



The PMBOK® Guide identifies principles and performance domains for project professionals and others engaged with projects.



7th Edition

## WHAT'S NEW?

- *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—7th Edition, published by the Project Management Institute (PMI) in 2021, includes *The Standard for Project Management*
  - First principles-based standard for project management
  - Moves away from the more prescriptive process-based approach of past standards
  - Focus is no longer on deliverables and outputs
  - Projects drive outcomes that deliver value to the performing organization as well as other stakeholders
- This edition includes both principles to guide behavior as well as project performance domains to demonstrate the behavior and create value

## PMI CODE OF ETHICS & PROFESSIONAL CONDUCT

- Defines expectations for individuals in the global project management community
- Includes both aspirational ideas as well as mandatory behaviors
  1. **Responsibility** is our duty to take ownership for the decisions we make or fail to make, the actions we take or fail to take, and the consequences that result
  2. **Respect** is our duty to show a high regard for ourselves, others, and the resources entrusted to us. Resources entrusted to us may include people, money, reputation, the safety of others, and natural or environmental resources. An environment of respect engenders trust, confidence, and performance excellence by fostering cooperation—an environment where diverse perspectives and views are encouraged and valued
  3. **Fairness** is our duty to make decisions and act impartially and objectively. Our conduct must be free from competing self-interest, prejudice, and favoritism
  4. **Honesty** is our duty to understand the truth and act in a truthful manner both in our communications and in our conduct

## KEY TERMS

- **Creating value:** organizations exist to create value for stakeholders
  - Organizational strategy drives creation of value through a system of portfolio, programs, projects, and/or operations
  - Value is the ultimate measure of project success
- **Customer:** requester and/or funder of the project
- **End user:** user of the product, service, or result of the project
- **PMI:** global nonprofit professional organization that offers certifications, educational programs, networking opportunities, and other resources for project managers
  - Provides a set of industry-standard guidelines and best practices for project management, including the *PMBOK® Guide*—7th Edition
- **Project:** temporary endeavor undertaken to create a unique product, service, or result
- **Project environment:** where the project exists

Internal Environment	External Environment
Asset: process, data, and knowledge	Marketplace conditions
Employee capability	Regulatory environment
Organizational culture, structure, and governance	Social and cultural influences and issues
Resource availability	—

- **Project management:** application of knowledge, skills, tools, and techniques to project activities to meet requirements
- **Project manager:** person assigned by performing organization to lead project team responsible for achieving project objectives

## PROJECT MANAGEMENT PRINCIPLES

### Stewardship

- Be a diligent, respectful, and caring steward
- Responsibly manage project resources, including financial, human, and physical assets, to ensure project:
  - Goals and objectives are met within budget and schedule constraints
  - Risks are effectively identified and managed
- Make ethical and sustainable decisions
- Effectively communicate with and engage stakeholders throughout project's life cycle

### Team

- Create a collaborative project team environment
- Include the individuals responsible to complete the work of the project
- Involve people with diverse backgrounds and skill sets who collaborate to meet project objectives
- Use agreements to define guidelines to enable members to work together successfully

### Stakeholders

- Effectively engage with stakeholders (individuals or groups that have an interest or concern in the project and its outcome). Can include customers, end users, management, project team, sponsors, and any other individuals or organizations affected by the project or able to influence its outcome
- Stakeholders can affect the project both positively and negatively
- Engaging stakeholders supports value delivery

### Value

- Focus on value, the ultimate measure of project success
- May be something different for each stakeholder
  - For the performing organization, value may be financial gain
  - For others, it may be social good or benefit to customer
- A business case should include the business drivers, allowing the team to find opportunities to increase potential project value

### Systems Thinking

- Recognize, evaluate, and respond to system interactions
- Holistic approach that looks at how items in a system:
  - Work together
  - Work over time
  - Interact with other systems
- The project team and their ways of working are part of the project system

### Leadership

- Demonstrate leadership behaviors, which include the ability to influence others and thus influence project results
- Multiple project stakeholders, including the project manager and individual team members, should demonstrate leadership behaviors throughout the project
- Leadership, along with personal character, can lead to project success and a positive work environment

### Tailoring

- Tailor on the basis of context
- Every project is unique
- Tailor project elements to provide just enough structure to deliver value
- Examples of areas to tailor include:
  - Artifacts
  - Development approach
  - Governance
  - Methods
  - Processes
- Team members should participate in tailoring decisions so they feel ownership of project results
- Reducing waste in processes, resources, and artifacts is critical to tailoring

### Quality

- Build quality into processes and products (deliverables)
- Includes the work to minimize waste
- Product delivered should:
  - Meet acceptance criteria
  - Demonstrate fitness for use (meeting or exceeding customer expectations)
- Processes used should ensure product is delivered in the quickest, most cost-effective way possible

### Complexity

- Navigate complexity
- Complexity on projects has multiple sources, including:
  - **Human behavior:** differences in experience and attitudes
  - **System behavior:** dynamic interdependencies
  - Technical innovations
  - Uncertainty and ambiguity
- To navigate complexity, the project team must continually evaluate individual project elements and the changing interaction between them

### Risk

- Optimize risk responses
- A risk is an uncertain event that may affect the project objectives. May be:
  - **Positive:** opportunities
  - **Negative:** threats
- Focus not only on individual risks, but also on overall project risk (effect of uncertainty on project as a whole)
- Stakeholders' different risk appetites and thresholds must be considered
- Project team should:
  - Increase probability and impact of opportunities
  - Decrease probability and impact of threats

### Adaptability & Resiliency

- Embrace adaptability and resiliency
- Projects never proceed exactly on plan
- Events outside the control of the project manager and organization impact the project
- Project and project team need to be able to:
  - **Adapt:** respond to changing conditions
  - **Be resilient:** absorb impacts and recover quickly

### Change

- Enable change to achieve the envisioned future state
- Change takes individuals and organizations from current state to a desired future state
- Stakeholders may have different appetites for change
- Resistance may occur
- Change initiatives work better when stakeholders are fully engaged and motivated to deliver on the change

A D I T Y A

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