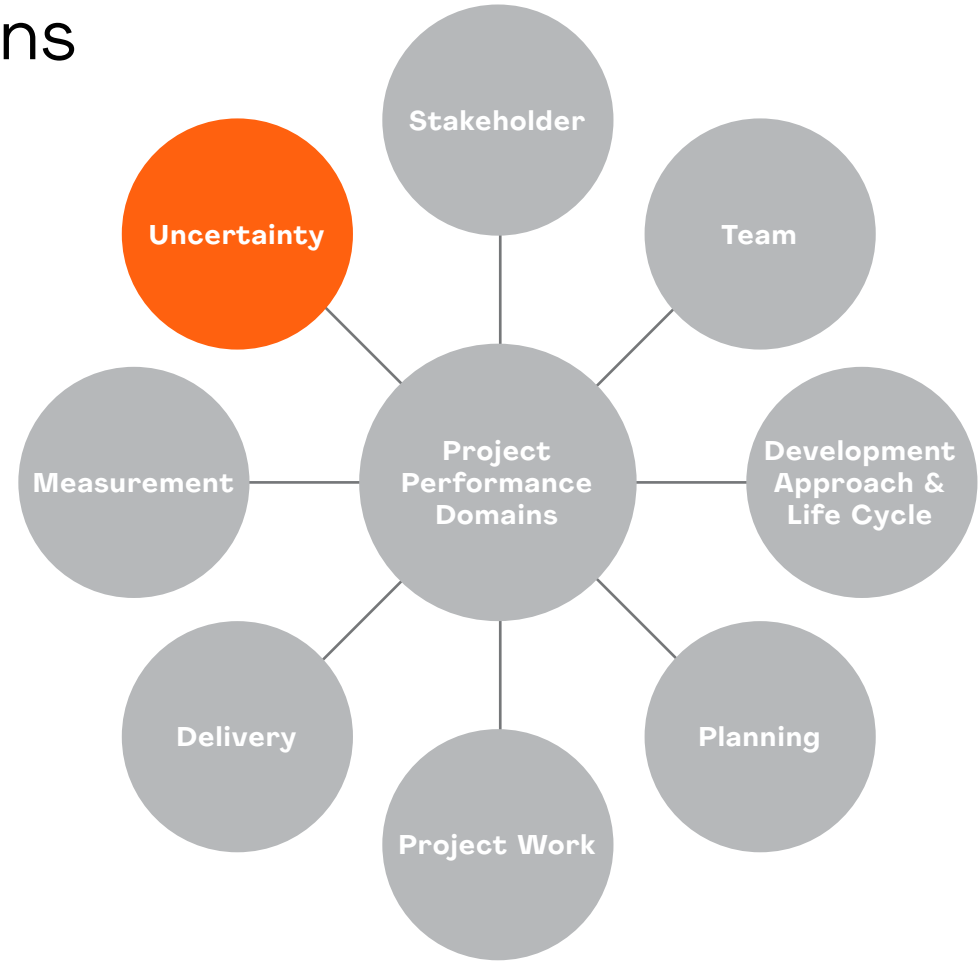
Project Performance Domains



The Measurement Performance Domain addresses activities and functions associated with assessing project performance and taking appropriate actions to maintain acceptable performance.

Measurement involves assessing project performance and implementing appropriate responses to maintain optimal performance. The Measurement Performance Domain evaluates the degree to which the project deliveries and performance are meeting the intended outcomes. Having timely and accurate information about delivery and performance allows the team to learn and determine the appropriate action to take to address current or expected variances from the desired performance.

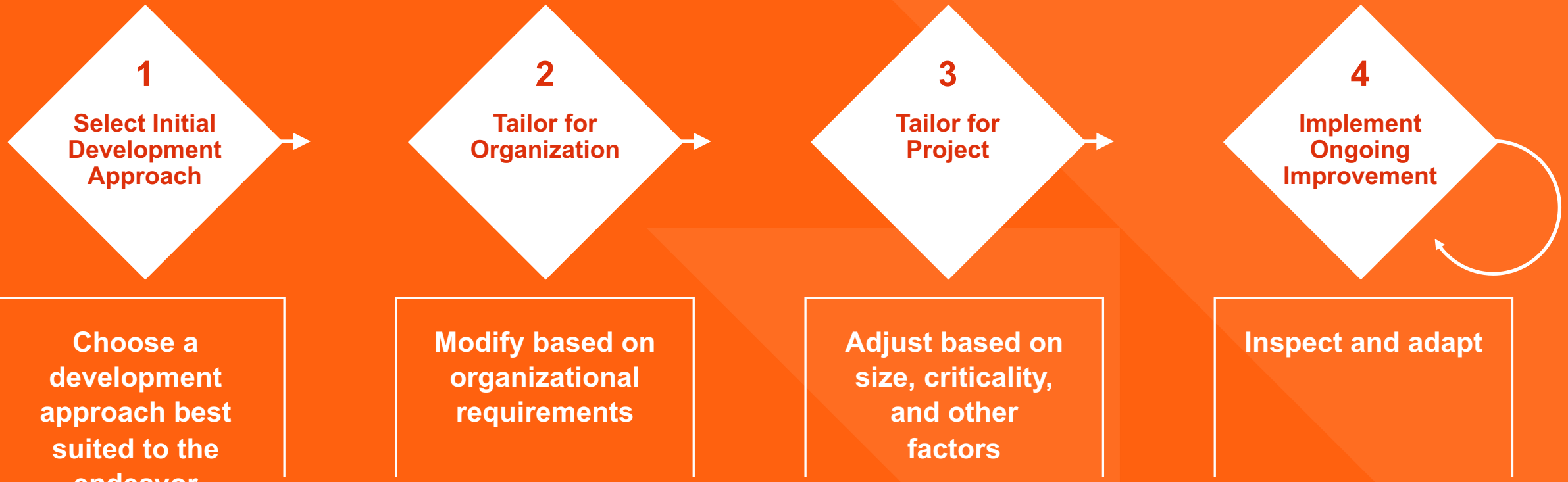
Project Performance Domains



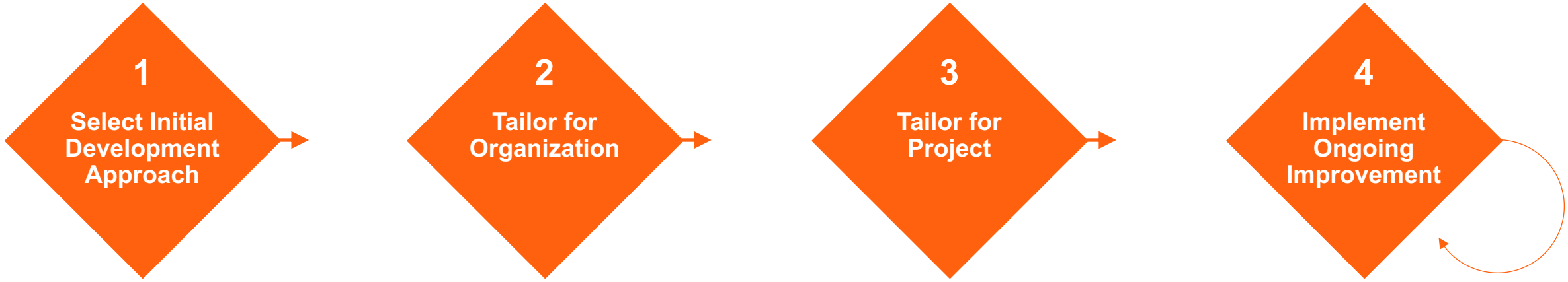
The Uncertainty Performance Domain addresses activities and functions associated with risk and uncertainty.

Projects exist in environments with varying degrees of uncertainty, and uncertainty presents threats and opportunities that project teams explore and assess and then decide how to handle. Uncertainty, in the broadest sense, is a state of not knowing or unpredictability. There are many nuances to uncertainty, such as: risk associated with not knowing future events, ambiguity associated with not being aware of current or future conditions, complexity associated with dynamic systems with unpredictable outcomes, and many others.

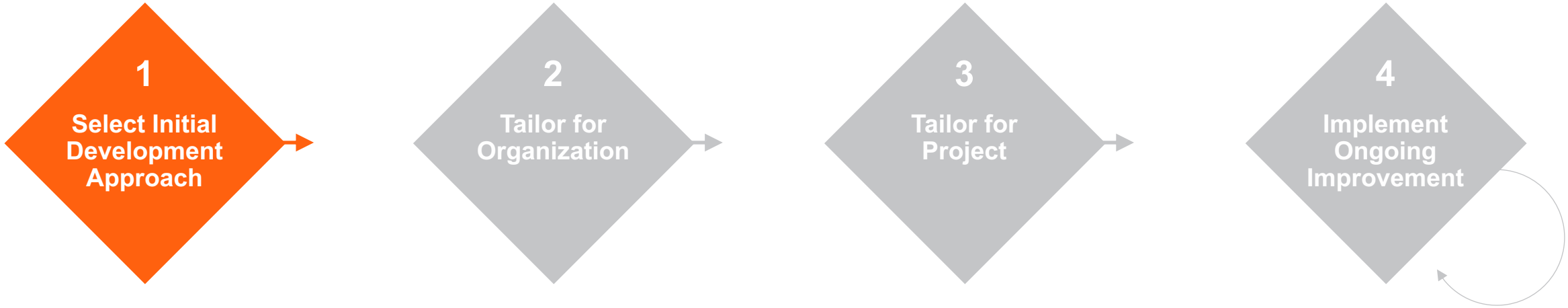
Tailoring Process as Outlined in the *PMBOK® Guide* – Seventh Edition



Tailoring Process as Outlined in the *PMBOK® Guide* – Seventh Edition



Tailoring Process as Outlined in the *PMBOK® Guide* – Seventh Edition

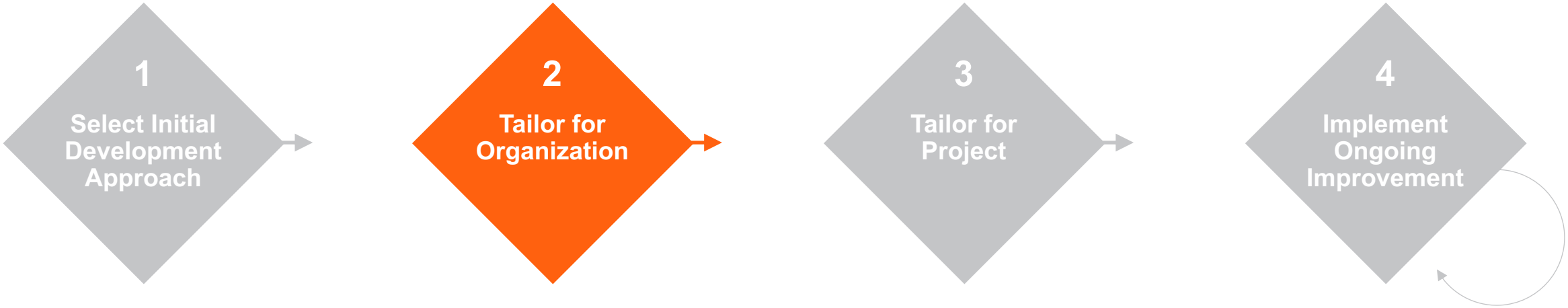


Choose a development approach best suited to the endeavor

SELECT:

- Predictive
- Adaptive
- Hybrid

Tailoring Process as Outlined in the *PMBOK® Guide* – Seventh Edition

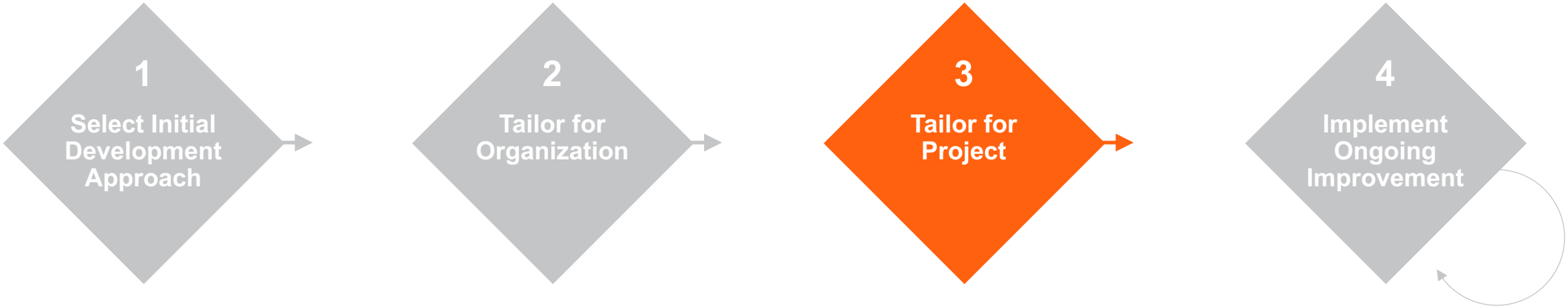


Modify based on organizational requirements

CONSIDER:

- Governance
- Key reviews
- Quality assurance
- Policy compliance
- PMO or VDO approval

Tailoring Process as Outlined in the *PMBOK® Guide* – Seventh Edition

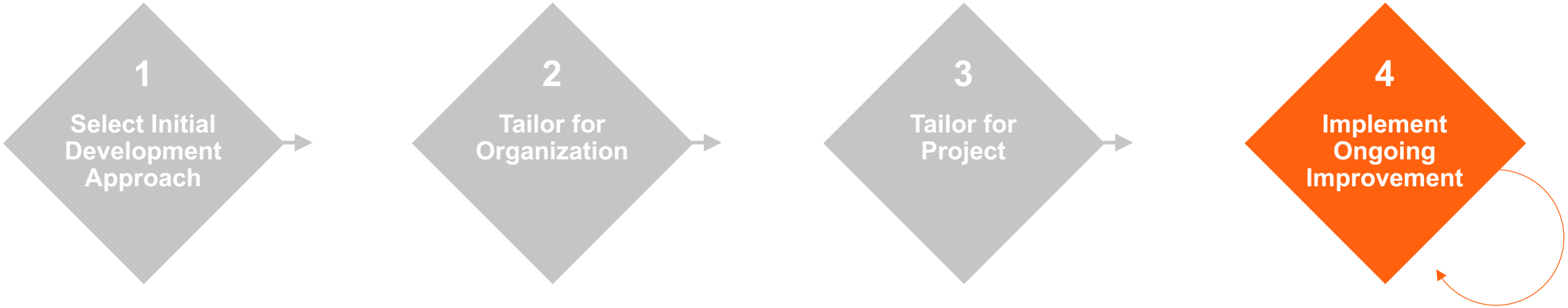


Adjust based on size, criticality, and other factors

CONSIDER ADJUSTING YOUR APPROACH:

- Adding aspects
- Removing aspects
- Modifying aspects

Tailoring Process as Outlined in the *PMBOK® Guide* – Seventh Edition

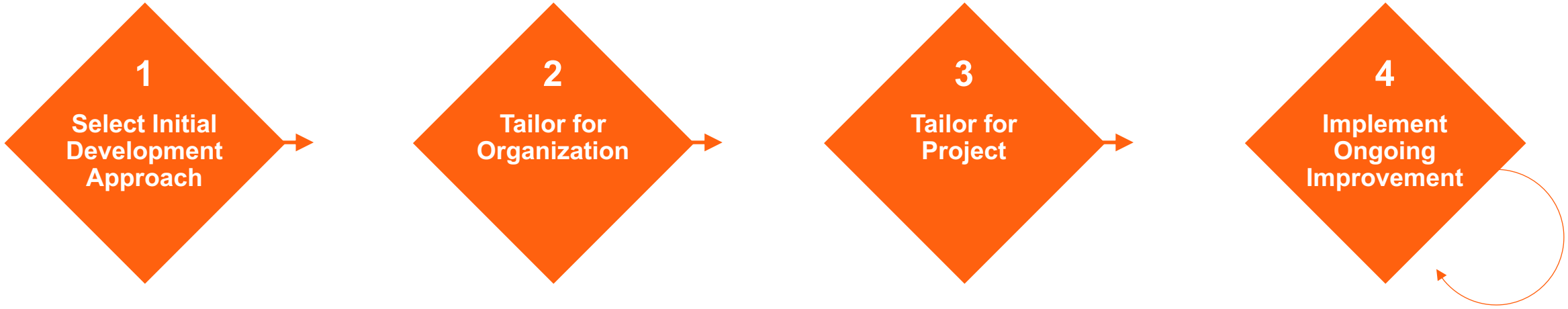


Inspect and adapt

CONSIDER:

- Efficiency improvements
- Changes
- Retrospectives
- Lessons learned

Tailoring Process as Outlined in the *PMBOK® Guide* – Seventh Edition



Choose a development approach best suited to the endeavor

SELECT:

- Predictive
- Adaptive
- Hybrid

Modify based on organizational requirements

CONSIDER:

- Governance
- Key reviews
- Quality assurance
- Policy compliance
- PMO or VDO approval

Adjust based on size, criticality, and other factors

CONSIDER ADJUSTING YOUR APPROACH:

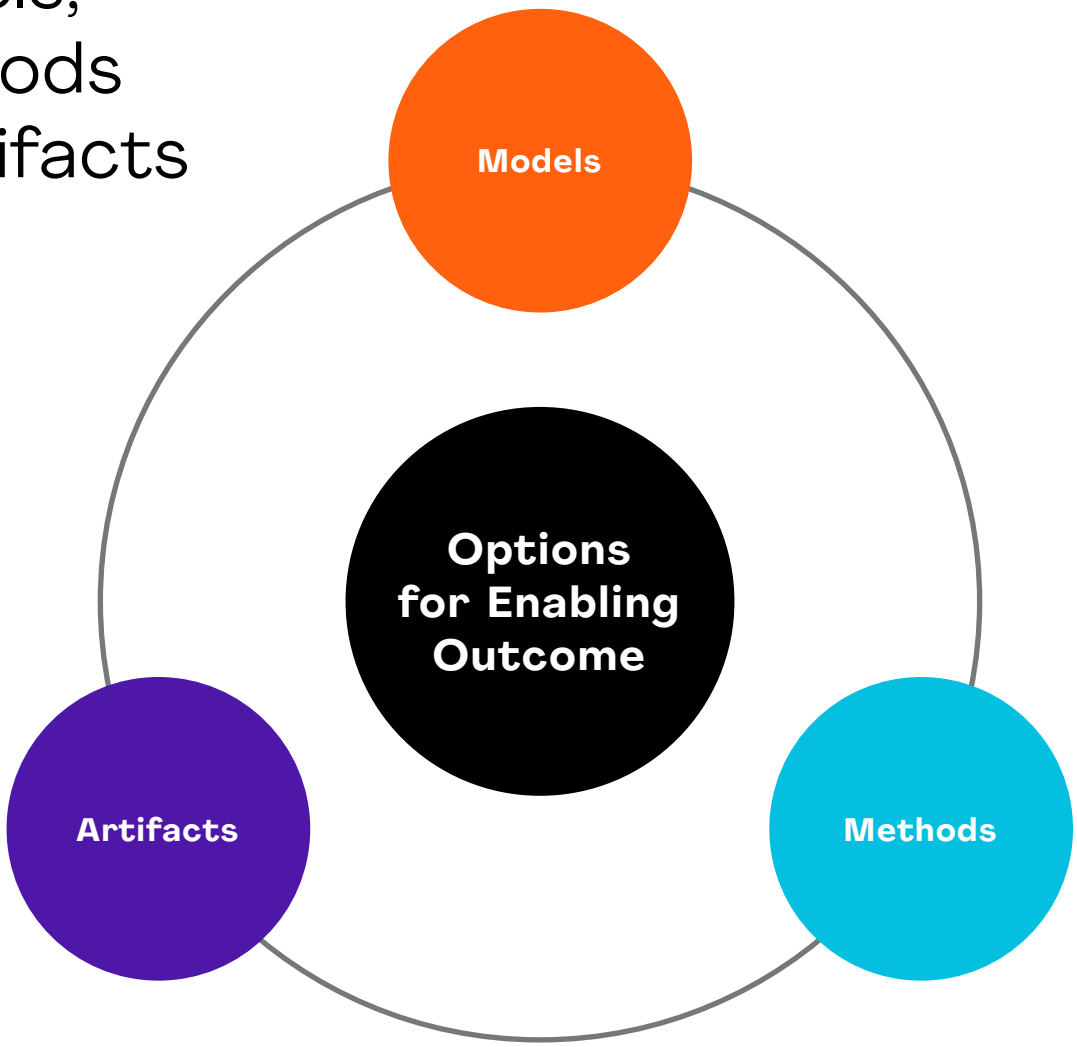
- Adding aspects
- Removing aspects
- Modifying aspects

Inspect and adapt

CONSIDER:

- Efficiency improvements
- Changes
- Retrospectives
- Lessons learned

Models, Methods & Artifacts

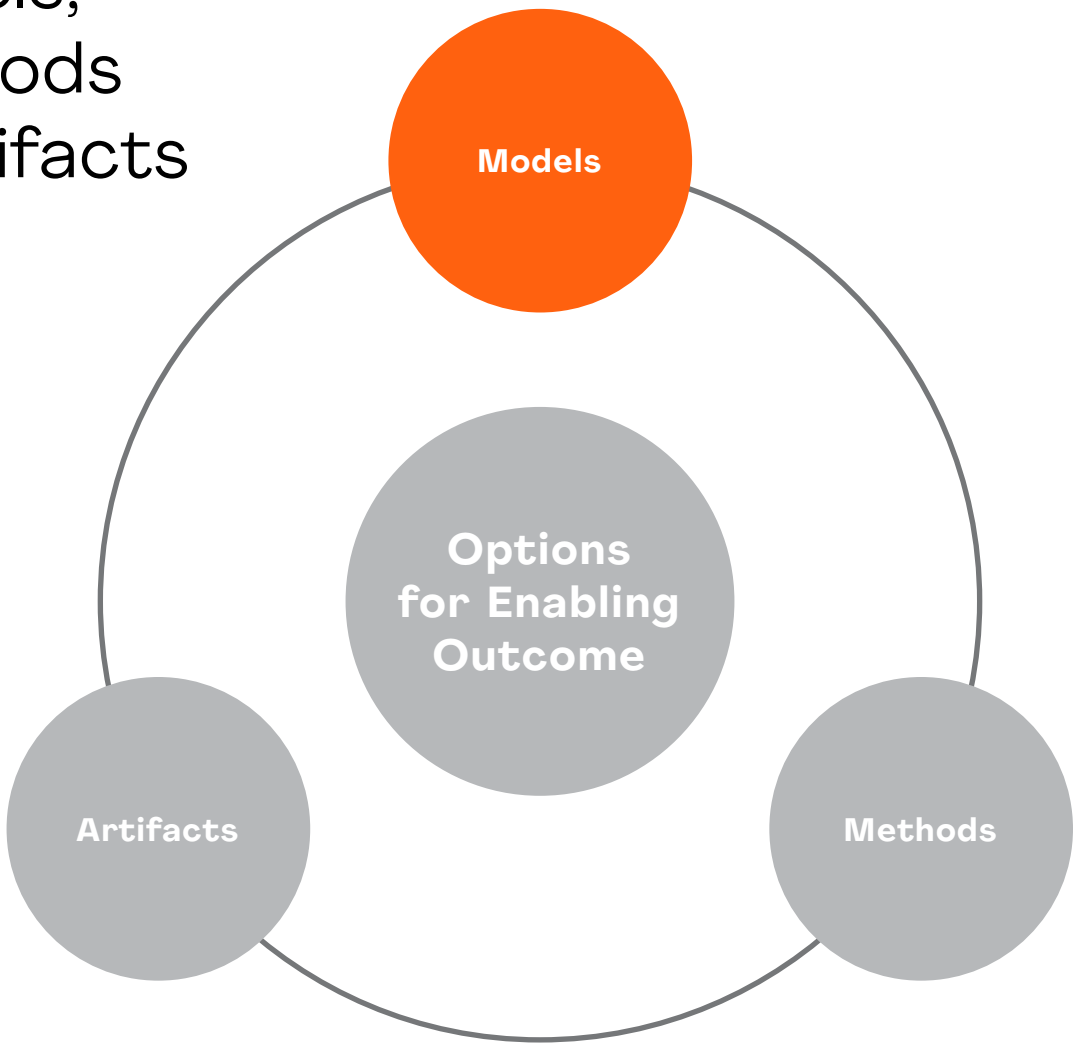


A new section in the guide lists common models, methods and artifacts available to project practitioners. This new section provides a brief description and maps each model, method and artifact to one or more of the project performance domains where it might be most applicable or useful.

- A model describes a thinking strategy to explain a process, framework or phenomenon.
- A method is the means for achieving an outcome, result or project deliverable.
- An artifact is a template, document, output or project deliverable.

Project Management Institute.

Models, Methods & Artifacts

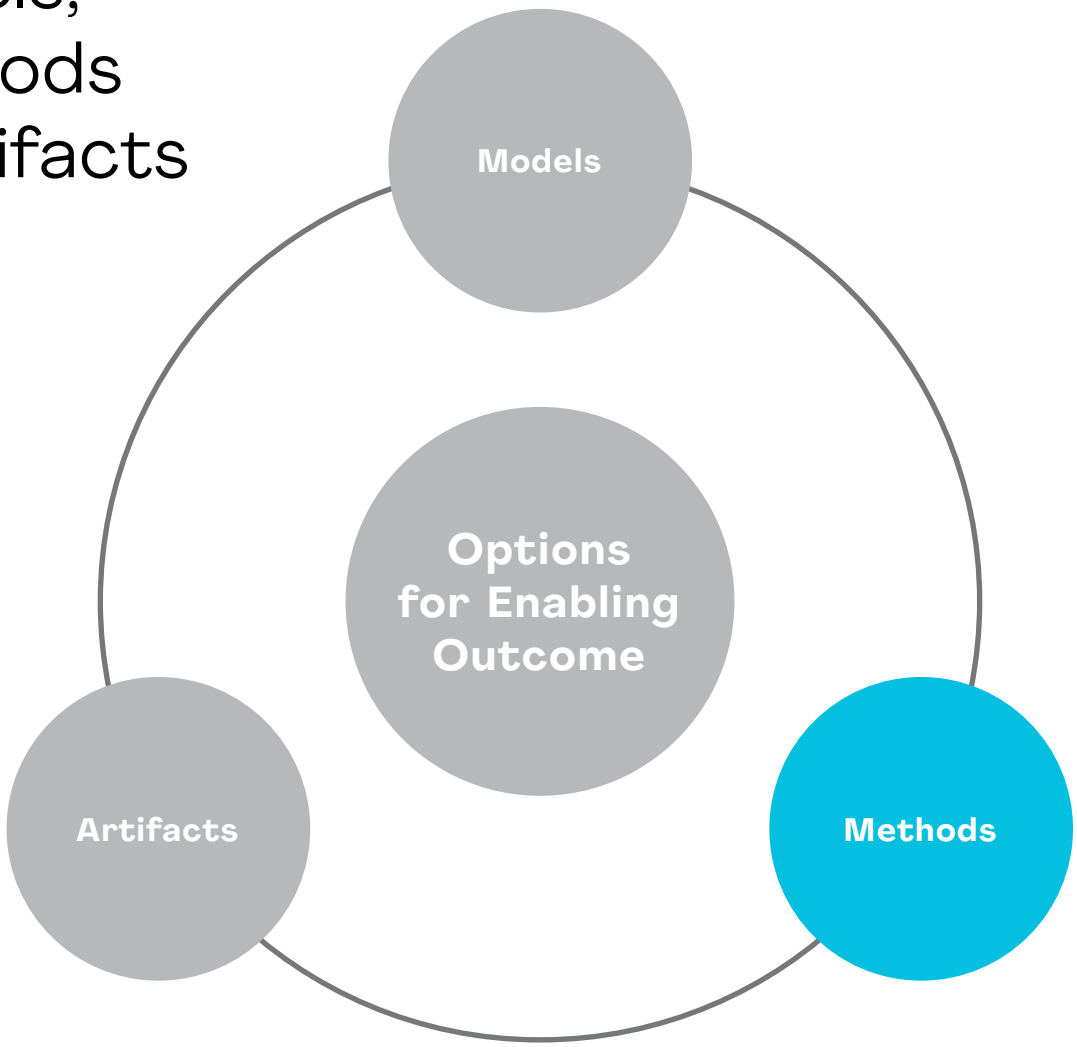


Sample Models Include:

- Process Groups
- ADKAR®
- Situational Leadership®
- Cynefin Framework
- Tuckman Ladder
- Theory of Needs

Project Management Institute.

Models, Methods & Artifacts

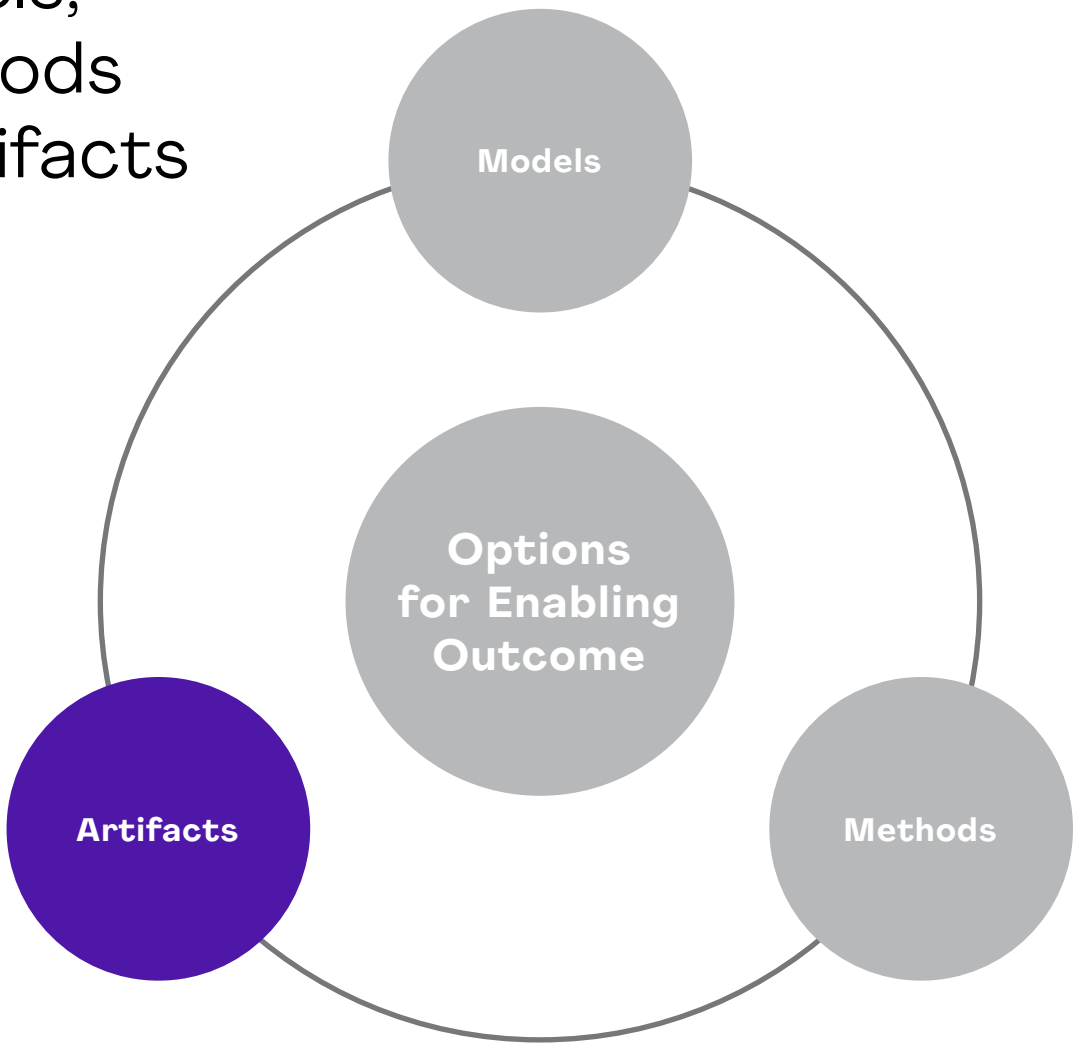


Sample Methods Include:

- Probability and Impact Matrix
- Lessons Learned
- Project Closeout
- Story Point Estimation
- Net Promoter Score
- Wideband Delphi

Project Management Institute.

Models, Methods & Artifacts



Sample Artifacts Include:

- Project Charter
- Risk Register
- Stakeholder Engagement Plan
- Prioritization Matrix
- User Story
- Value Stream Map

Project Management Institute.