PMBOK 7th Edition

Greta Blash, PgMP, PMP, PMI-ACP, PMI-PBA, DASSM, CDAI
Facilitated Methods

Agenda

- Why Changes
- Structure of the Seventh Edition
- Seventh Edition Content
Disclaimer

• The information shared in the following slides related to the PMBOK® Guide – Seventh Edition is preliminary and subject to change

• This information is being shared for your awareness about the nature of the planned changes to the PMBOK® Guide and The Standard for Project Management

• Content in these slides are protected under the copyright laws of the United States of America and other countries. Used by permission. All rights reserved. Project Management Institute and PMI are registered trademarks. All other trademarks are the property of their respective owners.

• The views and opinions expressed are those of the presenter

Why Change?
The Case for Change

“How work is getting done is changing.

New advances in technology are disrupting traditional industries and thereby changing the functional roles and responsibilities of workers.”

PMI 2107 Strategic Plan

Focus Groups Input - Current PMBOK® Guide

- Credible, highly regarded
- Needs to be more responsive to the market
- Focused too much on predictive work
- Becoming out of date or out of step with practice
- Dry, hard to read, and use in real life
**Structure of Seventh Edition**

- Prescriptive
- Aligned with predictive approaches
- Process oriented
- Focus on deliverables and techniques
- Reference to tailoring
- Audience is project managers

**Sixth vs. Seventh**

- Principles to guide thinking
- Encompasses all approaches
- Interacting and interdependent project domains
- Focus on outcomes
- Tailoring guidance
- Audience is anyone involved with projects
**PMBOK® Guide – Seventh Edition**  
Standard and Body of Knowledge

- Introduction
- Value Delivery System
- Project Management Principles
- Project Performance Domains
- Tailoring
- Models, Methods, and Artifacts

---

**Current 6th Edition**  
Standard vs. Body of Knowledge

- Based on Process Groups  
  - Initiating  
  - Planning  
  - Executing  
  - Monitoring and Controlling  
  - Closing

- Addressed processes through Knowledge Areas  
  - Integration  
  - Scope, Time, Cost  
  - Resources, Stakeholders  
  - Communications  
  - Risk, Quality  
  - Procurement

- Showed inputs, tools, techniques, and outputs
Seventh Edition Content

Part 1 - The Standard
The Standard

- **Section 1:** Introduction
- **Section 2:** A System for Value Delivery
- **Section 3:** Project Management Principles

The Standard: Section 1

- **Introduction**
  - The Purpose of *The Standard for Project Management*
  - Key Terms and Concepts
  - The Audience for the Standard
The Standard: Section 2

- A System for Value Delivery
  - Creating Value
  - Organizational Governance Systems
  - Functions Associated with Projects
  - The Project Environment
  - Product Management Considerations

Value Delivery System

- Organizations provide value
- Systems – Interrelated parts influencing each other and influenced by other systems
- Organizational system that provides value
  - Portfolios (geography, product lines)
  - Programs
  - Projects
  - Operations
Focus

- Value Delivery System
- Principles of Project Delivery

The Standard: Section 3

- Project Management Principles
  - Actionable
  - Culture neutral
  - Can be realized in different ways
  - Provide clear guard rails
  - Apply across the value delivery landscape
Principle

- A broad statement that guides our thoughts and actions
- Apply to all projects

What is a Principle?

A Principle is...

- A fundamental truth
- Fundamental norm, rule or value
- A guide for thoughts and actions

A Principle is not....

- How to do something
- Prescriptive
- A policy
- An objective
Sample Principles

➢ **Focus on Value**

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

➢ **Engage with Stakeholders**

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

Principle Labels

➢ Stewardship - Be a diligent, respectful and caring steward
➢ Team - Create a collaborative project team environment
➢ Stakeholders - Effectively engage with stakeholders
➢ Value - Focus on value
➢ Systems Thinking - Recognize, evaluate and respond to system interactions
➢ Leadership - Demonstrate leadership behaviors
 Principle Labels (cont.)

- Tailoring - Tailor based on context
- Quality - Build quality into processes and deliverables
- Complexity - Navigate complexity
- Risk - Optimize risk responses
- Adaptability and Resiliency - Embrace adaptability and resiliency
- Enable Change - Enable change to achieve the envisioned future state

Seventh Edition Content

Part 2 - The Guide
Elements in the *Guide*

- **Section 1:**
  - Project Performance Domains

- **Section 2:**
  - Tailoring

- **Section 3:**
  - Models, Methods, and Artifacts

---

**What are Project Performance Domains?**

- Interdependent, overlapping areas of focus for managing a project
- Focus on outcomes, not outputs
- Broad areas of focus for project delivery
- They occur throughout the project regardless of how value is delivered
  - Frequently
  - Periodically
  - At the end
- How they interact, overlap, and interconnect is different for each project
The Guide: Section 1
Project Performance Domains

PMBOK® Guide
Project Performance Domains
Project Performance Domains

- Desired outcomes
- Key definitions
- Domain specific content
- Integration with other performance domains
- Checking results

**STAKEHOLDER PERFORMANCE DOMAIN**

- Effective execution of this performance domain results in the following desired outcomes:
  - A productive working relationship with stakeholders throughout the project.
  - Stakeholder agreement with project objectives.
  - Stakeholders who see project benefits are supportive and satisfied while stakeholders who may oppose the project or its deliverables do not negatively impact project outcomes.

Stakeholder Performance Domain

- Outcome: Good working relationship with stakeholders
- Outputs: Stakeholder register or stakeholder engagement plan
Team Performance Domain

- Outcome: High-Performing Teams
  - Leadership Skills
  - Interpersonal Skills
  - Tailoring Leadership Styles
- Project Team Management and Leadership
- Team Development
- Team Culture

Development Approach and Life Cycle Performance Domain

- Outcome: Selecting cycles, phases, and development approaches appropriate for the project
- Delivery cadence
- Aligning delivery cadence, development approach, and life cycle
Planning Performance Domain

- Outcome: Applying an appropriate amount of planning at the right time
- Planning Overview
- Planning Variables
- Project Team Composition and Structure
- Communication
- Physical Resources
  - Procurement
  - Changes
  - Metrics
  - Alignment

Project Work Performance Domain

- Outcome: Enabling teams to deliver
- Project Processes
- Balancing Competing Constraints
- Maintaining Project Team Focus
- Project Communications and Engagement
- Managing Physical Resources
- Working with Procurements
- Monitoring New Work and Changes
- Learning Throughout the Project
Delivery Performance Domain

- Outcome: Delivering the value of the project
- Deliverables
  - Requirements
  - Scope Definition
  - Moving Targets of Completion
- Quality
  - Cost of Quality
  - Cost of Change
- Suboptimal Outcomes

Measurement Performance Domain

- Outcome: Tracking project performance to take actions and ensure targets are achieved
- Establishing Effective Measures
  - Key Performance Indicators
  - Effective Measures
- What to Measure
  - Deliverables
  - Baseline Performance
  - Resources
  - Business Value
  - Forecasts
Measurement Performance Domain (cont.)

- Presenting Information
  - Dashboards
  - Information Radiators
  - Visual Controls
- Measurement Pitfalls
- Troubleshooting Performance
- Growing and Improving

Uncertainty Performance Domain

- Outcome: Exploring the project environment to anticipate risks and take advantage of opportunities
- General Uncertainty
- Ambiguity
- Complexity
- Volatility
- Risk
Tailoring

- Adapt to the environment and project
  - Delivery approach
  - Processes
  - Methods
  - Artifacts

- Selection and adjustment of multiple factors
  - How value is delivered
  - Predictive, hybrid, or agile approach
Tailoring Model

- Based on organizational influences and project needs

1. Select Initial Development Approach
2. Tailor for Organization
3. Tailor for Project
4. Ongoing Improvement

Selection of development approach
Tailor for the organization
Tailor for the project
Ongoing improvement
Tailoring the performance domains

Topics in Tailoring
Models, Methods, and Artifacts

**PMBOK® Guide Models, Methods, and Artifacts**

- Abbreviated and high-level information to help build a tailored “project delivery toolkit.”
  - A model is a small-scale or simplified version of reality
  - A method is the means for achieving an outcome, output, result or project deliverable
  - An artifact is a template, document, output, or project deliverable
Sample Models

- Situational Leadership
- Communication
- Motivation
- Change
- Complexity
- Team Development
- Other Models

Sample Methods

- Data Gathering and Analysis
- Estimating
- Meetings and Events
- Other Methods
Sample Artifacts

- Strategy Artifacts
- Logs and Registers
- Plans
- Hierarchy Charts
- Baselines
- Visual Data and Information
- Reports
- Agreements and Contracts

Putting it All Together
How it All Fits Together

- Project delivery principles shape our behavior and actions
- Project management performance domains are areas of focus on our projects
- Tailor our actions and decisions
- Supported by models, methods and artifacts

Summary
PMP Exam

Exam Development Process

Role Delineation Study

Exam Content Outline

Domains, Tasks, Enablers
**PMP Exam Domains, Tasks and Enablers**

- Domain
- Task
- Enabler

High level knowledge area
PM's underlying responsibility
Example of the work

---

**PMP Performance Domains**

- Business
- Process
- People
## Domain III – Tasks and Enablers

<table>
<thead>
<tr>
<th>Domain III</th>
<th>Business Environment: 4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1</td>
<td></td>
</tr>
<tr>
<td>1. Perform change impact assessment</td>
<td></td>
</tr>
<tr>
<td>2. Confirm project compliance requirements, e.g., security, health and safety, regulatory compliance, legal compliance</td>
<td></td>
</tr>
<tr>
<td>3. Classify compliance categories</td>
<td></td>
</tr>
<tr>
<td>4. Determine potential threats to compliance</td>
<td></td>
</tr>
<tr>
<td>5. Identify and monitor key controls</td>
<td></td>
</tr>
<tr>
<td>6. Analyze the consequences of noncompliance</td>
<td></td>
</tr>
<tr>
<td>7. Enhance mission approach and plans to address compliance needs, e.g., revisions, recommendations</td>
<td></td>
</tr>
<tr>
<td>8. Ensure the experts unlock the project in compliance</td>
<td></td>
</tr>
</tbody>
</table>

| Task 2     |                           |
| 1. Evaluate and define project benefits and risks |
| 2. Identify and prioritize project benefits and risks |
| 3. Modify project strategy to optimize project benefits and risks |
| 4. Evaluate project benefits and risks at key decision points |
| 5. Update project plan to reflect new priorities |

| Task 3     |                           |
| 1. Identify and prioritize external business environment changes that impact project on agile basis |
| 2. Assess changes in external business environment, e.g., regulations, technology, market, economic, social, political, and cultural factors |
| 3. Implement or avoid impacts of changes on project execution based on changes in external business environment |
| 4. Recommend options for accommodating changes, e.g., avoidance, use changes, or modify project expectations to adapt to changes |
| 5. Continuously assess external business environment for impacts on project execution |

| Task 4     |                           |
| 1. Support organizational change |
| 2. Assess organizational culture |
| 3. Evaluate impact of organizational change to project and determine required actions |

## 2021 PMP and the 7th Edition

- 2021 PMP Exam uses the 6th Edition as one of the many sources for questions on the PMP – but not the basis for the Exam
- 2021 PMP Exam integrates Agile and Hybrid content into the exam (50% of process)
- The 7th Edition is not finalized, therefore Certification has not seen the content
- 7th Edition integrates Agile and Hybrid content into the *PMBOK® Guide*
PMP Exam 2021 Prep

- Work with an Authorized Training Partner (ATP) with PMI-provided content
- Review the Exam Content Outline (ECO), 6th Edition and other Resources
- Review the Agile Practice Guide and other presentations to become familiar with Hybrid approaches
- Premier ATPs have additional resources available for preparation (test banks, etc.)
Thank You

For more information
please feel free to contact us:

Greta Blash, PgMP, PMP, PMI-ACP, PMI-PBA, DASSM, CDAI

greta@facilitatedmethods.com